

**THE EFFECTIVENESS OF OPPORTUNITIES AND OBSTACLES  
APPROACH TO DEVELOPMENT (O & OD) IN ENHANCING IMPACTS  
OF PROJECTS TO BENEFICIARIES: A CASE STUDY OF NDALA WARD  
IN SHINYANGA MUNICIPAL**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF PROJECT  
MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA**

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## CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled; “The Effectiveness of Opportunities And Obstacles Approach to Development (O & OD) in Enhancing Impacts of Projects to Beneficiaries: A Case Study of Ndala Ward in Shinyanga Municipal: in partial fulfilment of the requirements for the degree of Master of Project Management of the Open University of Tanzania



.....  
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18/11/2019

.....  
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.....  
Signature

.....  
Date

## **DEDICATION**

This work is dedicated to my family who brought me up and showed me the value of education.

## **ACKNOWLEDGEMENT**

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## **ABSTRACT**

This study assessed the effectiveness of opportunities and obstacles approach to development in enhancing impact of projects to beneficiaries a case study of Ndala ward in Shinyanga municipal. The study determined the extent to which beneficiaries participated in the implementation of O&OD participatory plans and found out challenges uncounated during planning and implementation of O&OD participatory planning in the study area. The study employed a descriptive analysis and 120 respondents were involved from four villages. Data were collected using interviews schedule, check list and observation. The data were analyzed using content analysis and SPSS. The findings show that there was low level of participation of community members in planning and implementation of O&OD participatory planning process. Majority of respondents (52%) and beneficiaries (61%) in general had no habits to attend village assembly meetings, the main challenges facing O&OD in implementation process at village level were: poor attendance in village development activities by community members, (23%) said lack of transparent by leaders in income and expenditure (23%) said little budget allocated to the village by high authorities. The study recommended among other things, awareness creation and capacity building should be implemented in community level. close follow up and supervision; village leaders should convene meetings at hamlet and village levels as instructed by LGA rules; and CG and DC should increase development budget so as to support more community projects. The policy implications for this study were the improvement of community empowerment in order to increase their full participation or involvement in local development projects.

## TABLE OF CONTENTS

CERTIFICATION.....	II
COPYRIGHT .....	III
DECLARATION .....	IV
DEDICATION.....	V
ACKNOWLEDGEMENT.....	VI
ABSTRACT .....	VII
<b>THIS STUDY ASSESSED THE EFFECTIVENESS OF OPPORTUNITIES AND OBSTACLES APPROACH TO DEVELOPMENT IN ENHANCING IMPACT OF PROJECTS TO BENEFICIARIES A CASE STUDY OF NDALA WARD IN SHINYANGA MUNICIPAL. THE STUDY DETERMINED THE EXTENT TO WHICH BENEFICIARIES PARTICIPATED IN THE IMPLEMENTATION OF O&amp;OD PARTICIPATORY PLANS AND FOUND OUT CHALLENGES UNCOUNTED DURING PLANNING AND IMPLEMENTATION OF O&amp;OD PARTICIPATORY PLANNING IN THE STUDY AREA. THE STUDY EMPLOYED A DESCRIPTIVE ANALYSIS AND 120 RESPONDENTS WERE INVOLVED FROM FOUR VILLAGES. DATA WERE COLLECTED USING INTERVIEWS SCHEDULE, CHECK LIST AND OBSERVATION. THE DATA WERE ANALYZED USING CONTENT ANALYSIS AND SPSS. THE FINDINGS SHOW THAT THERE WAS LOW LEVEL OF PARTICIPATION OF COMMUNITY MEMBERS IN PLANNING AND IMPLEMENTATION OF O&amp;OD PARTICIPATORY PLANNING PROCESS. MAJORITY OF RESPONDENTS (52%) AND BENEFICIARIES (61%) IN GENERAL HAD NO HABITS TO ATTEND VILLAGE ASSEMBLY MEETINGS, THE MAIN CHALLENGES FACING O&amp;OD IN IMPLEMENTATION PROCESS AT VILLAGE LEVEL WERE: POOR ATTENDANCE IN VILLAGE DEVELOPMENT ACTIVITIES BY COMMUNITY MEMBERS, (23%) SAID LACK OF TRANSPARENT BY LEADERS IN INCOME AND EXPENDITURE (23%) SAID LITTLE BUDGET ALLOCATED TO THE VILLAGE BY HIGH AUTHORITIES. THE STUDY RECOMMENDED AMONG OTHER THINGS, AWARENESS CREATION AND CAPACITY BUILDING SHOULD BE IMPLEMENTED IN COMMUNITY LEVEL. CLOSE FOLLOW UP AND SUPERVISION; VILLAGE LEADERS SHOULD CONVENE MEETINGS AT HAMLET AND VILLAGE LEVELS AS INSTRUCTED BY LGA RULES; AND CG AND DC SHOULD INCREASE DEVELOPMENT BUDGET SO AS TO SUPPORT MORE COMMUNITY PROJECTS. THE POLICY IMPLICATIONS FOR THIS STUDY WERE THE IMPROVEMENT OF COMMUNITY EMPOWERMENT IN ORDER TO INCREASE THEIR FULL PARTICIPATION OR INVOLVEMENT IN LOCAL DEVELOPMENT PROJECTS.....</b>	VII
TABLE OF CONTENTS.....	VIII
LIST OF TABLES.....	XV
LIST OF FIGURES.....	XVI
LIST OF ABBREVIATION .....	XVII
CHAPTER ONE.....	1
INTRODUCTION .....	1
1.1 BACKGROUND INFORMATION.....	1



<b>1.2 PROBLEMS STATEMENT.....</b>	<b>5</b>
<b>1.3 SIGNIFICANCE OF THE STUDY.....</b>	<b>6</b>
<b>1.4 SCOPE OF THE STUDY .....</b>	<b>6</b>
<b>1.5 RESEARCH OBJECTIVES.....</b>	<b>7</b>
<b>1.5.1 GENERAL OBJECTIVE .....</b>	<b>7</b>
<b>1.5.2 SPECIFIC OBJECTIVES .....</b>	<b>7</b>
<b>1.6 RESEARCH QUESTIONS.....</b>	<b>8</b>
<b>1.7 ORGANIZATION OF THE STUDY .....</b>	<b>8</b>
<b>1.8 LIMITATIONS AND DELIMITATIONS OF THE STUDY .....</b>	<b>8</b>
<b>CHAPTER TWO.....</b>	<b>10</b>
<b>LITERATURE REVIEW.....</b>	<b>10</b>
<b>2.1 OVERVIEW .....</b>	<b>10</b>
<b>2.2 DEFINITION OF KEY TERMS .....</b>	<b>10</b>
<b>2.2.1 DONOR AIDED PROJECTS.....</b>	<b>10</b>
<b>2.2.2. DEVELOPMENT .....</b>	<b>10</b>
<b>2.2.3 SUSTAINABILITY.....</b>	<b>10</b>
<b>2.2.4 GRASSROOTS.....</b>	<b>11</b>
<b>2.2.5 EMPOWERMENT .....</b>	<b>11</b>
<b>2.2.6 ACTIVE POOR AND THE VERY POOR.....</b>	<b>11</b>
<b>2.2.7 CIVIL SOCIETY .....</b>	<b>11</b>
<b>2.2.8 GRASSROOTS NGO .....</b>	<b>12</b>
<b>2.3 THE CONCEPT OF PLANNING.....</b>	<b>12</b>
<b>2.3.1 APPROACHES TO PLANNING .....</b>	<b>13</b>
<b>2.3. 2 THE TOP-DOWN APPROACH .....</b>	<b>13</b>
<b>2.3.3 THE BOTTOM UP APPROACH.....</b>	<b>14</b>
<b>2.3.4 PARTICIPATION .....</b>	<b>15</b>
<b>2.3.5 FORMS OF COMMUNITY PARTICIPATION .....</b>	<b>18</b>
<b>2.3.6 PARTICIPATION AND DECENTRALIZATION.....</b>	<b>19</b>
<b>2.3.7 INDICATORS OF PARTICIPATION.....</b>	<b>20</b>
<b>2.3.8 SOCIAL ECONOMIC IMPACT .....</b>	<b>20</b>
<b>2.3.9 TYPOLOGY OF PARTICIPATION .....</b>	<b>21</b>
<b>2.4.1 FROM 1961 – 1967 (IMMEDIATE AFTER INDEPENDENCE).....</b>	<b>22</b>
<b>2.4.2 FROM (1967 – 1972) ARUSHA DECLARATION.....</b>	<b>22</b>
<b>2.4.3 FROM 1972 – 1983 (ABOLISHMENT OF LOCAL GOVERNMENT AUTHORITIES).....</b>	<b>22</b>

2.4.4 FROM 1983 -1991 MADARAKA MIKOANI .....	23
2.4.5 FROM 1992 – 2002 (REFORM ERA) .....	23
2.5. PARTICIPATING PLANNING INITIATIVE .....	24
2.5.1 THE THEORY OF PLANNING .....	26
2.5.2 BLUEPRINT PLANNING.....	27
2.5.3 SYNOPTIC PLANNING .....	29
2.5.4 PARTICIPATORY PLANNING.....	30
2.5.5 INCREMENTALISM.....	30
2.5.6 MIXED SCANNING MODEL .....	31
2.5.7 TRANSITIVE PLANNING .....	32
2.5.8 ADVOCACY PLANNING.....	32
2.5.9 BARGAINING MODEL.....	32
2.5.10 COMMUNICATIVE APPROACH.....	33
2.5. 11 PROCESS.....	34
2.5.12. CHANGES TO THE PLANNING PROCESS .....	34
2.5.13 THE CONCEPT OF LOCAL DEVELOPMENT .....	36
2.5 .17 THEORIES OF PARTICIPATION IN PLANNING OF COMMUNITY PROJECT ....	42
2.6.1 LITERATURE GAP.....	74
2.7 THE CONCEPTUAL FRAMEWORK.....	74
FIGURE 2.1: THE CONCEPTUAL FRAMEWORK.....	75
CHAPTER THREE.....	76
RESEARCH METHODOLOGY .....	76
3. 1 RESEARCH PARADIGM.....	76
3.2 STUDY AREA .....	76
3.3 STUDY DESIGN.....	77
3.4 STUDY APPROACH.....	77
3.5 UNITY ANALYSIS.....	78
3.6 TYPES OF DATA AND SOURCES.....	78
3.7. STUDY POPULATION, SAMPLING TECHNIQUES AND SAMPLE SIZE.....	78
3.7 .1 TARGET POPULATION.....	78
3.7.2 SAMPLING FRAME.....	78
3.7.3 SAMPLING UNIT AND ELEMENT .....	78
3.7.4 SAMPLE SIZE.....	79
3.7.5 SAMPLING PROCEDURES.....	80

<b>3.8</b>	<b>INSTRUMENTS OF DATA COLLECTION.....</b>	<b>80</b>
<b>3.8.1</b>	<b>STRUCTURED QUESTIONNAIRES.....</b>	<b>80</b>
<b>3.8.2</b>	<b>ADMINISTRATION OF THE QUESTIONNAIRE .....</b>	<b>81</b>
<b>3.8.3</b>	<b>INTERVIEWS .....</b>	<b>81</b>
<b>3.8.4</b>	<b>FOCUS GROUP DISCUSSIONS .....</b>	<b>81</b>
<b>3.9</b>	<b>VARIABLES AND MEASUREMENT .....</b>	<b>81</b>
	<b>TABLE 3.1: VARIABLES AND MEASURABLE INDICATORS.....</b>	<b>82</b>
<b>3.10</b>	<b>DATA PROCESSING AND ANALYSIS .....</b>	<b>82</b>
<b>3.10.1</b>	<b>DATA CLEANING AND PROCESSING .....</b>	<b>82</b>
<b>3.10.2</b>	<b>DATA ANALYSIS .....</b>	<b>83</b>
<b>3.11</b>	<b>VALIDITY AND RELIABILITY.....</b>	<b>83</b>
	<b>CHAPTER FOUR .....</b>	<b>85</b>
	<b>RESULT AND DISCUSSION .....</b>	<b>85</b>
<b>4.1</b>	<b>OVERVIEW .....</b>	<b>85</b>
<b>4.2</b>	<b>DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS OF RESPONDENTS .....</b>	<b>85</b>
<b>4.2.1</b>	<b>AGE.....</b>	<b>85</b>
	<b>TABLE 4.1: AGE OF THE RESPONDENT N = 120 .....</b>	<b>86</b>
	<b>TABLE 4.2: SEX OF RESPONDENTS N = 120.....</b>	<b>86</b>
<b>4.2.3</b>	<b>MARITAL STATUS.....</b>	<b>87</b>
	<b>TABLE 4.3: MARITAL STATUS OF RESPONDENTS (N =120).....</b>	<b>87</b>
<b>4.2.4</b>	<b>LEVEL OF EDUCATION.....</b>	<b>87</b>
	<b>TABLE 4.4: LEVEL OF EDUCATION OF RESPONDENT N =120 .....</b>	<b>87</b>
<b>4.2.5</b>	<b>MAIN OCCUPATION.....</b>	<b>88</b>
	<b>TABLE 4.5: MAIN OCCUPATION OF RESPONDENT N=120.....</b>	<b>88</b>
<b>4.3</b>	<b>PARTICIPATION IN FORMULATION OF O &amp; OD VILLAGE PLAN .....</b>	<b>88</b>
<b>4.3.1</b>	<b>COMMUNITY ATTENDANCE AT HAMLET MEETINGS .....</b>	<b>88</b>
	<b>TABLE 4.6: COMMUNITY ATTENDANCE AT HAMLET MEETING N=120 .....</b>	<b>89</b>
<b>4.3.2</b>	<b>PARTICIPATION IN VILLAGE ASSEMBLY FOR FORMULATION OF O &amp; OD VILLAGE PLAN.....</b>	<b>89</b>
	<b>TABLE 4.7: VILLAGE ASSEMBLY FOR FORMULATION OF O &amp; OD VILLAGE PLAN EVERY YEAR N=120 .....</b>	<b>89</b>
<b>4.3.2.1</b>	<b>ANNUAL VILLAGE ASSEMBLY.....</b>	<b>90</b>
	<b>TABLE 4.8: ANNUAL VILLAGE ASSEMBLY N=120.....</b>	<b>90</b>
<b>4.3.2.2</b>	<b>QUARTERLY VILLAGE ASSEMBLY.....</b>	<b>90</b>
	<b>TABLE 4.9: QUARTERLY VILLAGE ASSEMBLY N = 120 .....</b>	<b>91</b>

<b>4.3.3 PARTICIPATION IN FORMULATION OF O &amp; OD VILLAGE DEVELOPMENT PLAN .....</b>	<b>91</b>
<b>TABLE 4.10: PARTICIPATION IN FORMULATION OF O &amp; OD VILLAGE DEVELOPMENT PLAN N= 120 .....</b>	<b>92</b>
<b>4.3.4 RESPONSIBILITY IN FORMULATING ANNUAL O &amp; OD VILLAGE DEVELOPMENT PLAN.....</b>	<b>92</b>
<b>TABLE 4.12: RESPONSIBILITY IN ANNUAL O &amp; OD VILLAGE DEVELOPMENT PLAN FORMULATION N= 120.....</b>	<b>93</b>
<b>4.3.5 RESPONSIBILITY IN APPROVING ANNUAL O &amp; OD VILLAGE DEVELOPMENT PLAN .....</b>	<b>93</b>
<b>TABLE 4.12: RESPONSIBILITY IN APPROVING ANNUAL O &amp; OD VILLAGE DEVELOPMENT PLAN N = 120 .....</b>	<b>93</b>
<b>4.4 TRAINING ON O &amp; OD .....</b>	<b>93</b>
<b>TABLE 4.13: TRAINING ON O &amp; OD N = 120, NUMBER OF VILLAGE ATTENDED TRAINING .....</b>	<b>94</b>
<b>4.5 TO IDENTIFY CHALLENGES THAT STAKEHOLDER FACE IN USING O &amp; OD.....</b>	<b>94</b>
<b>4.5.1 IF THERE IS ANY PROBLEM.....</b>	<b>94</b>
<b>TABLE 4.14: CHALLENGES STAKEHOLDERS FACE BY USING O &amp; OD N = 120.....</b>	<b>94</b>
<b>4.5.2 TYPES OF PROBLEMS ENCOUNTERED IN USING O &amp; OD .....</b>	<b>95</b>
<b>TABLE 4.15: PROBLEM UNCOUNTED IN USING O &amp; OD, N= 120.....</b>	<b>95</b>
<b>4.6 NUMBER OF MEETING CONVENED IN 2014 .....</b>	<b>95</b>
<b>TABLE 4.16: NUMBER OF VILLAGE MEETING ATTENDED N= 120.....</b>	<b>96</b>
<b>4.7 HOUSEHOLD MEMBERS' ATTENDANCE AT THE VILLAGE ASSEMBLY.....</b>	<b>96</b>
<b>4.6.2 ATTENDANCE AT THE VILLAGE ASSEMBLY BY HOUSEHOLD MEMBER.....</b>	<b>96</b>
<b>TABLE 4.17: HOUSEHOLD MEMBERS ATTENDANCE AT THE VILLAGE ASSEMBLY N = 120.....</b>	<b>97</b>
<b>4.8 ADVANTAGES AND DISADVANTAGES OF USING O &amp; OD.....</b>	<b>97</b>
<b>TABLE 4.18: ADVANTAGES OF USING O &amp; OD AS PLANNING METHODS N = 120.....</b>	<b>97</b>
<b>4.8.1 DISADVANTAGES OF USING O &amp; OD AS PLANNING METHOD .....</b>	<b>98</b>
<b>TABLE 4.19: DISADVANTAGE OF USING O &amp; OD AS PLANNING METHODS N=120.....</b>	<b>98</b>
<b>4.8.2 TYPES OF ECONOMIC ADVANTAGES COMMUNITY GET FROM O &amp; OD .....</b>	<b>98</b>
<b>TABLE 4.20: TYPES OF ECONOMIC ADVANTAGES OF USING O &amp; OD N = 120.....</b>	<b>99</b>
<b>4.8.3 TYPES OF SOCIAL ADVANTAGES BY USING O &amp; OD.....</b>	<b>99</b>
<b>TABLE 4.21: TYPES OF SOCIAL ADVANTAGES AS PER USING O &amp; OD N = 120.....</b>	<b>99</b>
<b>4.9 THE SECOND OBJECTIVE OF THE STUDY WAS TO COMPARE O &amp; OD TO OTHER SUCCESSFUL PARTICIPATORY PLANNING.....</b>	<b>99</b>
<b>4.9.1 DEGREE OF COMMUNITY PARTICIPATION .....</b>	<b>100</b>

<b>TABLE 4.22: DEGREE OF PARTICIPATION IN O &amp; OD N = 120.....</b>	<b>100</b>
<b>4.9.2 COMMUNITY INVOLVEMENT IN DEVELOPMENT PROJECT .....</b>	<b>100</b>
<b>TABLE 4.23: WAYS OF COMMUNITY INVOLVEMENT IN DEVELOPMENT PROJECT N= 120.....</b>	<b>101</b>
<b>4.9.3 IMPLEMENTATION AND COMPLETION OF PROJECTS INITIATED USING O &amp; OD PLANNING PROCESS .....</b>	<b>101</b>
<b>TABLE 4.24: IMPLEMENTATION AND COMPLETION OF PROJECTS INITIATED N= 120.....</b>	<b>101</b>
<b>4.9.4 COMMUNITY RESPONSIBILITY TO THE PROJECTS INITIATED UNDER O &amp; OD COMPARISON TO OTHER TECHNIQUE.....</b>	<b>102</b>
<b>TABLE 4.25: COMMUNITY RESPONSIBILITY TO THE PROJECT INITIATED UNDER O &amp; OD N= 120 .....</b>	<b>102</b>
<b>4.10 THE IMPACT PROJECTS TO BENEFICIARIES.....</b>	<b>102</b>
<b>4.10.1 ECONOMIC IMPACT OF PROJECT TO BENEFICIARIES .....</b>	<b>102</b>
<b>TABLE 4.26: ECONOMIC IMPACT OF PROJECT TO BENEFICIARIES N=120 .....</b>	<b>103</b>
<b>4.10.2 SOCIAL IMPACT OF PROJECT INITIATED BY O &amp; OD TO BENEFICIARIES .....</b>	<b>103</b>
<b>TABLE 4.27: SOCIAL IMPACT OF PROJECT TO BENEFICIARIES N = 120 .....</b>	<b>103</b>
<b>4.10.3 INFLUENCE OF ACCOUNTABILITY ON EFFECTIVENESS OF PROJECT.....</b>	<b>104</b>
<b>4.10.4 ACCOUNTABILITY OF PROJECT MANAGERS.....</b>	<b>104</b>
<b>TABLE 4.28: WHETHER PROJECT MANAGERS ARE ANSWERABLE N = 120.....</b>	<b>104</b>
<b>4.10.5 SUCCESS OF PROJECTS IN REALIZING THEIR PURPOSES .....</b>	<b>104</b>
<b>TABLE 4.29: SUCCESS OF PROJECTS IN REALIZING THEIR PURPOSES N = 120.....</b>	<b>105</b>
<b>2.10.6 CHALLENGES OF LOCAL LEADERS IN COMMUNITY PARTICIPATION .....</b>	<b>105</b>
<b>TABLE 4.30: CHALLENGES OF LOCAL LEADERS IN COMMUNITY PARTICIPATION N=120.....</b>	<b>106</b>
<b>CHAPTER FIVE.....</b>	<b>107</b>
<b>CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>107</b>
<b>5.1 OVER VIEW .....</b>	<b>107</b>
<b>5.2 SUMMARY OF FINDINGS.....</b>	<b>107</b>
<b>5.2.1 THE EXTENT TO WHICH BENEFICIARIES HAVE BEEN PARTICIPATING IN PLANNING PROCESS IN THE STUDY AREA .....</b>	<b>107</b>
<b>5.2.2 ADVANTAGES AND DISADVANTAGES OF USING O&amp;OD AS A PARTICIPATORY PLANNING .....</b>	<b>107</b>
<b>5.2.3 COMPARISON OF O&amp;OD AND OTHER SUCCESSFUL PLANNING METHODS....</b>	<b>108</b>
<b>5.4 RECOMMENDATIONS .....</b>	<b>109</b>
<b>5.4.1 COMMUNITY PARTICIPATION .....</b>	<b>109</b>
<b>5.4.2 CAPACITY BUILDING.....</b>	<b>109</b>

<b>5.4.3 MONITORING AND EVALUATION .....</b>	<b>109</b>
<b>5.4.4 COMMUNICATION IMPROVEMENT .....</b>	<b>110</b>
<b>5.4.5 OWN SOURCES FINANCING OF THE PROGRAMME.....</b>	<b>110</b>
<b>5.4.6 GOOD GOVERNANCE.....</b>	<b>110</b>
<b>5.5. SUGGESTION FOR FATHER RESEARCH .....</b>	<b>110</b>
<b>REFERENCES.....</b>	<b>112</b>
<b>APPENDICES .....</b>	<b>133</b>

**LIST OF TABLES**

**LIST OF FIGURES**



### **LIST OF ABBREVIATION**

CDG	Capital Development Grand
CG	Central Government
CSO	Civil Societies Organization
DADPs	District Agricultural Development Program
DASIP	District Agricultural Sector Investment Program
DC	District Council
DED	District Executive Director
DF	District Facilitators
DPP	District Development Plan
KRC	Kaborale and Resources Centre
LEPSA	Learners Centred Problem Poising and Self Analysis
MC	Municipal Council
MKUKUTA	Mkakati Wa Kukuza Uchumi Na Kupunguza Umaskini Tanzania
NGO	Non Governmental Organization
NGRP	National Strategies for Growth and Reduction of Poverty
O & OD	Opportunities and Obstacles to Development
PMO	Prime Minister Office
PRA	Participatory Rural Appraisal
RALG	Regional Administration and Local Government
RS	Regional Secretariat
SADCC	South Africa Development Coordination Conference
TASAF	Tanzania Social Action Fund

UNDP	United Nations Development Programs
URT	United Republic of Tanzania
VEO	Village Executive Officer
WEO	Ward Executive Officer
WF	Ward Facilitators



## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background Information**

Opportunities and Obstacles to development (O & OD) has been implemented globally since 1980's for the aim of promoting people participation in planning and implementation of local projects, various experiences in various countries have shown this, many countries have implied different models of community Participation for example Caribbean (America), China, Moldova, Uganda and Tanzania (Wright, 1995).

It was firstly implemented at Caribbean regional; the region has bowed to global trend and has experimented with participatory planning method. O&OD is heralded by much of the development community as the most appropriate alternative strategy to the traditional approaches, from O&OD as a participatory approach the United States review the achievements and future prospects for genuinely participation planning in Caribbean region at the beginning of 21 century as sense of ownership of community to the development projects, fully involvement of people to the planning and implementation of their plans, increasing the community contribution to the local budgets, sustainable development, gender sensitivity in development, assets ownership, health facilities, food security, and community empowerment (Pough, 2001).

O&OD has been implemented in China as a participatory planning method from early 1980's and showed a great success in the implementation of participatory process, part of various levels in republic of are fully involved from planning process

to implementation. This kind of participation allows responsibility to both government and party sharing of difference information among a number of people in the existing government. Under this approach the system allows the technocrats to serve people's interest, because it involve community form plans what they need to implantation and this system of committees in China is not working in rural areas only and also present in other work places and industrial areas (Nelson and Wright, 1995).

According to Mubin (2013) when they are writing on measurements of socio-economic impacts of participatory projects to sustainable of Barani area India, they revealed positive impacts of projects like increased access to education, high assets ownership, and using of safe drinking water Sameaton et al (2011) When they are doing a study on impact of the lottery fund to participatory projects noted that the community has increased income, creation of employments, increase yields, improve food security, improve agricultural methods, and improved health facilities. However participatory projects have been recorded same negative socio-economic impacts in various parts of the world (Lehman et al 2014).

In Lebanon revealed that beneficiaries of income and assets are so low that they are forced to use the cash partly to satisfy other more essentials or immediate basic needs. Christopher (2010) in his study in Uganda on the impact of donor funded projects on the socio-economic welfare on the rural poor and he revealed same negative social economic impacts as low improvement in production and food security, housing and low income of beneficiaries. According to Mudavanhu et al (2013) in their study on sustaining rural livelihood through donor funded agricultural

projects in Zimbabwe, they revealed that only a small number of households of more vulnerable groups the elderly, child-headed families and other disadvantaged households benefited from the programs and as a result the input scheme could not have a broader positive impacts on livelihoods.

According to Simonyan et al (2012) in their study on analysis of impact of Fadama II Projects on beneficiary farmers' income in Kaduna State in Nigeria, they increased income of the beneficiary farmers more than before the projects and also more than the non-beneficiaries income. Like in other parts of the world, participatory projects in Africa reflect negative socio-economic impacts. This is evidenced by various readings and just mentioning two are Omofonmwan et al (2009) in Nigeria, where they indicated that community development is one key strategy for rural development by many developing countries but still, despite adopted by many projects, rural communities are still struggling for their development. Secondly Ogunlade et al (2009) in Nigeria also showed that despite participatory projects interventions; beneficiaries are still relatively low in literacy and have low income.

Uganda is among countries uses O & OD as a participatory planning method in Africa from 1990's. The process had showed success in the countries as community empowered, development projects completion has decreased. Mlupilo (2000) revealed that O&OD may results into community commitment, local contribution to the council's budget, also identification of various local resources, housing improvement and assets possession Tanzania government had been used some participatory approach since 1961 before the introduction of O & OD such methodologies are:- Rural Participatory Appraisal (PRA), Self Esteem Associative

strengths resourcefulness Action plan and Responsibly (SARAR) and Leaner – Centered Problem – Posing and Self Analysis (LEPSA) (URT, 2000).

These techniques have enables communities to make decisions in the process, but they had same limitation as: encourage the attitude of dependence, promote community involvement rather than effective participation, planning in Tanzania has remain top – down, due to that the appreciation of Tanzania government to strengthening participatory planning has been archived. The aspirations were; increasing people participation, integrated development planning and bottom – up planning due effective participation and not involvement of the mass. The O&OD process was introduced the aspiration (URT, 2002).

The O&OD as a planning method is adapted by local government authorities in 2002, as a planning framework at the local level for the whole country, firstly used in pilot areas and subsequently adopted in many other districts, Shinyanga municipal inclusively to date O&OD adopted by 127 districts councils (URT, 2014). Shinyanga municipal council is one of the districts practices O&OD in Tanzania in preparation of district comprehensive plan since 2002. Before that the district used participatory Rural appraisal (PRA) from specific directives from the ministries and departments. The O & OD is much more advanced by trying to look for the problems before suggesting proper solution using available resources and their external efforts.

Currently the villages are empowered to prepare plans by addressing their local needs according to priorities basing on the district and national priorities. Prepared plan from the villages is passed through the village council, ward development

committee before being approved by village assembly, then sent to district for scrutinized and complied to have a district comprehensive plan Shinyanga MC Profile (2012) O & OD aims to improve the impacts of social factors like food adequate, favorable income, good education, assets ownership, reliable health facilities and good house.

## **1.2 Problems Statement**

According background information O & OD is the process of planning which needs participation of stakeholders (people) in both planning and implementation of the plans (O & OD Manual, 2000). But many studies show that the participation of people especially in rural areas is still low. A study conducted by REPOA in 2012 in six councils Shinyanga Municipal inclusive showed that only 21% of rural communities participate in planning and implementation of the development activities (REPOA, 2012). Thus, the research is going to look what are the causes of participation to be low in rural areas although O & OD has been implemented since 2002.

In Tanzania, several studies has been undertaken on O & OD as participatory planning. Kinyasi (2008) conducted a study in Ileje district to assess the community contribution on their development through O & OD, while Mahilane (2009) investigated how O & OD contribute to local community development in Bagamoyo district. Similar line of reasoning was assessed by Grace (2017), Ismail (2017) and Aman (2018). Thus, no single study has been assessed on the infectiveness of O & OD approach and how enhancing impacts of project to beneficiaries so the aim of the study is to research on that gap.



Moreover, O & OD is a poverty reduction Methodology, its aims to eradicate poverty in rural areas, but a number of years now O & OD conducted but poverty still a problem in many area in Tanzania Shinyanga municipal being one of them, then this study is going to find out challenges and weakness that hinder participatory planning methodology and look out why the implementation of O&OD is not effective in planning and implementation of district comprehensive plans. Therefore information from this study will help Councils to achieve a goal of participatory planning and hence promotes the social economic development in Shinyanga region.

### **1.3 Significance of the Study**

The findings of this study will be beneficial to all actors involved in the participatory initiatives, first of all it will be beneficial to Shinyanga Municipal Council in particular and other councils in Tanzania. It will be beneficial to planners, policy makers, academicians, and practitioners of participatory approaches would also benefit since research finding uncover the dynamic and nature of participation and its application for communities engaged in participatory project. The study output will provide strategic information to both private and public agencies so as they are can effective motivate agencies though police review and strategic planning then make community benefits from the local opportunities, also the study will be poverty reduction oriented and livelihood improvement for Tanzania citizens.

### **1.4 Scope of the Study**

The scope of the study was categorized into topic coverage and geographical coverage. In one hand, in case of topic coverage this study assessed the effectiveness of O&OD as a participatory approach to development in enhancing impacts of

projects to beneficiaries. Specifically, the study focused on the extent of community participation in local development projects planning and implementations, advantages and disadvantages of using O&OD and compared O&OD with other participatory techniques such as PRA, SARAR and LEPSA.

On the other hand, the geographical coverage of the study was limited to one ward. This study was conducted at Ndala ward in Shinyanga municipal, Tanzania. Although O&OD have been implemented in Tanzania as a whole, but the this study focused in Shinyanga municipal and especially in Ndala ward because the ward possess both rural and urban characteristics with low community participation in local development projects (REPOA, 2012)

## **1.5 Research Objectives**

### **1.5.1 General Objective**

The general objective of the study was to assess the effectiveness of O&OD approach as a participatory planning process in community development planning.

### **1.5.2 Specific Objectives**

The specific objectives of the study were attempted to:

- i. Determine the extent to which beneficiaries have been participating in planning process in the study area.
- ii. Assess the advantages and disadvantages of using O&OD participatory planning in the study area.
- iii. Compare O & OD and other successful participatory planning techniques

## **1.6 Research Questions**

- i. To what extent do beneficiaries participate in the preparation and implementation of O & OD plans?
- ii. What are challenges (disadvantages) and strengths (advantages) faced by O&OD as a participatory planning process?
- iii. What are the distinguishing features of using O&OD approach as a planning methodology over other approaches?

## **1.7 Organization of the Study**

This report is divided into five chapters. Chapter one is general introduction. It looks at the background to the study, objective of the study and the problems statement, research questions, significance of the study and scope of the study. The Chapter two is literature review. Theoretical and empirical literature is reviewed based on the focus of the research questions used in the study. Chapter three is the methodology. It explains the research design. It also studies. It explains types and sources of data, methods of data collection, and data analysis method. Moreover, chapter four will deal with the result and discussion of data, will be discussed in different method to provide the meaning intent by scholar. Discussion will base of respondent age, education level marital status economic characteristics and main occupation. Chapter five will look on data discussion and conclusion about factors that make O & OD not effective in rural areas and method on how to do.

## **1.8 Limitations and Delimitations of the Study**

Limited funds was the major factor as financial capability was not allowing conducting the research to all wards in Shinyanga municipal which have 26 Wards.

Also transportation facilities to access to the field area were among the problem facing the research exercise. However, to address the limitations this research was focused only at Ndala ward in Shinyanga municipal and the researcher surveyed the Ward using a bicycle.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Overview**

This chapter is essentially meant to review literatures that relates to the application of O&OD participatory planning process in community development planning. The review covers the concept of planning, approaches to planning, participation, participation in planning of community projects, participation in implementation of community projects and main challenges to participatory planning process.

#### **2.2 Definition of Key Terms**

##### **2.2.1 Donor aided Projects**

In this research donor-aided projects are defined as those projects sponsored by purely external donations normally provided by international aid agencies through local organizations as intermediaries, excluding those supported by locally generated resources including resources from government.

##### **2.2.2. Development**

Development is a multidimensional process involving major changes in social structures, popular attitudes and national institutions as well as the acceleration of economic growth, the reduction of inequality and eradication of poverty. For the purpose of this research, the rural citizen in the selected sub counties of this study defines development as the qualitative positive change from a bad to a better state in the quality of life, and the enjoyment of basic needs of life (Smith, 2006).

##### **2.2.3 Sustainability**

Dempster (1998) defined sustainability as the ability of an activity or system to

persist, for the purpose of this research, sustainability is defined as the ability of donor aided programs to create systems that continue to connect and impact on the beneficiaries even after the programs are wound up.

#### **2.2.4 Grassroots**

Elizabeth (20016) defined grassroots as low income earners in the society In this research grassroots is defined to mean the lowest level of administration and normally this is at the village level, presumably targeted by donor projects to cause social and economic change.

#### **2.2.5 Empowerment**

Samweli (2008) has been defined empowerment as the progressive ability by an individual or community through external assistance to advance in skills development and in the quality of services provided cross social, cultural, political and economic indicators of development.

#### **2.2.6 Active Poor and the Very Poor**

Kabarole (2010) Term used by Kabarole Research and Resource Centre (KRC), to mean poor people but those involved in some activity- trying to help themselves. The term very poor is defined by the same organization to refer to a category of people who are not able to meet their own basic needs.

#### **2.2.7 Civil Society**

Kaldor (2007) Borrowing the definition of in the Global civil society publication by Oxford University Press, civil society is defined as “the medium through which social contracts or bargains are negotiated between the individual and the centers of

political and economic authority”. In this work, NGOs/CSOs shall be treated as representatives of civil society. Therefore the terms CSO/NGOs shall be interchangeably used throughout this research.

### **2.2.8 Grassroots NGO**

Steinber (2003) has been explained NGOs is autonomous non-profit and nonparty/ politically affiliated organizations that advance a particular cause or set of causes in public interest. Eade (2007) further calls NGOs as sub species of civil society, as civil society is much older, dating to back to the ancient philosophers of Greece. For this study, NGOs will include big organizations that often play an intermediary role because of their institutional capacity. The researcher has also included cooperative societies such as the micro credit associations, and those in the category of community-based organizations. Also, grassroots organizations are defined as NGOs established by intents, and purpose to address development challenges in a given community.

### **2.3 The Concept of Planning**

REPOA (2005) argued that there are many different ways of looking at the concept of planning. The theme and objective of the planning exercise principally influences these variations. Planning is a continuous process that involves making decisions or choices about alternative ways of using available resources, with the aim of achieving particular goals in the future. Thus planning for rural development is about choosing or making choices priorities. In other words, to plan is to make decisions about which problems should be tackled and in what order of priority

Planning is about consensus building among the stakeholders Belinda (1996) more often than not, planning in developing countries focuses on vague goals and does not provide adequate guidance in terms of resources required, their sources, and responsibilities of ensuring that the resources are available and used to meet the requirements of the plan. At times goals are unrealistic given the resources availability to achieve them or are contrary to the interest of the majority of the targeted population. Community development planning is about scheduling of activities in terms of the sequence of events of what should be done to achieve a particular goal (Belinda, 1996)

Planning is the process of setting goals developing strategies and outline tasks that enables to accomplish the goal at a given time. Hawasi (2008) argued that planning is the process of arranging the available recourses in a priority manner to meet the objective at a specified time Lucas (2000) Planning is a continuous process of identification priorities and allocation of resources to met the stated goal at a specified time Mlupilo (2008) asserted that planning is the process of choosing the best alternatives among available and helps to meet the organization objectives by a specified time (Haule, 2011).

### **2.3.1 Approaches to Planning**

There are two main planning approaches namely top-down approach and bottom – up approach.

### **2.3. 2 The top-down Approach**

This is the predominant and most common development planning approach in



Tanzania and other parts of the world REPOA (2015) asserted that the approach has dominated the planning cycle for a long time. One of the main reasons for its dominance is that it is seen to allow rapid and large scale spending of budgets in accordance with pre – established timetables. It also gives government planners, donors, and the bureaucrats an illusory feeling of control and efficiency REPOA (2015) This approach has the following common features: sets goals, objectives and targets, sets guidelines on how to plan at different stages, sets expenditure ceilings and timeframe for implementation.

Planning decisions are centrally made by organizations that are remote from the project area. Moreover, participation of stakeholders is only limited to provision of data or approving and adhering to what has already been planned. Generally, top-down planning has an inherent feature of involving the people instead of facilitating them to participate in decision making for their development activities URT (2007) This approach has also a tendency of making the people dependent on the government and development partners.

### **2.3.3 The Bottom up Approach**

URT (2007) defined Bottom-up approach also known as participatory development planning (PDP) has two scenarios. The first scenario is where people use participatory tools and come up with priorities based on pre determined intervention. This also perpetuates dependence. The second scenario is where people take the lead and make decision in the planning process. PDP is process through which stakeholders can influence and share control over development initiative, and over the decision and resources that affect themselves. Participating in formulating the

fundamental goals as well as in planning and carrying out an activity empowers stakeholders and foster a sense of activities and suitable outcomes

When the community develops a sense of ownership of development as consequence of their engagement in decision making in there process of managing, implementing, monitoring and evaluating project activities, results are typically enhanced and impact more sustained. Failure to generate effect effective participation among stakeholders and ownership in the implementation of projects always leads to unsatisfactory outcomes Kothari (2001) Therefore, one of the aims of participatory planning approaches is to uncover the voice of the marginalized and excluded in the society (Chambers, 1994).

#### **2.3.4 Participation**

Participation is the process though which stakeholders' influences and share control over development initiatives, decision and resources which affect them World Bank (2000) Thus, participation is a social interaction especially in community meetings and collective decision – making. Participation opens up opportunities for community members to share experience and get involved in decision-making. Participation can take different forms ranging from information sharing and consultation methods, to mechanisms for collaboration and empowerment that give stakeholders more influence and control.

Participation in planning processes at the local level is one of the pillars of the LGRP. As pointed out in the study of REPOA (2005) on local participation, the commitment of the government to participatory planning is backed politically and

legally and can be found in a number of relevant documents regarding development in general and decentralization in particular. In the ‘‘Tanzania development Vision 2025’’ which was proclaimed in 2000, the aim of local participation is described in the following terms: Deliberate efforts must be made to empower the people and catalyze their democratic and popular participation (URT 1999).

The strategy should entail empowering local governments and communities and promoting broad – based grassroots in the mobilization of resources, knowledge and experience with a view to stimulating initiatives at all levels of society. This shows that participation in local planning process is not only seen as a technical means of ensuring that felt needs of the people are taken into account in locally managed development process. Rather, participation is also defined politically as a strategy of empowerment aimed at increasing democratic participation in political processes (REPOA, 2005).

There are two broad, but different interpretations of participation, which are; the first interpretation views participation as a means and the second views participation as an end SADCC (1987) Participation becomes a means when it is used in order to achieve some predetermined objectives or goals. Participation for that matter becomes the way of using the economic and social resources of rural people to achieve the establish objectives or goals. The government and development agencies as service providers and controllers of resources mainly use the participatory approach as a means of improving efficiency of their services delivery systems Nanai (1993) Participation thus becomes a managerial technique, which intends to benefit both the provider and consumer. In such a situation, the local population is

mobilized, directly involved in the tasks at hand the participation ceases once the task is completed. This form of participation is considered to be static, passive and uncontrollable.

Participation in community development is also viewed as an end in itself. It is a process in which confidence and solidarity amongst the rural people is built up. In the context of rural development projects, participation as an end is an active form of participation, and its nature responds to the local needs, priorities and changing circumstances SADCC (1987) as a process, it is viewed as a permanent feature of community development and an intrinsic part which grows and is cemented as the project develops, and lasts the life of the project into a permanent dynamic involvement.

Thus participation as an end in itself should be a permanent feature of any community development project Nania (1993) asserted that participation as an end is also a managerial technique as well as a technique to facilitate rural people to have a more direct involvement in community development, the critical elements being awareness – creation and organization building. Participation as an end involves bottom up participatory planning process by which the generation of involvement starts at the grassroots level. Regarding the benefit of participatory planning approach, Danda (2003) contend that if people participate in kind or labour contribution, they certainly develop a sense of belonging towards the project, develop leadership in the village and their confidence increases. Moreover, involvement of beneficiaries ensures that the community project design reflects the people's real priorities and the project itself reaches and listens to the voices of the people.

People's participation further increases ownership, motivation and ultimately sustainability Danda (2003) argued that the community project becomes accountable to the people generates learning and facilitates advocacy at all levels. Thus, participation in the context of this study is an active process by which beneficiaries or client groups influence the direction and execution of development project with a view of enhancing their well being in terms of income, personal growth, self reliance, or other value they think important.

Participatory planning is a paradigm that emphasizes involves the entire community in the strategic and management processes of urban planning or community level planning urban or rural. It is often considered as part of community development Bahati (2001) Participatory planning is a process by which a community undertakes to reach given social economic goal by consciously diagnosing its problems and charting its problems and course of action to resolve those problems. Experts are needed but only as facilities (Haule, 2002). Participatory planning is grounded in community organization and community participation in goal settings, information – gathering, analysis and decision making, programme implementation, monitoring and evaluation. It answers the challenge of the sustainable development Mussa(1990) asserted that participatory is a participator process aimed at defining proposing and having enforced a management plan on issue of common interest (Jowel, 2008).

### **2.3.5 Forms of Community Participation**

Participation can take various or many forms such as participation in project identification, project planning, project implementation and participation in project

evaluation. Baustista (2004) distinguished four broad types of participation that are in popular participation projects and programs such as involvement in which the rural poor get involved and benefit from activities of rural development projects; community development in which the rural poor participate in specific tasks; organization in which the rural poor participate through a formal organization; and empowerment in which the rural poor actively participate in development projects and gain access to and share in resources required for rural develop.

### **2.3.6 Participation and Decentralization**

Decentralization is an attempt of the state to open up windows for more people to participate in decision making. It is the transfer of planning decision-making from the central government to local governments and non-government organization URT (1998) On the other hand, participation of the grass root groups in planning, implementation and management of community projects is one of the advantages of decentralization. Kinyashi (2006) reported that in many countries, the decentralization programme and its structure have enabled governments and their agents succeed in having certain things done the way the governments wanted.

This in a way reflects a centralized planning where senior officials and agent supervise the planning process, the implementation of development projects and the flow of funds. In Tanzania, the Poverty Reduction Strategy Paper (PRSP) indicates clearly the position of the government in the fight against poverty where the poor have to take the lead URT (1998) The policy paper on local government reform, on the other hand, states clearly that local government will facilitate the participation of the people in deciding on matters affecting their lives, planning and executing their

development programmes and fosters partnership with civic groups. It further insists the LGSs to be transparent and accountable to people.

The reform policy paper adds that the local government reform supports the democratic development of society from the grass root level. While the aforementioned documents (PRSP and LGRP) set the general development framework which clearly indicate participatory and bottom-up organizational development approach, implementation strategies are entirely left within the individual district local authorities to decide on the extent of involving the village population in the reform process, a situation which allows for lenience and manipulation in opening up for real participation to take place.

### **2.3.7 Indicators of Participation**

UNDP (2006) asserted that there are two types of indicators of participation namely quantitative and qualitative indicators. Quantitative indicators of participation include number of development meetings and attendance levels, percentages of different groups attending meetings such as men and women. Qualitative indicators of participation, on the other hand, include organizational growth of community level (target people concerned) being involved in decision making at different stages and increasing the ability of the stakeholders to propose and undertake actions.

### **2.3.8 Social Economic Impact**

According to Turnley (2002), social economic impact assessment is an effort of assess or estimate, in advance the social consequences that are likely to follow from specific policy actions. So, social economic impact is a proactive phenomenon because before intervention it takes place.

### 2.3.9 Typology of Participation

The typology of participation for research and development reflects the level of participation of community members in key decision making activity within the context of the programmer or project.

**Table 2.1: Main Typologies of Participation in Planning**

No	Typology	characteristics
1.	Manipulative participation	Participation is simply pretence
2.	Passive participation	People participate by being told what has been decide or has already happened. Information only belongs to external professionals.
3.	Participation by consultation	People participate by being consulted or by answering questions. No room for shared decision making between the stakeholders and the professionals. People's needs and priorities are ignored.
4.	Participation for material incentives	People participate in 'work for food' arrangements. They may also participate for cash or other material incentives. The activities and the participation end when the material incentives stop.
5.	Functional participation	Participation is seen by the external agencies as a means to achieve project goals, especially reduced costs. People may participate by forming groups to meet predetermined project objectives.
6.	Force participation	People are given instructions to participate in carrying out an activity that has already been decided upon by higher authorities.
7.	Interactive participation	People participate in joint analysis, which leads to action plans and the formation or strengthening the local groups or instructions that determine how available resources are used. Learning methods are used to seek multiple view points.
8.	Self Mobilization.	People participate by taking initiatives independent of external institutions. They develop contact with the external institutions for resources and technical advice but retain control over how resources are used.

**Sources:** Based on (REPOA, 2005).

**Theoretical Literature:** The focus of this section is on the theoretical literature from different countries in the world including Tanzania. Transition of community participation in development in Tanzania started since independence (1961).



#### **2.4.1 From 1961 – 1967 (Immediate after Independence)**

Was influenced by the independence vision, people were encouraged to work hard involve in self – help projects as their contribution to national development. It was during their period that the government abolished chiefdom country – wide in order to devolve making decision – making power to the people. in efforts people worked together as traditional approach but there were no any technical of participatory planning. So then the effort was not effective and sustainable to the development of the community and the country as whole. Then the country was still need the improved community participation approach in projects planning and implementation (URT, 1961).

#### **2.4.2 From (1967 – 1972) Arusha Declaration**

Was influenced by Arusha Declaration, driven by the philosophy of socio – economic liberation based on socialism and self reliance as long term Arusha Declaration also aimed at devolution of power to the people in planning and implementation of development programmers within their jurisdiction. the effort has got no success because it implemented more political than technical, there were no intensive research conducted which read the implementation of the declaration so the declaration was successful at all and country stiil need a modern participatory approach which involve community in planning and implementation of development projects (Karugendo, 1980).

#### **2.4.3 From 1972 – 1983 (Abolishment of local Government Authorities)**

All councils was abolished after being seen that their not perform their duties as intended the aim of abolished council is to provide power of planning on their

development down to the local people at village and sub – village level, people planned and implemented their development project at the very local level.(Karugendo, 1980).

#### **2.4.4 from 1983 -1991 Madaraka Mikoani**

After the abolishment of local governments (Council), the central government established the ‘Madaraka mikoani’ phase the aim was to transfer the authority from the central government to the Regional level which to the people. The main objective was to increase the participation of the lower level people to the planning and implantation of projects for their development. But because the authority was remain to the regional level which is far from the local level (Village) the objective was not met then the central find and human resources was challenges so the local people, then it was abolished and re – start the council again in 1984 (UTR,1984).

#### **2.4.5 From 1992 – 2002 (Reform era)**

Was characterized by reform in the public sector the government of the united republic of Tanzania (URT) main land undertook the reforms in order to increase efficiency and the capacity of the public sector to deliver good quality service. This reforms aims act changing the role of the central Government (Ca) from directly involving itself in production and services redelivery to that of policy formulation, Coordination, capacity strengthening of local governments, private sector and Non – Government organization (NGOs) and to create an enabling environment for the LGAs to work more efficiently. Although the government has continuously encouraged citizens to participate in development planning, the planning process continues to be dominate by government palmers or economics, bureaucrats and

donors who have an illusory feeling control and efficiency, based on ‘‘we know’’ they (community)’’ do not know’’ (URT, 2007).

## **2.5. Participating Planning Initiative**

There have been attempts to use participatory techniques in some areas of Tanzania especially in fended project. Some of participatory techniques used in this initiative are:-Participatory Rural appraisal (PRA) self –esteem, associative – associative strengths Renounces fathers, Action planning and responsibility and Learner-centered problem-passing and self Analysis (LEPSA). To same extend, these participatory technique have enables communities to make decisions in the process of plantings However all these technique have been biased towards the identification of problems, thereby raising community expectation that there would ‘be immediate external assistance to address their concern (URT,2007).This encourages the altitude of dependency. Given these short fells, these initiatives promoted community involvement rather than effectiveness participation.

Consequently planning in Tanzania has remained top-down contrary to government aspiration. The government aspiration of strengthening participatory planning have to achieve the following increasing people participation, integrate development planning aim bottom –up planning. Due to ineffective of not involving the mass, the O&OD participatory planning was introduced. O&OD provides a means by which the government could meet the above aspiration (Bausta, 2004). O&OD assume a lot of issue; it is an intensive consolidative process that uses participatory tools to come up with village and District plan.

Katenga (2002) O&OD is a poverty reduction effort; it is a participatory community planning process to empower the people on the basis of the bottom-up approach and positive thinking. It advocates involvement of the people at the village level to participate fully in its implementation and therefore achieve the desirable level of development (URT, 2007). Its main distinguishing factor from other participatory approaches is the entry point it starts by identifying opportunities or attributes inherent in the community environment that can be effectively deployed to address the obstacles to development. The O&OD starts with opportunities rather than the obstacles. This approach is an attempt to change the people's mind sets that development is possible by using the resources endowment of the local environment.

It promotes a sense of ownership and instills a sense of self reliance in the respective community. It operates within the community. It operates within the structure of LGAs and is in line with overall national plan and budget (URT, 2008). It enables the people to formulate their plans using target of the TDV, 2015. Therefore O&OD demands serious community consultation and participation in planning and implementation of local plans and policies that suits local needs and priorities (REPOA 2008) participatory development planning (process in O&OD begins at village then work up to district levels. the core results of the process is the village plans which is then approval at village assembly, ward development committee and district levels (URT 2004)

Various Villages plans are integrated into district plan approach by the elected district council with the support with the Regional secretariat at (RS) and then the council development plans in sub-mettle to PMO LARG. The ministry of finance

and economic planning (MFEF) incorporate LGAs plans in a government plan and budget (URT, 2008) The O&OD planning methodology provides the means to link the community initiative to the targets and goal identified in the national policy framework which are TDV 2025 and NSGR

NGRP is the medium term national framework to operationalize TDV 2025 which is the basis for formulation of community development plans using the O&OD methodology. TDV 2025 sets long term goal which are attained of good and quality life, good governance, and rule of law and strong competitive economy. The goals in the TDV 2025 become the direct basis of setting specific objective under which planning items are identified such as opportunities obstacles courses, innervations steps of implementation impacts cost and indicators (URT, 2008).

NCGRP translates these long term goals into medium term goal for implementation under the three major Clusters which are growth and reduction of income poverty. Quality of life and social well being, and good government and accountability O&OD provides means of translating the broad target and goal identification in these framework into simpler and understandable goal to the communities(-) summary of broad outcomes and goals under the three Cluster of NSGRP (UTR, 2008).

### **2.5.1 The Theory of Planning**

States that planning is to us all infrastructures obtained in and out the specific areas for community development .it is a body of scientific concepts, definitions, behavior and relationship. There are some models which elaborate more on the concept these are

### **2.5.2 Blueprint Planning**

Hellen (1980) following the rise of empiricism during the industrial revolution, the rational planning movement (1890–1960) emphasized the improvement of the built environment based on key spatial factors. Examples of these factors include: exposure to direct sunlight, movement of vehicular traffic, standardized housing units, and proximity to green-space. To identify and design for these spatial factors, rational planning relied on a small group of highly specialized technicians, including architects, urban designers, and engineers.

Other, less common, but nonetheless influential groups included governmental officials, private developers, and landscape architects. Through the strategies associated with these professions, the rational planning movement developed a collection of techniques for quantitative assessment, predictive modeling, and design. Due to the high level of training required to grasp these methods, however, rational planning fails to provide an avenue for public participation. In both theory and practice, this shortcoming opened rational planning to claims of elitism and social insensitivity.

Although it can be seen as an extension of the sort of civic pragmatism seen in Oglethorpe's plan for Savannah or William Penn's plan for Philadelphia, the roots of the rational planning movement lie in Britain's Sanitary Movement (1800-1890). During this period, advocates such as Charles Booth and Ebenezer Howard argued for central organized, top-down solutions to the problems of industrializing cities. In keeping with the rising power of industry, the source of planning authority in the Sanitary Movement included both traditional governmental offices and private

development corporations. In London and its surrounding suburbs, cooperation between these two entities created a network of new communities clustered around the expanding rail system. Two of the best examples of these communities are Letchworth in Hertfordshire and Hampstead Garden Suburb in Greater London. In both communities, architects Raymond Unwin and Richard Barry Parker exemplify the elite, top-down approach associated with the rational planning movement by using the planning process to establish a uniform landscape and architectural style based on an idealized medieval village.

Room Britain, the rational planning movement spread out across the world. In areas undergoing industrialization themselves, British influences combined with local movements to create unique reinterpretations of the rational planning process. In Paris, architect Le Corbusier adopted rational planning's centralized approach and added to it a dedication to quantitative assessment and a love for the automobile. Together, these two factors yielded the influential planning aesthetic known as "Tower in the Park". In the United States, Frank Lloyd Wright similarly identified vehicular mobility as a principal planning metric. However, where Le Corbusier emphasized design through quantitative assessment of spatial processes, Wright identified the insights of local public technicians as the key design criteria. Wright's Broadacre City provides a vivid expression of what this landscape might look like.

Throughout both the United States and Europe, the rational planning movement declined in the latter half of the 20<sup>th</sup> century. The reason for the movement's decline was also its strength. By focusing so much on design by technical elites, rational planning lost touch with the public it hoped to serve. Key events in this decline in the

United States include the demolition of the Pruitt-Igoe housing project in St. Louis and the national backlash against urban renewal projects, particularly urban expressway projects

### **2.5.3 Synoptic Planning**

After the “fall” of blueprint planning in the late 1950s and early 1960s, the synoptic model began to emerge as a dominant force in planning. Lane, (2005) describes synoptic planning as having four central elements: an enhanced emphasis on the specification of goals and targets; (2) an emphasis on quantitative analysis and predication of the environment; (3) a concern to identify and evaluate alternative policy options; and (4) the evaluation of means against ends (page 289). Public participation was first introduced into this model and it was generally integrated into the system process described above. However, the problem was that the idea of a single public interest still dominated attitudes, effectively devaluing the importance of participation because it suggests the idea that the public interest is relatively easy to find and only requires the most minimal form of participation.

Blueprint and synoptic planning both employ what is called the rational paradigm of planning. The rational model is perhaps the most widely accepted model among planning practitioners and scholars, and is considered by many to be the orthodox view of planning. As its name clearly suggests, the goal of the rational model is to make planning as rational and systematic as possible. Proponents of this paradigm would generally come up with a list of steps that the planning process can be at least relatively neatly sorted out into and that planning practitioners should go through in order when setting out to plan in virtually any area. As noted above, this paradigm



has clear implications for public involvement in planning decisions (lane, 2005).

#### **2.5.4 Participatory Planning**

Participatory planning is an urban planning paradigm that emphasizes involving the entire community in the strategic and management processes of urban planning; or, community level planning processes, urban or rural. It is often considered as part of community development. Participatory planning aims to harmonize views among all of its participants as well as prevent conflict between opposing parties. In addition, marginalized groups have an opportunity to participate in the planning process (mkono, 2008).

#### **2.5.5 Incrementalism**

Beginning in the late 1950s and early 1960s, critiques of the rational paradigm began to emerge and formed into several different schools of planning thought. The first of these schools is Lindblom's incrementalism. Lindblom describes planning as "muddling through" and thought that practical planning required decisions to be made incrementally. This incremental approach meant choosing from small number of policy approaches that can only have small number consequences and are firmly bounded by reality, constantly adjusting the objectives of the planning process and using multiple analyses and evaluations.

Lane, (2005) explains the public involvement implications of this philosophy. Though this perspective of planning could be considered a large step forward in that it recognizes that there are number of "public interests" and because it provides room

for the planning process to be less centralized and incorporate the voices other than those of planners, it in practice would only allow for the public to be involved in a minimal, more reactive rather than proactive way (Lane, 2009).

### **2.5.6 Mixed Scanning Model**

The mixed scanning model, developed by Etzioni, takes a similar, but slightly different approach. Etzioni (1968) suggested that organizations plan on two different levels: the tactical and the strategic. He posited that organizations could accomplish this by essentially scanning the environment on multiple levels and then choose different strategies and tactics to address what they found there. While Lindblom's approach only operated on the functional level Etzioni argued, the mixed scanning approach would allow planning organizations to work on both the functional and more big-picture oriented levels. Lane explains though, that this model does not do much more at improving public involvement since the planner or planning organization is still at its focus and since its goal is not necessarily to achieve consensus or reconcile differing points of view on a particular subject.

By the late 1960s and early 1970s, planners began to look for new approaches because as happened nearly a decade before, it was realized that the current models were not necessarily sufficient. As had happened before, a number of different models emerged. Lane (2005) notes that it is most useful to think of these models as emerging from a social transformation planning tradition as opposed to a social guidance one, so the emphasis is more bottom-up in nature than it is top-down (Etzioni, 1968).

### **2.5.7 Transitive Planning**

Transitive planning was a radical break from previous models. Instead of considering public participation as method that would be used in addition to the normal training planning process, participation was a central goal. For the first time, the public was encouraged to take on an active role in the policy setting process, while the planner took on the role of a distributor of information and a feedback source. Transitive planning focuses on interpersonal dialogue that develops ideas, which will be turned into action. One of the central goals is mutual learning where the planner gets more information on the community and citizens become more educated about planning issues (Smith, 2014).

### **2.5.8 Advocacy Planning**

Formulated in the 1960s by lawyer and planning scholar Paul Davidoff, the advocacy planning model takes the perspective that there are large inequalities in the political system and in the bargaining process between groups that result in large numbers of people unorganized and unrepresented in the process. It concerns itself with ensuring that all people are equally represented in the planning process by advocating for the interests of the underprivileged and seeking social change. Again, public participation is a central tenet of this model. A plurality of public interests is assumed, and the role of planner is essentially the one as a facilitator who either advocates directly for underrepresented groups directly or encourages them to become part of the process (Paul, 2001).

### **2.5.9 Bargaining Model**

The bargaining model views planning as the result of give and take on the part of a

number of interests who are all involved in the process. It argues that this bargaining is the best way to conduct planning within the bounds of legal and political institutions. The most interesting part of this theory of planning is that makes public participation the central dynamic in the decision-making process. Decisions are made first and foremost by the public, and the planner plays a more minor role (Samson, 2012)

### **2.5.10 Communicative Approach**

The communicative approach to planning is perhaps the most difficult to explain. It focuses on using communication to help different interests in the process understand each other. The idea is that each individual will approach a conversation with his or her own subjective experience in mind and that from that conversation shared goals and possibilities will emerge. Again, participation plays a central role under this model. The model seeks to include as a broad range of voice to enhance the debate and negotiation that is supposed to form the core of actual plan making. In this model, participation is actually fundamental to the planning process happening. Without the involvement of concerned interests there is no planning.

Looking at each of these models it becomes clear that participation is not only shaped by the public in a given area or by the attitude of the planning organization or planners that work for it. In fact, public participation is largely influenced by how planning is defined, how planning problems are defined, the kinds of knowledge that planners choose to employ and how the planning context is set. Though some might argue that is too difficult to involve the public through transitive, advocacy,

bargaining and communicative models because transportation is some ways more technical than other fields, it is important to note that transportation is perhaps unique among planning fields in that its systems depend on the interaction of a number of individuals and organizations (Carry, 1987).

### **2.5. 11 Process**

Blight may sometimes cause communities to consider redeveloping and urban planning. Prior to 1950, Urban Planning was seldom considered a unique profession in Canada. There were, and are, of course, differences from country to country. For example, the UK's Royal Town Planning Institute was created as a professional organisation in 1914 and given a Royal Charter in 1959. Town planning focused on top-down processes by which the urban planner created the plans. The planner would know architecture, surveying, or engineering, bringing to the town planning process ideals based on these disciplines. They typically worked for national or local governments. Urban planners were seen as generalists, capable of integrating the work of other disciplines into a coherent plan for whole cities or parts of cities. A good example of this kind of planner was Lewis Keeble and his standard textbook, *Principles and Practice of Town and Country Planning*, 1951 (Charles, 2001).

### **2.5.12. Changes to the Planning Process**

Strategic Urban Planning over past decades has witnessed the metamorphosis of the role of the urban planner in the planning process. More citizens calling for democratic planning & development processes have played a huge role in allowing the public to make important decisions as part of the planning process. Community organizers and social workers are now very involved in planning from the grassroots

level. The term advocacy planning was coined by Paul Davidoff in his influential 1965 paper, "Advocacy and Pluralism in Planning" which acknowledged the political nature of planning and urged planners to acknowledge that their actions are not value-neutral and encouraged minority and underrepresented voices to be part of planning decisions. Benveniste argued that planners had a political role to play and had to bend some truth to power if their plans were to be implemented.

Developers have also played huge roles in development, particularly by planning projects. Many recent developments were results of large and small-scale developers who purchased land, designed the district and constructed the development from scratch. The Melbourne Docklands, for example, was largely an initiative pushed by private developers to redevelop the waterfront into a high-end residential and commercial district. Recent theories of urban planning, espoused, for example by Salingeros see the city as an adaptive system that grows according to process similar to those of plants. They say that urban planning should thus take its cues from such natural processes. Such theories also advocate participation by inhabitants in the design of the urban environment, as opposed to simply leaving all development to large-scale construction firms.

In the process of creating an urban plan or urban design, carrier-infill is one mechanism of spatial organization in which the city's figure and ground components are considered separately. The urban figure, namely buildings, is represented as total possible building volumes, which are left to be designed by architects in following stages. The urban ground, namely in-between spaces and open areas, are designed to a higher level of detail. The carrier-infill approach is defined by an urban design

performing as the carrying structure that creates the shape and scale of the spaces, including future building volumes that are then infilled by architects' designs. The contents of the carrier structure may include street pattern, landscape architecture, open space, waterways, and other infrastructure. The infill structure may contain zoning, building codes, quality guidelines, and Solar Access based upon a solar envelope. Carrier-Infill urban design is differentiated from complete urban design, such as in the monumental axis of Brasília, in which the urban design and architecture were created together

In carrier-infill urban design or urban planning, the negative space of the city, including landscape, open space, and infrastructure is designed in detail. The positive space, typically building site for future construction, are only represented as unresolved volumes. The volumes are representative of the total possible building envelope, which can then be in filled by individual architects (Benveniste,1987).

### **2.5.13 The Concept of Local Development**

OECD LEED Programme, (1998) defines local development as a wide-ranging concept, but essentially as “a process by which institutions and local people mobilize themselves in a given locality and an bottom-up approach by local actors to improve incomes, employment, opportunities and quality of life in their localities”. While there is no single model of local development, but most importantly it involves promoting local initiatives according to local conditions and the action of several factors, including the local community, government, civil society and others (ibid.). It further writes. “Initiatives have a clearly local content, responding to local

problems and objectives, to be initiated and carried out by local people. The local approach attempts to build up the process of development over the long term by emphasizing the economic and social dynamics and the behavior of actors and improving local capacity to take the initiative in response to events.

Part of the logic of local development policies is that by using these approaches local actors can add value to economic development and social policies designed and implemented by national governments.” While generally adopting the above concept, we must emphasize that this study conceived local development process as transcending the spheres of the local economy, (viz. local productive sectors, incomes and consumption), infrastructure (viz. local road network, electricity supply system, pipe water system) and the social sphere, namely access to education, health care and the welfare of disadvantaged groups such as orphaned children, disabled and older people.

Moreover, although spontaneous economic and social decisions of individuals, households and firms are the mainstay of local development, various factors including government, civil society, etc. also play a crucial role in local development through infrastructural development (e.g. roads and irrigation system) and delivery of social services, namely education, health and water. The government also helps to regulate the actions of individuals and firms by formulating and enforcing various policies and rules (ibid).

## **2.5. 14 The Concept of Local Development Management**

Local development management is crucial to both local economic growth and



increased local social well-being including health and nutrition well-being, the quality of education received and people's access to other social amenities such as water and electricity. The concept, drawing from OECD LEED programme (ibid) can be viewed from various angles, including: a) Local development management in terms institutions, policies and other means of regulating the use of local natural resources in order to address conflicts, equal access, degradation of the natural resources (local development management in terms of processes of planning, development projects and activities c). local development management in terms of functioning of local governance institutions including both statutory local organs and civil society, capacity to tackle local problems and regular grassroots level meetings and solutions to local problems.

There is no doubt that each of those dimensions is important, namely development management of natural resources (namely as what is managed!), development management as planning, projects and activities, (as process!), and development management as functioning of governance institutions and community based activity (as actors!). The other challenge in what we mean by local development management is the definition of what is local. The classical approach has been to look at local it in terms of Local Authority, and to distinguish the two levels of government, namely central government and local government. But the word local can be extended lower down to grassroots community level, namely the village.

In this study, we are actually concerned with village level development management in terms especially of village-based decisions, initiatives, plans, activities and

projects, of the functioning of village based governance institutions like village assembly and village council and the relationship between the village decisions and District level decisions. A study by Fonchingong (2003) on “The Concept of Self-Reliance in Community Development Initiatives in the Cameroon Grass fields” is quite informing on this perspective.

#### **2.5.15 Grassroots Participation in Development Management**

Grassroots level community participation in local development management increases the chances of local development plans to unleash growth by dealing with the main obstacles in accessing productive resources, both natural resources and rural credit, as well as markets and good prices of local products and services. Such grassroots participation also enables effective solutions to local social problems, such as problems faced by schools in terms of number of classrooms, teachers and the quality of teaching, desks and likewise in health facilities in terms of the range of available services, the quality of the services, availability of medicines/drugs, corruption, etc.

Grassroots participation provides room for the people to organize and explore and implement solutions within their reach to their own problems. Most of all; participatory management of local development opens rooms for participatory monitoring and evaluation, thereby increasing the chances for more efficient and effective resources of public expenditure on local activities. Since mid-1970s grassroots participation has been widely acclaimed as a development strategy. This followed years of failures of state based development policies, plans and programs.

Rondinelli (1993) Participation takes place at national level by way of civil society engagement in policy debates and formulation and at local level through civil society and citizenry involvement in both Local Government programmes and grassroots village level decisions and plans. Mohan and Stoke (2000) the discussion of participatory development management this paper is focused on local level participation, basically as voluntary activity of the people in their role as citizens (Klickberg, 2001).

It is significant that the whole concept of participatory development or grassroots participation as such is a convergence of neo-liberal development strategy and post-Marxism; On the one hand it provides answers to the failure of the managerial state to correct market failures and enhance efficiency at the local level, and on the other hand it is an avenue for challenging locally constraining state structures, regulations and policies (ibid). State-led development strategy of the 1960s was replaced by in the 1980s by the neo-liberal market-led anti-regulation strategy; but in both cases grassroots local development remained a challenge.

Hyden (1980) uses the phrase “the not captured peasant” to represent the failure of states when it came to grassroots level development and on the other hand Joseph Stiglitz the former World Bank Vice-President acknowledges the importance of participation calling communities a fourth pillar of development strategy (after markets, government and individuals).“World Bank studies have highlighted the importance of community involvement, finding that local participation in the choice and design of projects leads to a higher likelihood of success.

Having invested in the planning and execution of a project, they are more likely to feel ownership, a commitment to see it through to success, and therefore more likely to see it receive the funds required to maintain it. Of course, there have been some failures, such as in East Timor where some of the local grants were misspent, but overall it is clear that development will happen best with community involvement.

#### **2.5.16 Grassroots Participation in Local Development Management in Tanzania**

Since TANU's Mwongozo of 1971, through the Local Government Reform Programme to MKUKUTA I&II and now First Five Year Plan 2011-16 the Government of Tanzania has advocated grassroots participation. In their reference to good governance advocates of good governance have alluded to participation as one of its three pillars, the others being transparency and accountability. Attempts at participatory local development include amongst others the Local Government Act of 1982 and subsequent amendments, and the countrywide attempts at "Obstacles and Opportunities to Development (O&OD)" planning in 2002 by the Prime Minister's Office (Regional administration and Local Government) Mongula (2005)

The Rural Integrated Project Support (RIPS) of Mtwara and Lindi Regions comprising three phases and which lasted between 1993-2005 is one of the best examples of projects that consciously embraced the concept of participatory local development management; but a number of others like UNICEF projects, HESAWA and TASAF have also pursued this strategy (Mongula, 2005). Grassroots level community participation is essential for the realization of local priorities for a number of reasons: Those include providing opportunity for the people to define their development priorities and to explore solutions to their problems, including

self-help based solutions and to resolve local conflicts.

The RIPS programme (op.cit.) also regarded participatory local development as a means of fostering access, development and ownership of local resources as well as exercising democratic processes including demanding accountability in the provision of public services as well as public expenditure (Adkins and Wembah, 2005). In addition this a means of civic development and enhancing human rights by increasing community confidence, civic activity and voicing of local concerns as well as increasing community knowledge on both local and national policies and programmes (ibid.)

### **2.5 .17 Theories of Participation in Planning of Community Project**

#### **(i) Theory of Rational planning**

This theory is sometimes known as comprehensive planning model, ideally operates under the following routine: The politician define general goals. The planners convert those goals into a hierarchical matrix and explore all possible alternative actions for reaching these goals and then examine the effects of all alternative in relation to each goal. The final result is handed over to politicians who are to make final decision. Based on these procedures, planning remains a purely scientific-technical process without interference from outside hence this theory gives no room for any kind of participation of the community member (Kinyashi, 2006).

#### **(ii) Disjointed Incrementalism Theory**

This theory is based on the assumption that time, money, information and mental capacities of planners and politicians are not sufficient to find best solutions for the

highly complex problems of modern societies. Therefore, it would be better to tackle only the most pressing problems and strive for small incremental changes. The theory operates in two ways. First, only a limited number of alternative actions are analyzed. Secondly, the analysis and evaluation of alternatives are disjointed and distributed among a large number of organizations within society. Planning is thus decentralized and moves into civil society. As a result, a broad spectrum of perceptions and ideas is captured which would make plans better and more responsive to later changes (Kinyashi, 2006).

**(iii) Transitive Planning Theory**

This theory builds on constant community participation. In an atmosphere of radical openness, the expert knowledge of the planners and experiential knowledge of the community are combined and transformed into collective action. In addition to their technical knowledge, planners should therefore particularly possess communicative and group-psychological skills to be able, at least in small groups, to reduce disparities among participants in terms of time, money and knowledge (Lipson, 1983).

**(iv) Advocacy Planning Theory**

This theory explicitly lies on the side community members who lack the necessary resources and skills to advance their interests within the pluralistic competition over public resources. It calls for planners to concentrate exclusively on supporting these disadvantaged groups. Planners are responsible to inform them of their rights, provide them with relevant information and represent their interests in a professional manner in public. The long term goals are to enhance the organizational competence

and political awareness of these groups so that they can articulate their matters independently and confidently in the future (Mlupilo, 2007).

**Participation in Implementation of Community Projects:** Community project implementation involves establishing modalities for carrying out a plan in order to meet the specified objectives and achieve set target. At implementing stage a plan is broken into activities and every stakeholder is assigned an activity to perform and duration for completion of each activity is established. Stakeholders here mean deferent players such as the community, the state, NGOs, Civil Societies, Private sectors and donor's community acting together. But in coordination manner, with internal dynamic taking upper hand Shoo (2000) Experience in community project implementation in Tanzania shows that the majority of community members participation in project implementation interims of contributions, provision of labour as well as provision of local building materials such as stones, aggregates, Sand, Water, and burnt brick (Mabula, 2007).

**(vi) Challenges facing Participatory Programmes**

Poor participation of local people in planning and implantation of participatory programmes is a main challenge facing participatory programs also due to poor training then contribution of local resources to the participatory programmes is low which makes those programmes depend on only resource from central government ministries Giboni (2009) Weak local leadership is among main challenges which face participatory programmes, because leaders themselves do not participate fully in such programmes (Shemdoe, 2008).

**Linking Participation and planning Theory:** The part provides a brief link between participation and the above described theories. For easy understand, the theories are classified into three namely: instrumental, communicative and substantive rationality (Kinyashi, 2006). The first is based on instrumental rationality. It is worth recognizing that in the rational planning theory there are simply no actors other than planners and politicians Kinyashi (2006) But disjointed instrumentalism, mixed scanning and perspective incrementalism include, to differing degrees, some involvement of other actors in the planning process.

These involvement server purely strategic goals: with the help of participation approaches they seek to overcome such restrictions as incomplete information, insufficient planning capacities and potential local resistance to plans and projects. The involvement of other actors is to generate information, improve the administration and increase community acceptance. This group of theories seems to promote the first four typologies of participation (Table 1). The second classification is based on communicative rationality. This type of rationality is based on human communication. Planning is conceptualized as a dialogue between players and other stakeholders (Mansuri, 2004).

All together contribute different views of problems and solutions to the planning process. This process triggers a process of social learning with the aim of undistorted and far communication about collective action. However, these communicative planning processes are considered the main source of legitimating plans and not the preceding political decision making process. If compared with the typologies of participation (Table 1), this classification seems to promote functional interactive



participation.

The last classification is based on substantive rationality. It calls for a new planning model which aims at enabling the oppressed groups through an action – oriented political process (Chambers, 1997). It would be the task of planners to make these groups politically sensitive and to mobilize them for collective action. In this way, barriers of political apathy, of lack knowledge and lack of skills should be overcome. In the end, these theories aim at a radical change of community status in direction of an alternatives, self reliant development of formerly dependent socio groups, in a way these groups of theories promotes self mobilization which is more or less genuine (Kinyashi, 2006).

Furthermore participation can be rooted in involving the community in decision making and planning process. Important decision needs a high level of participation and in interactive approach, visions, ideas, patterns of behavior and solutions to perceived problems of different community actors that can be identified and incorporated into the decision making process (Chambers, 1997). In theory Dariush et al (2009) reported two main advantages for participation in planning community projects. Firstly, the quality of a decision is potentially higher, because the different views and specific knowledge of involved people can be taken into consideration.

Secondly, the interaction enables exchange of information, which can lead to a better understanding of the ins and outs of the specific situation and can contribute to public acceptance and support. The common goal of all agents who engage in community development in rural areas is to make an impact that benefits the rural

livelihoods and enhances their skills toward management of community project in a sustainable way.

## **2.6 Empirical Literature Survey**

Pale (1970) assessed the power of participation in management by using descriptive analysis and concluded that employee's participation in management including elections did not open to have same favorite effects of Chinese enterprises. It provides that managers with the direct sense of identification and commitment to their enterprises and probably this have favorable motivating effect. Wrights (1995) conducted a research in China assessed the effectiveness of O & OD in China assessed by using descriptive research and the study found that O & OD in China is effective, however it not applied at extensive level due to lack of political will and government support.

Mubin et al (2013) revealed the improvement of education and accessibility safe drinking water as the impact of projects in Pakistan. Their study used descriptive and qualitative analysis. Mbaiwa (2002) By using descriptive analysis assessed the socio-economic and environmental impacts of tourism development in Botswana. The study revealed that tourism contributed to government revenue, increased provision of employments, increased income, improvement of infrastructure and increased agricultural production. Karl (2000) researched on how participatory projects help in building social capital by using descriptive analysis and he concluded that participatory projects increasing income which enable good housing assets possession and acquire better education hence empower social capital.

London and Powell (1996) did a research on improvement of participation approach in rural areas by using the descriptive analysis and found that participation of farmers in extension process began to change in mid-1990s with the new approach farming system research and extension (FSR&E) Contributed to widespread understanding that farming system are Complex, forming a development projects also need participation planning to make it more efficient and developing according to the needs. Smith (2016) conducted research on the impact of community participation in planning of local projects used statistical analysis and found that community participation in planning of local projects still needs efforts in training and communication to enhance it. Moreover, Adam (2016) did a study on how local projects beef up to local economy using descriptive analysis and found out that local projects got problem in sustainability after the donor (external) stop financing them

Mlupilo (2000) assessed the success of O & OD in Uganda by using descriptive analysis and he found that O & OD in Uganda has succeeded however some limitation has fund such as reluctance of community to participation in local meetings, and contribution of local level to the budget is still low at 27% only. Chambers (1983) assessed how development projects eradicate poverty in Uganda by using descriptive analysis and found that poverty often level to powerlessness and exclusion from social participation, result in discrimination Empowerment as seen very crucial to poverty reduction.

Busingwe (2008) studied on the impact of donor aided projects to social economic welfare of the rural people in Uganda by using descriptive analysis and found that

many organizations mistakenly believe that meeting needs such as food will lead to the empowerment of community members. Adhiambo (2012) conducted a research on how donor-funded projects promote development in Kebera by using descriptive analysis and found that donor-funded projects have contributions to community development by increasing their income and literacy.

Oakey (1991) assessed the impacts of stakeholders' participation in development projects by using descriptive analysis and found that participation in development projects empowers the primary stakeholders by helping the poor to acquire new skills and ability in generating and influencing development at various levels. Kapten (2010) conducted a study on how NGOs' projects help rural development in Kenya by using descriptive analysis and concluded that NGOs' projects enable rural people to build up capacity in planning and managing small projects, hence the local economy.

Opuku (2013) assessed the performance of donor-funded projects in Ghana by using descriptive analysis and found that donor-funded projects strengthen the community economy, which multiplies income increments and awareness. Christina (2010) did a research to assess the impact of donor-aided projects through NGOs on the social and economic welfare of the rural poor in the Rwenzori sub-region of Uganda by using a number of qualitative methods and techniques and the spoke of the collective theory models that result in many consequences of too many small donors and increasing aid fragmentation as it takes toll on the overall success of the aid. This brings a contention that developing countries are running isolated project units with donors granting little resources in isolation.

Moose (2001) did a research on the approach development partners in the implementing their efforts to development project by using disrupting analysis, he suggested that through there is wide acceptability of the effectiveness of participatory approaches among development practiceism , still there is an going debate in literature which expresses the duct that mere participation in development initiatives can not in itself guarantee that the poor will be able to voice their concerns, given the polysepalous nature of the existing institution land scope. Kyess (2002) assessed on the practical of local empowerment by using descriptive analysis and suggested that, empowerment has been practiced in the past but then from the perspective of means to an end rather than aim end itself such a conception probably has resulted in most of development actors inducing people to participate without equipment them with necessary tools for participation.

Dutani (2003) conducted a study on the degree of community participation in Malawi social action fund MASAF funded projects at Malawi and found out that community participation is very narrow and very limited while there have been limits on the space for local community engagement in the policy process. Babati (2003) did a research on community participation in urban planning by using descriptive analysis and revealed community participation in urban planning is 21% greater than rural areas which 17% of participation.

Lehmann (2014) on his study of the economic relationship between community participation in development projects and social economic development of the targeted group by using factor analysis and revealed that beneficiaries income and saving are so low that they are forced to use the cash petty to satisfy others more

essential or immediate basic needs, in particular food and water. Mwendwa (2014) did a research on development challenges in southern of Kenya by using descriptive analysis and found out that in Kenya there are problems needing further study like several development challenges including poverty, disease, unemployment and negative civil engagement in local development by planning and implanting project. NSSD (2001) by using descriptive analysis studied on the performance of participatory planning and revealed that factors that have been associated with poor performance of participatory approaches includes inadequate participation of the people in preparation and implementation of plans, reluctance of villagers to attend village meetings, incompetent and irresponsible leaders, lack of accountability and transparency, low capacity in preparation of plans and low level of understanding by community.

Juslin (2008) contended a research on why participatory planning is poor in lower level leadership by using descriptive analysis and he concluded that accountability and transparently issues at village level have not been well achieved, as community member are not regularly informed on what is happening on development activates in their villages. Also, Rutatora ( 2004) has assessed factors affecting bottom – up planning in Tanzania by using descriptive analysis and reveled that lack of vision and commitment of some wards and village government officials are some of the challenges facing bottom-up development process.

REPOA (2005) assessed causes of unrealistic plans at the lower level by using descriptive analysis and reported that there exist incidences where some villages tended to list down projects that heavily require support from central government,

LGAs and donors rather than planning on the basis of locally available opportunities and strengths. Lack of funds gives the whole process of planning an unreal character, as the plans are unlikely to get financial support. Bazaar (2002) assessed elements that affecting local budget by using descriptive analysis and observed also that most critical elements affecting local government budgeting and planning are inadequate finances, politics, governance and corruption. Also, REPOA (2005) assessed challenges on district participatory planning by using descriptive analysis it observed that human resource, motivation and management in the LGA and community constraints. Community constraints includes lack of community participation, low awareness among the people, poor leadership at community level, lack of commitment among the targeted beneficiaries, low pace of community contribution, and lack of seriousness of the community.

Kinyasi (2008) conducted the research on the community contribution on their development through O & OD in Ileje District by using descriptive analysis, the study found that although participatory planning has succeeded but a variable of people participate on still low 27%. Kinyasi also found that male more involved than female although according to populations census number of female is greater than male also it show that elder people above 65 participate more than youth between 30 – 65.

Mahilane (2009) studied the contribution of O&OD to community development at Bagamoyo used descriptive analysis and he discovered that O&OD as a participation approach is still face same difficulties including people participation and leadership commitment. PMO-RALG (2012) though JICA assessed if O&OD need

development in Tanzania by using descriptive analysis and found that O&OD need to be developed in some areas like training methods, responsibilities of local leaders in planning.

Mabula (2007) in his study found factors that have been associated with poor performance of participation by using descriptive analysis and observed factors including inadequate participation of people in the preparation and implementation of plans. Reluctance of villagers to attend village meetings, incompetence and irresponsible leaders and lack of transparency and low capacity in preparation of plans and low level of understanding by community. Also, Rutatora (2004) assessed factors affected bottom- up planning by using descriptive analysis and observed that lack of vision and commitment of some ward and village government officials are some of the challenges facing bottom- up development process.

John and Salor (2008) conducted a study in three districts Bunda, Serengeti, and Ukerewe by using descriptive analysis and it observed that the most critical challenges to LGAs in planning and implementation of O& OD are: short of qualified and motivated staff, inadequate funds, order and judgment from ministries including PMO – RALG. Kapinga (2005) on his study of leaders participation in local development participation in development programmers by using descriptive analysis and he observed, most bureaucratic challenge development planners for the people.

Shao (2008) assessed why O & OD performance is low in Bariad District by using descriptive analysis and he concluded that low motivation, lack of a system and



traditional for trained staff to train others. Shemdoe (2004) in the study of participation planning in Tanzania, by using descriptive analysis and she observed that in spite of the achievement identified in the aspect of participatory planning some weaknesses were identified. Since participatory development planning (PDP) require extensive information sharing and disseminations between High Local Governments (HLG) And Lower Local Government (LLG) in terms of sharing of key documents and the documentation process as well as dissemination of relevant information.

Show (2004) assessed the experience of community projects implementation in Tanzania by using descriptive analysis and show that the majority of community members participate in project implementation in terms of cash contributions, provision of labor as well as provision of local building material such as stones, aggregates, sands, water and burn bricks. Christopher ((2010) found that public projects has social economic benefits to the stakeholders as contribute to eradicates illiterate, increase food security and improve public infrastructures which enhance income and improved by using descriptive analysis.

Academic journal (2009) by using quantitative analysis concluded that development project contribute about 37% of urban community development. UNDP (2013) by using statistical analysis on empowering the poor point out number of cases where projects strengthen capacity of community to improve their bargaining power with government as well as having significant impacts in powering the poor. Titto (2005) conducted a research on the effect of TASAF funded projects in Tanzania and concluded that, TASAF funded projects has enables poor families to acquire food,

education and possess assets through special programmes of “ help the poor of the poorest.

Alex (2014) studied on how DASIP funded projects increase income to rural people in Tabora, Tanzania and found that DASIP projects have helped people to clean and safe water access, food security and income generation. Gibson (2013) assessed on how participatory funded projects contribute to the local government by using the imperial Analysis and he suggested that sources of fund for project undertaken to achieve the intended goals mainly transform quality of lives of people especially within developing countries needs support from international Agencies, Multinational Agencies, Government and private sector.

Tumley (2002) assessed the social economic impact of the participation planning by using imperial analysis and he suggested that, social economic impact is a pro-active phenomenon rather than re-active in sense that before intervention take place, the investigate research needs critical consideration from the cross sections and the beneficiaries. With this view the consequences socially and government decision and the beneficiaries with this view the consequences socially and economically from the project interventions are expected to be more beneficiaries.

Oakley (1991) from his search on power of participation in development he used statistical analysis he states that, there are three broad level of power and control related to participation namely; participation as contributions participation as organization and participation as empowerment. Firstly participation as contribution level is where by the control and direction are not passed to local people they are just

asked to contribute resources, secondly, participation as organizations and institutions are an important element in participation. Formal organization (such as trust) many result from participation process as well as informal groupings. There is a distinction between organizations externally conserved and introduced an organization which image. However in both cases the development of a new (or changed) organization will involve some deliration of power and control. Thirdly, participation as empowerment is where by the relationship between power and participation is made explicitly. However participation is development where power aim control is developed.

Mattee (1994) conducted research on the community power in development used statistical analysis he contended that, community empowerment is one of the keys to participation. Giving people the lead in identifying their needs and setting their own priorities is a key on the other hand participation without empowerment is an untenable proposition. In order for participation to occur the poor must first be empowered, participation is also about bringing groups. Moreover, Rolling and Pretty (1997) did a research on why participatory project fail in rural areas by using statically analysis and found that, participation project planning need to be incorporated where local people and other development beneficiaries have real decision-making power and are part of the problem analysis and solution generation people participation is perceived as a joining of forces among stake holders in decision making process.

Vodouhe (1997) conducted a research on how participatory planning contribute on the agricultural projects by using descriptive analysis and found out that, conversely

on increasing number of projects analysis have shown that participation by local people is one of the critical components of the success in agriculture, live stock and irrigation. Daniel (2003) did a research on practical bottom up planning and development projects in Tanzania by using descriptive analysis and found out that all project originated from bottom – up planning has more positives effect to the lower level people at village and sub village levels. Moreover, Sanga (2009) on his research of the capacity of local cooperative project to local munity development by using descriptive analysis he found that, cooperative project at local level face charges of poor administration and lack of owners commitment which course low performance of those projects.

Chibanhila (2010) conducted a research by using imperial analysis on the why bottom up planning in rural areas a case study of Kongwa District, Tanzania and found out that bottom up planning still need facilitation at village level because people awareness is still low at 21% level. Juniform (2012) did a research on why local SACCOS not sustainable at lower level units of administration by using statistical analysis, a case study of Ipagala ward and he come out with the result as improper planning is one of the main factors which courses local SACCOS not be sustainable at lower level of administration.

Loholela (2003) from his research on is current participation planning and implementation justifiable to sustainable development in developing countries? by using statistical analysis and found out the current participation planning still needs strong improvement especially in rural areas. Jemes (2000) conducted a research on the contribution of Agricultural projects to the community social economic

development by using a descriptive analysis and found that poor farmers participation is low.

Jerry (2003) did a research on factors which courses high poverty in rural areas than in Urban areas A case study of Mkuranga District Council by using descriptive analysis and rural areas needs cooperative projects which needs participation planning than in Urban areas. Caisery (2001) in his research on courses of Cooperative societies to have low capacity on providing financial services by using descriptive analysis and found out that Cooperative societies operates in a very difficult physical and social envelopment which reduces their capacity in the provision of financial services, these projects requires proper planning, close attention, and in order to build up strong capacity to the cooperatives.

Ismail (2017) conducted a study on the challenges of participatory planning techniques in East African countries by using statistical analysis and concluded that low rate of literate in rural communities is a big challenge to participatory approaches. Also, Grace (2017) did a study on contribution of external funded projects to local development by using a descriptive analysis. She found that external funded projects are stronger than the local funded projects in local developments.

Masinga (2001) researched on affect of agricultural extension projects on community development by using descriptive analysis and he found out that community participation in initial planning of extension agricultural project course negative effect of agricultural extension project to the community. Karugendo (1987) did a research on to the Arusha Declaration succeeded in Tanzania by using

descriptive analysis and found out that lack of local people participation, lack of local leaders participation and top-down planning methodology are actors were coursed the Arusha Declaration to fail in the implementation and have a negative altitude of community to the declaration.

Rubeleje (2000) did a research on the effect of World Bank funded projects to the rural area development in east Africa countries by using descriptive analysis and found out that, project initiated at high level and implemented at lower level face difficulties in is sustainability due to ignorance of local leaders. Mazengo (2000) on his research of PRA is a proper rural appraisal methodology in development projects by using descriptive analysis and come out with a results as PRA as a rural appraisal methodology is still have same challenges of involving all local people to the initiation of planning and implementation of local funded projects. John (2006) conducted a study on the how shareholders participate in the initiation of their development plans by using descriptive analysis and found out that shareholders participation in the initiation of their development plans is not at the promising degree because it still less that 30% of participation.

Vincent (2000) did a research on is development possible by using the resources endorsement of local environment by using descriptive analysis and found out that, development by using local resources is not possible because the local authority depends on the central government fund by 87% so it needs to improve own sources collection to implement the local plans and policies that suit local needs and priorities. REPOA (2007) conducted a research on is the local people participate in formulating their plans by using descriptive analysis and found out that the local

participation on local plans is very low in rural areas at 21% participated the process.

Phabian (2017) conducted a study on how people enhance impacts to projects to their economy in rural areas by using statistical analysis and found out that the project implemented in rural areas had faced challenge of poor leadership from local leaders. On the other hand, George (2000) on his study of the effect of donor funded projects to community development by using statistical analysis and found out that many of projects funded by donors still implemented under top-down planning approach because beneficiaries doesn't participate in demanding the funds from development partners instead they are require to participate at the implementation stage.

Eudia (1997) did a research on is poverty increasing or decreasing in rural areas by using empirical analysis and found out that poverty is increasing in rural areas and that is due to lack of factors influence development such as power, water availability, land limitation and poor planning at the district level. Also, Chisumbili (1987) conducted a research on the impact of TASAF poverty reduction projects to the poverty alleviation to the household level by using descriptive analysis and results was TASAF poverty reduction projects has a positive impact to poverty reduction at the community through it need improvement in stakeholders (community) participation.

Robert (2002) did a research on why development projects not implemented at 100% degree in rural areas by using descriptive analysis and found that participation planning is significance to the participatory implementation of development project.

Also, Grace (2000) conducted a research on the power of community in participatory projects planning in urban areas by using descriptive analysis and found that community has a significant power to make projects attain the goal when they participate in planning and implementation of the projects.

Loc (2003) did a research on factors which hinder donors to provide fund in public community projects in developing countries case study of Tanzania by using descriptive analysis. The results revealed that was poor community participation, in planning. Implementation and reporting hinder donors to provide funds for community projects in developing countries. Moreover, Gosbert (1999) conducted a research using descriptive analysis on obstacles to participatory, planning process in Tanzania. A case study of Bagamoyo district and found out that the main obstacles to participatory planning in Tanzania is community participation, in initiation and managing the project as a collective responsibility. Anderson (2004) on his research by using statistical analysis on how to raise local opportunities for sustainable development and found out that stakeholders participation is the main factors to raise the local opportunities for sustainable development.

Liloka (2008) did a research using descriptive analysis on the contribution of large scale projects in improving social economic development of neighboring villages and found out that the large scale projects contribution to social economic development to neighboring village is still very low because community doest participate to the stakeholders meeting to plan their development. Mpendazoe (1992) did a research using descriptive analysis on toward understanding the contribution of mining projects to local community development and found out that partial



participation of local community sounding the mining companies is a main factors courses misunderstanding between local community and mining companies Tanzania. Benjamin (2001) did a research using statistical analysis on contribution of public owned projects to the national economies. He found out that public owned project. Lack proper and close supervision and management on both planning and implementation stages because community Lack commitment and sense of ownership to the projects.

Fred (2001) on his research by using descriptive analysis on improvement of awareness of community to participate in local development and found out that the awareness of community to participate in local development activities is still as challenges which need more effort for improving it especially in village and ward level. Mmbaga (2006) researched by using descriptive analysis on the impact of information sharing and community participation to sustainable development and found out that less information sharing and lower community participation are factors that hinder sustainable development.

Boustita (2004) conducted a research using empirical analysis on citizen empowerment through participation in the context of poverty alleviation; he found out that citizen empowerment through participation is still very low especially in rural areas in developing countries. Belinda (1996) did a research using empirical analysis on effect of peoples participation in community development, she found out that all projects which people has participated from the initiation to implementation levels has got community support rather than those which people do not participated on their initiation. Chambers (1994) conducted a study by using descriptive analysis

on the practice of people participation in rural development and comment out that in practice people participation in rural development is still low and need modern facilitation techniques to improve it.

Danda (2003) conducted a research using descriptive analysis on the rule of participatory approach in smallholders farmers in rice production in Lindi region and found that smallholders needs participatory approach to improve their rice production. Julius (2009) did a research using empirical model on factors affecting people participation in natural resources conservation in Dodoma and found out that top-down initiation of project is their factor that hinder people to participate in natural resources conservation. Nicholas (2005) researched by using descriptive analysis on the contribution leaders towards local development and found that local leaders have a big power and influence to the community participation in their development.

Stanley (2003) conducted a study using descriptive analysis on the implementation of participation policy and appraisal in rural areas and found out that the policy is not well implemented at the rural areas. There are factors which hinder down it some of them are poor facilitation, poor communication and poor lower level administration. Rono (2001) conducted a study by using descriptive analysis to assess the impact of socio-economic factors on the performance of community project in Western Kenya and the findings support the prediction that the prevailing work ethic, social economic factor and the participation in such projects have a paramount influence on community development performance.

Kilima (2010) did a research in Tanzania to assess the impact of agricultural research on poverty and income distribution: A case study of selected on farm research projects at Sokoine University of Agriculture in Morogoro by using coefficient of variation Gin coefficients and their T-statistics and revealed that the project contribution to increase farm income through enhancing productivity and sales of products and these gain were equitably shared. Jumanne (2007) did a research to assess the livelihood impact of TASAF intervention on rural venerable groups in Makate and Rugure district in Tanzania by using descriptive statistics and instrumental variables / two stage least square approach to analyze data and revealed that only carpentry projects is suitable.

William (1990) did a research using descriptive analysis on the impact of small scale project to rural community and found out that small scale project has need proper planning to bring sustainable development to rural communities. Joice (2003) conducted a research using descriptive analysis on the contribution of district agricultural sector investment program projects to community food security by using participatory programs and find out that DASIP has succeeded to contribute to food security in district level and participatory approach is one of the key hear for its success.

Massawe (2011) conducted a research on DADPS project participatory created? By using descriptive analysis and found out that projects implemented under DADPS theoretical is stated to be participatory but practically not because people community participate in the implementation only not in initiation and in reporting. Moreover, Aman (2018) did a research on causes of poor performance of local funded projects

by using descriptive analysis and found out that low sense of ownership and participatory management are the main causes of poor performance of local projects.

Ally (1994) assessed the power of community in initiation of development projects at the district development plan in Kishapu district council by using statistical analysis. The revealed that more effort of facilitation is still needed to empower the community to participate in village, ward and district planning process on the initiation of their projects by following the planning manual as provided by ministry of finance. Lugendo, (2002) assessed on the activeness of TASAF Funded project to the socio-economic development of urban areas a case study of Bukombe district and he comment that TASAF Project is more active in rural areas than in urban areas. Mungee (1999) in his study of the impact of world vision funded project to the rural socio economic development by using empirical analysis and he funded that World Vision funded project contributed much to the socio-economic development particular in education water and agricultural sectors. Also is a participatory approach project.

Kirasi (2014) assessed on why primary education performance is low in Shinyanga region compared to other region in Tanzania by using empirical analysis and observed that the education sector doesn't involve stakeholder (community) in the planning level of the performance indicators. Dadi (2006) assessed the performance of CDG projects to the community socio-economic development at district level by using discipline analysis and revealed that CDG project need to be participatory to involve community in planning, implementation and reporting of the performance of the project.

John (1999) did a research on the style used to involve people on the water projects performed at the local level by using statistical and comment out that the water development projects not involve community because they using village and group meeting which people not participate fully to those meets to the style not favorable to the community to participate to water development projects. Enock (1992) did a research on why water policy of 400 meter do not meet by 15 years now by using empirical analysis and found out that the policy is not participatory in nature because many people they not have any knowledge about the water policy.

Holestry (2013) did a research on the performance of PRA in community socio economic development by using descriptive analysis and find out that the PRA was rural oriented appraisal is not doing well in urban areas because it is initiated in rural vision and not by urban vision. Mery (2012) assessed on the contribution of the community in revealing the local development opportunity and obstacles and they right ways to consume or to tackle them for sustainable development by using statistical analysis and revealed that the community has got a very big power on reveal the local opportunities and obstacle to development.

Godfrey (2001) assessed challenges that stand in the way for most of these development organizations in the fact that their legitimacy is being questioned. By using descriptive analysis and revealed that the development services they provided is not met by the poor marginalized because the services were not participatory. Mbawala (2000) conducted a study to assess the socio-economic and environmental impacts of participation of community in planning and monitoring the implementation of development projects on the contribution of local governments'

revenue using factor analysis and found that projects contribute to government revenues.

Increase the provision of employment, increase income to various people expanded infrastructure to support growing of social economic. Javani (2011) assessed on why small scale projects in Africa are not sustainable by using factor analysis and revealed that sustainability of small scale of users beneficiaries from planning to implementation level. Mathayo (2012) assessed the large scale project need community participation in planning by using empirical analysis and found out that stakeholder participation in inevitable I any project for it be sustainable and beneficial to the community.

David (1993) did a research on the understanding of people to participate on their development at lower level by using descriptive analysis and revealed that the level of understanding of community to participate in development project is still very low. Yaledi (2015) conducted a research o the relationship between leaders and community in implementing public project using description analysis and revealed that the relationship still need improvement, because they was a cap between leaders and community especially in districts council level.

Eunike (2013) conducted a research how people benefit from the project which they participate on their initiation stage a case study of Mvumi Ward Dodoma by using descriptive analysis and revealed out that people benefited in income growth, assets possession, education provision, water availability and other socio economic and environmental issue. Christian (1986) on her study of how Rural economic need

support from urban economic by using factor analysis and find out that rural economic need rural people to participate in reveal their opportunities which will develop rural areas. Mumbara (2000) did a research on the contribution of sea products to the social economic impact of cost community a case study of Dar es Salaam using factor analysis and comment out that there is no any policy, plan, or guideline which includes cost people to use product to develop their economy. Gema (2010) on his research on why participation approach need in rural area by using factor analysis she revealed that participation gives power to the community by sense of possession of the projects.

Johah (2013) conducted a study by using empirical analysis on the power of information to community on their own development and found out that if community has the right information they have very big power in the implementation of development projects. Koy (2007) did a research by using factor analysis on the social economic benefit sounding villages get from large scale mining projects. A case study of Williamson Diamond limited at Mwadui Shinyanga and found out that the community participation in planning the fund obtained from large scale mining company is very low to 4% which hinder their social economic development at their local areas.

Tabu (2014) Assessed between owners and community in irrigation projects at the rural areas. A case study of Itilima irrigation scheme at Shinyanga by using descriptive analysis and the finding show that community participate only in the implementation of the projects, but not from the initiation of the projects. Sunday (2011) did a research on the correct planning methodology for social economic

development at rural areas by using descriptive analysis and found that the right planning methodology is participatory planning. Kapinga (2005) researched on the government aspiration of strengthening participatory planning in government funded projects by using empirical analysis and found out that the aspiration need government effort to implement the participation because it still not promising especially in lower government level. Local government reform program, (2002) conducted a research on the involvement of people to the management of project implemented on their credential area by using descriptive analysis and reveal out that the involvement of people in project management “participatory project management is growing slowly at the local government and sensitization is still needed.

Mashoto (2001) did a research on the right ways to eliminate top-down planning in local government authorities by using the descriptive analysis. A case study of Haneti ward Dodoma and find out that among ways needed to eliminate top-down planning is to make people participating in planning of their development projects. Frola (2010) assessed the obstacles of community to participate on the public owned projects by using descriptive analysis and discovered that ignorance, laziness is among factors which hinder people to participate in planning and implementation of public owned projects.

Lawi (2008) did a research on women economy in rural areas by using descriptive analysis and find out that, women asset ownership in rural areas is very low because they participate in the initiation of fund and management of projects. Mkono (2009) did a research on the how to balance economy in the urban communities by using empirical analysis and revealed that in order economy to balance at urban



communities, it need balance participation in project owned for development in both private and public interest. Ruwaichi (2006) conducted a study to assess factors that challenging district council budget implementation by using descriptive analysis and comment out that low participation corruption, in adequate finance, politics and government policies main challenging factor for budget implementation at local level authorities especially in district council budgets. Aidani (2001) assessed on the experience of community projects implementation in Tanzania by using descriptive analysis and found out that the community members participate in projects implementation in terms of cash contribution, labor provision and local building material like stone, sand, water and burn bricks.

Mabula (2007) in his study on accountability and transparent issues at village level by using descriptive analysis and find out that accountability and transparent at village level has not been well achieved as community members are not regularly informed on what is happening on development at their villages, village assemblies are not regularly convened and physical progress and physical reports are not regularly communicated to people. This situation jeopardizes community projects planning and implementation process and is against good governance practices.

Mao (2011) assessed on the impact of rolling budget to the social economic development of the people affected by those funds by using descriptive analysis and found out that rolling budget is strong communication between high administration level and lower administration level and the community as a whole but the real situation show that communication is very low especially in convening meeting to discuss development issue. So rolling budget is implanted by the high administration

level only.

Deogratias (2006) assessed on the uniformity of the implementation of participatory planning in Mtwara Tanzanian by using descriptive analysis and the results were pointed out that in depth of popular participation varied from council to another, and these variations depend on type of management, society and benefits they get from the projects implemented. Rutanjuka (2005) did a survey on the benefits of participatory planning. By using factor analysis and find out that if people participate in kind or labor contribution they certainly develop a sense of belonging towards the projects, also develop sense of leadership in the projects and rise up their confidence. Moreover involvement of beneficiaries ensures that the community projects designed reflects the people's real priority and listens to the voice of the people.

Jackson (2015) did a study by using descriptive analysis to assess the effect of involving beneficiaries on the development projects and find out that beneficiaries or client groups influence the direction and execution of development projects with the view of enhancing their well being in terms of income, personal growth, self reliance or other value they thing important. Salome (1992) assessed the importance of good governance in social development by using descriptive analysis in adequate good governance. The study suggested that villages and LGA leaders should rule and lead the people using rule of law and adhere to democratic procedure and good governance principles of values the people in their own development by making them participate in planning, managing, monitoring and evaluating their development project at their villages and wards.

Yosiana (1988) assessed factors that hinder the collective planning in villages level in Tanzania by using statistical analysis and the results were lack of by-laws to enforce people to participate in planning process is a factor that hinder collective planning at villages' level, she suggested DED's office for approval and inform villagers of the village by-law and the procedures of their enforcement. Machuchu (1994) assessed the power of democracy in rural planning using descriptive analysis and suggested that, democracy has still law in rural areas and is a challenge to rural development.

Kumari (2013) conducted a study by using empirical analysis on the major problems on local project interaction and found out that there have been a number of projects innervations. But one of the major problems the country is facing today is poverty and huge income disparity. Loney (2014) did a research on the impact of small scale development projects to socio-economic development of poor people by using descriptive analysis and revealed that positive impact of small scale development projects as increases on access to education using of safe drinking water and enables assets possession.

Kamuzora (2002) did a study on the enemy of development in Tanzania by using statistical analysis and revealed that enemy of development in Tanzania poverty; disease and ignorance are catalyst by less participation of community in public project which can increase the ability to increase income education and health facilities. Afande (2013) conducted a research by using descriptive analysis on how local and foreign aid facilitate development and found out that despite the large amount of both local and foreign aid aimed at facilitating development and poverty

alleviation strategies but poor, local participation implementation management and monitoring of owners (community) is still a big challenge to local development.

Ekeya (2011) did a research by using descriptive analysis on factors influencing community to participate in planning and implementation of public owned projects at local level in Rural areas and revealed education level Good leadership, and proper facilitation is among factors which influencing the community to participate in local public owned projects. Donner (2015) assessed on the impact of government secondary school at ward level to the rural development by using descriptive analysis and revealed that, that understanding level to participate in initiation and implementation of local development projects has a bit increased due to incensement of form iv level at racial areas. Joyce (2008) conducted a research by descriptive analysis on how leaders' community with community in the implementation of development projects at lower management level. A case study of Ngara district and found out that leaders and community communication is very poor at the lower management level and thus contribute to the less participation of community to the development projects, which result to poverty in the community.

Imami (2007) studied the performance of district council budget in the implementation of development projects by using factor analysis and revealed that, the District's budget is not participatory to performance. Community level, involves councilors but not participate them in the planning and implementation they only involved in decision making only. Also, Maurice (2009) did a research by using descriptive analysis on "is DASIP funded projects have positive social economy impact to the beneficiaries in rural areas and revealed out that, DASIP Funded

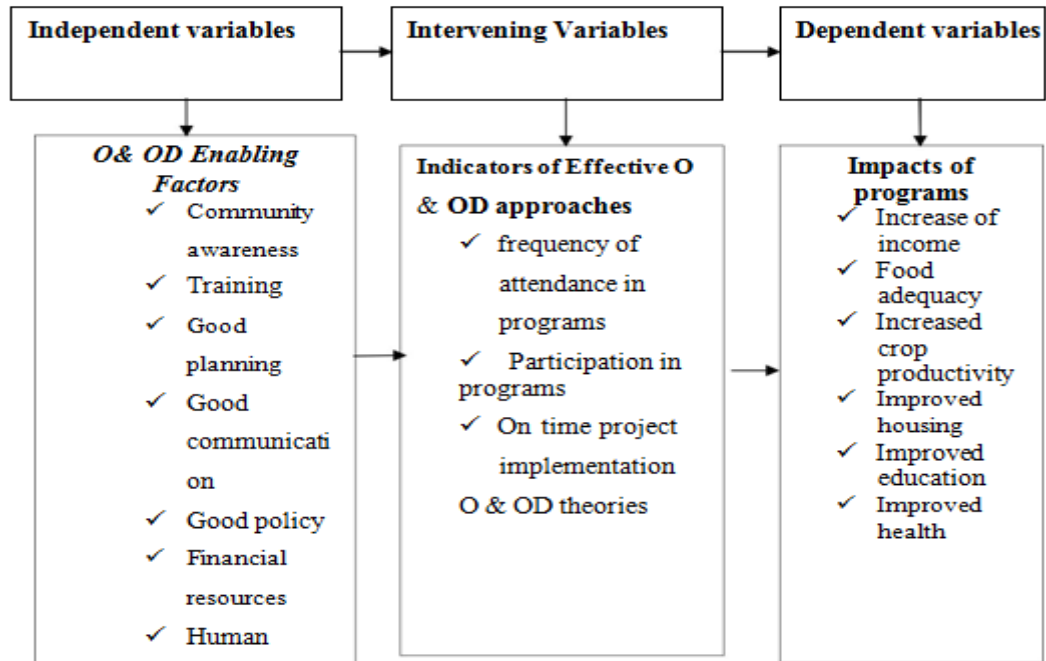
Projects have a positive result in income generation, education acquiring, and Health improvement, although it doesn't be implement in whole country due to low fund from Donors.

### **2.6.1 Literature Gap**

Various studies regarding participatory planning have been carried in Tanzania and in other countries. Most studies focus on low people participation in local planning because of lack of training, weak leadership, poor communication and poor economic Haule (2008) however, none of these studies focus on how the participatory programs enhance impact on their beneficiaries. For example, Mahilane (2009) which assessed the community development planning using O & OD participatory planning in Bagomoyo district cost region in Tanzania and Kinyasi (2008) also studied the effectiveness of participatory programs to the beneficiaries in Ileje district. Therefore, this research is going to fill that gap by assessing the contribution of participatory planning to the beneficiaries.

### **2.7 The Conceptual Framework**

A conceptual framework is a hypothesized model identifying the concept under study and their relationships Gibson (2013). It represents in figure the way the researcher has conceptualized the relationship between independent variables and the dependent variables that will be measured and what statistical analysis will apply in the study. The below conceptual framework illustrate dependent, independent and the interview variable in the research the relation of social economic impact in the dependent variable and independent variables are impact parameters of income, assets profession, food adequate and productivity.



**Figure 2.1: The Conceptual Framework**

**Source:** Modified from: Kinyasi (2008) and Mahilane (2009)

Therefore it show how O & OD interrelated to the effectiveness and social economic impact, however it depend also on a number of other interviewing variable, such as financial resources, beneficiaries altitude, stakeholders participation, community awareness, training, good planning, good communication and human resources. The concern of this study is to analyze the effectiveness of O&OD, enhancing the impact of project to beneficiaries Opportunities & Obstacles to Development methodology is being used to facilitate bottom- up approach in planning process and is influenced by dependent variables which are training and stakeholders participation and this will depend from independent variables which are community awareness, human resources, community contribution and local leaders participation. All these variables when applied to various participatory approaches with looking for the available opportunities to implement district plan and brings impact to project beneficiaries.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Paradigm**

The research philosophies that can be used are positivists, pragmatism, interpretivists and or realism basing on the study proposed. In one hand, the positivist view that, sociology should be studied in scientific manner. They believe that the social world (as natural world) is made up of facts which can be studied like the natural world. It is the search for laws of social behaviour using the logic and methods of the natural sciences. Positivists argue that by applying scientific principles of research to the study of societies, sociologists will be able to put forward proposals for social change which will lead to a better society.

On other hand interpretivists sometimes known as anti positivists believe that society cannot be treated as a science. They stress the ability of individuals to exercise control and choices over their actions and because everyone is different with different views and attitudes it is not possible to use scientific methodology to study society. Scientific approaches are not suitable for the study of society because the social world differs to the natural world. Thus, this study used both positivists and interpretivistis philosophy because the study will collect data using the questionnaires, and interview to supplement the data, analyze to observe the trends of community participation in local projects formulated under O&OD.

#### **3.2 Study Area**

The study was conducted at Ndala Ward in Shinyanga municipal. The Ndala Ward is among 72 Wards which O & OD implemented countrywide since 2002. However,

there was no study conducted to examine the effectiveness of O & OD in the area.

### **3.3 Study Design**

According to Saunders et al (2009), Research design is the overall plan, for your research and tactics (strategies) is detailed plan of data collection, and analysis, the centre of the research onion. Thus, this study was conducted through cross-sectional survey design. This strategy was chosen because the study involved asking questions to the respective sample of the population at a single point in time where the tools like structured questionnaire, observation and interview was used to collect data from the field.

### **3.4 Study Approach**

The current study employed mixed methods in order to collect wide range of data, quantitative and qualitative data were used. Quantitative data were used in order to quantify data and generalize the study meanwhile qualitative method was for in-depth data collection such as interview, FGD. Quantitative method dominated the study and qualitative methods supplemented explanations of quantitative findings as explained Creswell (2014).

The reason for using this approach (mixed approach) concurrently is to describe systematically, the effectiveness of O&OD approach to development in enhancing impact of project. In pursuit of mixed methodology Johnson et al (2004), indicates that mixed methods research includes the use of induction which refers to the discovery of pattern, creation of knowledge and theories. Hence, the study will use induction approach as the study not going to test theory and hypothesis.



### **3.5 Unity Analysis**

The unit analysis of the study was all stakeholders who are involved in participatory planning process.

### **3.6 Types of Data and Sources**

This study used primary data which were qualitative and quantitative. The quantitative data were collected from households at Ndala Ward as the participatory planning initiators using a questionnaire. Moreover, the secondary data was used and they were collected from the relevant sources such as project documents and municipal and ward reports on O&OD.

### **3.7. Study Population, Sampling Techniques and Sample Size**

#### **3.7.1 Target Population**

The term population refers to well-defined collection of individuals or objects known to have similar characteristics. All individuals or objects within a certain population usually have a common, binding characteristic or trait (Kothari, 2012). The population of the study was all households in Shinyanga Municipal which amounted to 2635 households. In addition to that, local leaders such as Ward executive officers and village executive officers were treated as key informants.

#### **3.7.2 Sampling Frame**

The sample frame consisted of head of Household in the ward, Ward Executive Officer (WEO), and Villages executive Officer (VEO).

#### **3.7.3 Sampling unit and Element**

In this study the sampling units was households in Ndala Ward and the sampling

element was household heads.

### 3.7.4 Sample Size

The term sample refers to a number of people or items taken from a large group and used to provide information about the entire group (Kothari, 2009). Thus, determination of the sample size for quantitative or qualitative data depends on the size of the population and the accuracy of the estimates to be studied (Denscombe, 2010). This study's sample size was determined by Yamane (1967) statistical formula. This formula was chosen because it best for computing a sample from a known population.

The sample size obtained through the use of formula where significant level of 10% of the households was selected. The study area under question comprises a total population size of 2635 households. Base on data below the actual sample size obtains was as follows. The sample size of this study comprised of 120 respondents, 110 of respondents were head of household, is from government official that is WEO and VEOs Officer. Also extension and community development officer and the respective district officer were included.

$$n = N / (1 + N(e)^2) \text{ (Yamane, 1967)}$$

N= Total population (number of household)

e = Significance level (sample error)

#### **Data:**

Population size 2635, Significance level 10% (e),

$$n = 2635 / (1 + 2635(0.1)^2) = 95.53 \approx 120$$

### **3.7.5 Sampling Procedures**

This study employed non-probability and probability sampling in selecting a sample. The simple random sampling was used to select households in the Ndala Wards. However, heads of households were purposely selected to provide information regarding the O&OD because they are in-charge of all household activities. Similarly, key informants were purposely selected considering their experience in O&OD development projects.

## **3.8 Instruments of Data Collection**

### **3.8.1 Structured Questionnaires**

The structured questionnaire was employed to the sampled heads of households. Using this tool the researcher gathered information such as extent of community participation in development projects, hamlet and village meetings convened by leaders, advantages and disadvantage of using O&OD as well as differences of using O&OD compared to other successful participatory planning techniques such as SARAR, PRA and LEPSA.

In order to testing the usefulness of the instruments of this research, the questionnaire was administered in one village to five respondents which were randomly selected from the target population that was not in the sampling frame. A pilot study allowed the researcher to assess the average interview time, relevance of questions to be asked and how easy the questions were understood by the respondents (Chaudhary and Israel, 2014). Also, through piloting, the researcher identified ambiguous questions.

### **3.8.2 Administration of the Questionnaire**

A researcher used face to face interview when filling the questionnaires to the head of households. The interviewer asked question to interviewee and record answers on the questionnaire against the question. This method was useful since it allowed a researcher to probe for more information (Kothari, 2012) and enable the interviewer to clear questions misunderstandings and errors to respondents on the spot (Chaudhary and Israel (2014).

### **3.8.3 Interviews**

Interviews with Key Informants were conducted face to face using a pre-prepared interview guide. An interview guide was used to probe on the policy aspects of rural development policy and O&OD strategy to participatory rural development.

### **3.8.4 Focus Group Discussions**

In practice, it is not possible to gather all the information during survey and interviews. Therefore, it is important for researchers to conduct a FGD as it enables to gather information which might be less easily accessible during key informants interviews and questionnaire survey. In this study, two FGDs were conducted with average of six discussion members. Participants were asked for their consent to use voice recorder in order to capture all information. In all cases the consent was granted, though notes were also taken as the discussion proceeded. FGDs were conducted until saturation of information was reached.

## **3.9 Variables and Measurement**

The study composes dependent and independent variables with measurable

indicators as indicated in table 3.1

**Table 3.1: Variables and Measurable Indicators**

Variable	Type of data	Measurement Indicator
<b>Dependent variable (Y)</b>		
Impact	String	1-if agents has realized impact 0-if agent has not realized impact
<b>Independent variables</b>		
Income (X1)	Numeric	Income after being an agent
Asset (X2)	Numeric	Assets possessed after being an agent
Food adequacy (X3)	Numeric	Number of meals after being an agent
Health and education improvement (X4)	String	Ability of meeting health expenditure of the family after being an agent

**Source:** Field Data, 2019

### 3.10 Data Processing and Analysis

#### 3.10.1 Data Cleaning and Processing

Data cleaning is the process deals with detecting and removing incomplete, inaccurate or irrelevant and inconsistency parts of the data in order to improve the quality of data (Wu, 2013). According to Galhardas (2004), results obtained from quality data leads into quality decisions. Based on this argument, in this study data cleaning was conducted in order to identify incomplete, incorrect, inaccurate and irrelevant data. The process of data cleaning was conducted after data collection. Filled questionnaires were deeply scrutinised to make sure that data were accurate

and questionnaires were properly filled and completed. The process of inspection was conducted in two periods; during the data collection in the field and during the process of coding the data. Since questionnaires were assigned serial numbers and entered in sequence, it was easy for the researcher to track data entered wrongly and rectify the mistakes.

Coding was done in order to simplify the analysis. Likewise, collected data were labelled in order to reduce workload. Also, coding allowed the researcher to reduce a large quantity of information into a form that could be easily handled, especially by computer software, SPSS. The entered data in SPSS system were checked to correct wrongly entered values. Then, the clean quantitative data were analysed using SPSS software and presented for discussion.

### **3.10.2 Data Analysis**

Descriptive statistics was used to analyse the quantitative data obtained from household heads using questionnaire. The frequencies, percentages and means were calculated for comparison of various data (Krishnaswami and Ranganatham, 2006; Kothari, 2007; Alan, 2004). The results were presented using tables.

### **3.11 Validity and Reliability**

A number of measures were taken to ensure the validity and reliability of the questionnaire used in data collection because we need both accuracy, i.e., validity and consistency, i.e., reliability, in measuring human attributes. Therefore, the researcher was highly maintained the validity and reliability. In making sure that the data collection tool is reliable by providing the intended data, pre-testing of the data

collection tool was firstly done before the exercise of data collection begin. The pre-test involved academic staff from OUT, experts of project management and fellow Masters' students. Also using of expert in impacts analysis consulted to enhance the validity of data. The findings from the pre-test helped to address some difficulties observed in the data collection tool before the official data collection exercise begins. In addition to that, a pilot study was conducted to ensure the reliability of data collected. Also, the supervisor comments were to sharpen the instrument were highly considered to improve the instrument.

Moreover, the researcher has been thoroughly surveying the literature to ensure what studied is valid by adapting other researchers' methodologies as well as cross-checking variables expected to be used by the study if other researchers were also used them in other study areas and came successfully with findings. Moreover, the reliability of data was measured by Cronbach's alpha. The test value from Cronbach's alpha is 0.85 signifying that data were reliable.

## **CHAPTER FOUR**

### **RESULT AND DISCUSSION**

#### **4.1 Overview**

This chapter presents the results and discussion of data on the following aspects:- demographic and economic characteristics of respondents, participation in implementation of O & OD village plan, challenges uncouncted in planning and implementation of O&OD village plan, impact of projects to the beneficiaries and suggestion to improve O & OD participatory planning process.

#### **4.2 Demographic and Economic Characteristics of Respondents**

Demographic and economic characteristic of respondents consider age, sex, marital status, level of education and occupation the result of these aspects are summarized as:

##### **4.2.1 Age**

Majority of interviewed respondents (32%) were aged between 18 – 35 years, (57%) between 36 – 45 years 5% were aged between 46 – 55 and elders above 55 years constituted 75 the result show that the household head aged 36 – 45 years dominated followed by house hold head aged 18 – 35 this means that people aged 18 and 35 years who head families are not dominant in the community and this is due to the less. economic power and they not possess assets to lead families but the research had revealed that at age of 36-45 are Dominant in heading families this imply that this age have positive altitude on findings, but at the age of 46-55 and 55 above have negative responded to studies. Similarly, over hot et al (1991) asserted that age can



be perceived as function of knowledge, experience, and as a measure of maturity of an individual.

**Table 4.1: Age of the respondent N = 120**

<b>Parameters</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Age (years)		
18 – 35	38	32
36 – 45	68	57
46 – 55	6	5
Above 55	8	7
	<b>120</b>	<b>100</b>

**Source:** Field Data, 2019

The result revealed that two thirds (66.7%) of respondents interviewed were males and one third (33.3%) were females. This might be due to the fact that the sampling target was household heads who are mostly men. This finding is in agreement with that of Kenyata (2006) who found in Shinyanga Region there were more male than female households heads which is typically characteristics of most traditional rural African society.

**Table 4.2: Sex of Respondents N = 120**

<b>Parameters</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Mal	80	66.7
Female	40	33.3
	<b>120</b>	<b>100</b>

**Source:** Field Data, 2019

### 4.2.3 Marital Status

Most of the respondents (80%) were married while (2%) were widows, 1% were single and 7% were divorced as table below illustrates.

**Table 4.3: Marital Status of Respondents (N =120)**

Parameters	Frequency	Percentage (%)
Married	96	80.0
Single	13	11.0
Divorced	8	7.0
Widowed	3	2.0
	<b>120</b>	<b>100</b>

Source: Field Data, 2019

### 4.2.4 Level of Education

The results show that two thirds (67%) of the respondents were attended primary education, 22% attended informal education, 7% attended secondary education and only 4% has college education. The reason behind was due to the fact that as shown by URT (1978) in 1970 the government took deliberate efforts through Universal Primary Education (UPE) campaign in the country which made compulsory enrollment and attendance for all children of the eligible age to attend school.

Table below shows.

**Table 4.4: Level of Education of Respondent N =120**

Parameters	Frequency	Percentage %
Informal education	26	22.0
Primary education	80	67.0
Secondary education	9	7.0
College education	5	4.0
	<b>120</b>	<b>100</b>

Source: Field Data, 2019

#### 4.2.5 Main Occupation

The main occupation of respondent interviewed in the study area was farming (48%) other were livestock keeping (24%), petty business (17%) fishing (7%) formal employed (2%) and carpentry (2%) this agreed to the study conducted by Koyo (2000) which shows that the main economic activities of Shinyanga municipal people is Agricultural activities as table below show.

**Table 4.5: Main Occupation of Respondent N=120**

<b>Parameters</b>	<b>Frequency</b>	<b>Percentage</b>
Farming	58	48%
Livestock keeping	29	24%
Petty business	21	17%
Fishing	8	7%
Formal employment	2	2.0
Carpenter	2	2.0
	<b>120</b>	<b>100</b>

**Source:** Field Data, 2019

#### 4.3 Participation in Formulation of O & OD Village Plan

The first objective of the study was to determine the extent to which beneficiaries participated in the planning of O & OD participatory plans. In order to achieve this objective the responded were presented with the questions on the community attendance at hamlet meeting, participation at the village assembly meeting for formulation of O & OD village plan, attendance at the village development plan approach of annual O & OD village development plan, results covering these aspect are presented and discussed below as.

##### 4.3.1 Community Attendance at Hamlet Meetings

Respondents were asked to state if monthly meeting at hamlet level were being

convened. The majority (95%) of interviewed respondents reported that hamlet meetings: were not convened. This is contrary to LGA laws, regulation and orders which set hamlet meetings have to be convened every month and all issues related at hamlet development are conveyed to people (Hebron 2008) in fact, the absence of meetings at hamlet level also supported by the key information.

**Table 4.6: Community Attendance at Hamlet Meeting N=120**

Variable		Frequency	Percentage (%)
Community attendance at meeting	home	114	95.0
No		6	5.0
Yes			

**Source:** Field Data, 2019

#### 4.3.2 Participation in Village Assembly for Formulation of O & OD Village Plan

**Table 4.7: Village Assembly for Formulation of O & OD Village plan every Year N=120**

Variable		Frequency	Percentage (%)
Participation of village assembly formulation of O & OD village plan every year			
No		101	84.0
Yes		15	13.0
Don't know		4	3.0
		<b>120</b>	<b>100</b>

**Source:** Field Data, 2019

According to LGA, rules, regulations and order, village assemblies are places where all issue related to village development are conveyed to people. Village assemblies

have to be convened after every three months. According to O & OD guidelines, the village assembly or an extraordinary meeting should be convened once a year to plan and a village plan (URT 2007).

#### 4.3.2.1 Annual Village Assembly

Respondent were asked to state whether the village assembly for formulation of O & OD village development plan was held annually in their village. Majority of (94.2 %) of the respondent revealed that the village assembly meeting for formulation O & OD village plan not converted every year finding from focus groups. Discussion (FGD s) indicated that village assemblies meeting for formulation of O & OD village plan were converted after every three years. This is country to the URT (2008) budget guidelines which indicate that village plan are to be reviewed in every year during budget session. The table below gives more information.

**Table 4.8: Annual Village Assembly N=120**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Attendance of annual village assembly every year		
No	113	94.17
Yes	7	5.83
	<b>120</b>	<b>100</b>

**Source:** Field Data, 2019

#### 4.3.2.2 Quarterly Village Assembly

Findings from FGDs indicated that quarterly village assembly meeting were not convened in the study area as stimulated in the local government rules and regulations during the study villagers and other information complained that quarterly village assemblies which were called were not done in the transparent

manner. The information of the meeting was not explicitly communicated to all members example the date of the meeting known to all villagers as the regulation state the percentage of villagers who attended all quarterly meeting is only 27% of the village population this failures are indicates of poor governance that device community members to have an opportunity to determine their own destiny as observed by URT (2004). Such tendency also undermines the integrity of LGA in the eye of community and should be stopped this is contrary to O&OD manual which states that community has to participate at 95% or above (Wagwe, 2005). Table below indicates number of participation.

**Table 4.9: Quarterly Village Assembly N = 120**

Variable		Frequency	Percentage (%)
Number of village member Who attended all quarterly meeting			
No		87.6	73.0
Yes		32.4	27.0
		<b>120</b>	<b>100</b>

**Source:** Field Data, 2019

### 4.3.3 Participation in Formulation of O & OD Village Development Plan

In principle the community elects their representatives known as focus groups at village assembly. The focus groups facilitated by DFs and WFs collect data and use them to prepare village development plan using TDV 2012 as a broad policy guide URT (2007) is then discussed by village council and finally presented at village general assembly for discussion and approval. The respondents were asked to state whether they participated in the village assemble called for the formulation of O & OD village development plan. The results indicated that, two thirds (29%) reported

to participate in the village assembly for formulating O & OD village development plan. While about (31%) reported to have never participated this implies that 31% of reported to have never attend any meeting for formulation of O & OD village development plan since it was introduced in 2002. this contradicts to the village general assembly. Rule provided by PMO RALG (1995) which state that for village general assembly should be legal should be attended by no less that 95% of the all villagers. Table below provide detailed information.

**Table 4.10: Participation in Formulation of O & OD Village development plan  
N= 120**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Number of village attended in meeting called for formulating O & OD village development plan since introduced 2002		
No	37	31
Yes	83	69
	120	100

**Source:** Field Data, 2019

#### **4.3.4 Responsibility in Formulating Annual O & OD Village development plan**

Respondent were asked to indicate who were involved in the formulation of village development plan only 4% of the respondent were participate in focus groups of formulating village development plan the remain they were not participate and they do not know how it formulated. This indicate that the community is not aware to the process of the formulation of O & OD village development plan contrary to the URT (2007) regulation which need community to be aware to their opportunities and obstacles available at their local areas for their development. Table below elaborate in details.

**Table 4.12: Responsibility in annual O & OD Village Development Plan Formulation N= 120**

Variable	Frequency	Percentage (%)
Number of respondent who involved in annual O & OD village development plan		
No	115	96
Yes	5	4
	120	100

**Source:** Field Data, 2019

#### 4.3.5 Responsibility in Approving Annual O & OD Village Development Plan

**Table 4.12: Responsibility in Approving Annual O & OD Village Development Plan N = 120**

Variable	Frequency	Percentage (%)
Village assembly	90	75.0
Don't know	20	17.0
Village council	8	6.0
Village executive officer	1	1.0
WDC	1	1.0
	<b>120</b>	<b>100</b>

**Source:** Field Data, 2019

Respondent were asked to mention an institution responsible for the approval of the annual O & OD village development plan. The result shows that (75%) revealed that village assembly was responsible for approving the annual O & OD village development plan as stated by URT (2007).

#### 4.4 Training on O & OD

Respondent were asked if they had attended any training of O & OD, 47% agreed that they have attended the O & OD training and 53% did not attend any training. This implies that leaders did not make much effort to make sure that a big number of



people are involved in training and that contradicted with the village development manual provided by PMO – RALG which need villagers to use O & OD in their development plan see table below.

**Table 4.13: Training on O & OD N = 120, Number of Village attended training**

Variable	Frequency	Percentage (%)
No	64	53.0
Yes	56	47.0
	120	100

**Source:** Field Data, 2019

#### **4.5 To identify Challenges that Stakeholder Face in Using O & OD**

##### **4.5.1 If there is any Problem**

Respondents were asked to state if there is any problem raised during the use of O & OD (65%) of the respondent interviewed agreed that there are several problems uncounted when using the O & OD while (35%) said there was no problems which require immediate action to be served. May be no measures were taken that lead to increased problem table below explain in details.

**Table 4.14: Challenges Stakeholders face by using O & OD N = 120**

Variable	Frequency	Percentage (%)
No	42	35
Yes	78	65
	<b>120</b>	<b>100</b>

**Source:** Field Data, 2019

#### 4.5.2 Types of Problems Encountered in Using O & OD

Respondent were asked to mention problems encountered when using O & OD in village and ward plan the results show that (38%) of the respondent interviewed face economical problems when involved in using O & OD, (1%) said there are social problem which hinder the use of O & OD (10%) said political problem apart from economic, social and political this implies that there are other problem apart from economic, social and political this implies that 62% feel there is a lot of problem in using the O & OD to development and their problem are well known but the rest are not known see Table 4.15.

**Table 4.15: Problem Uncountered in Using O & OD, N= 120**

Variable	Frequency	Percentage (%)
Economic problem	46.0	38
Political problem	10.0	8.3
Social problem	14	11.7
Administration problem	4.7	3.9
Not known	45	37.7
	<b>120</b>	<b>100</b>

**Source:** researcher, 2019

#### 4.6 Number of Meeting Convened in 2014

4.6.1 Respondent were asked to state how many village assembly meetings they had attended in the year 2014 the result showed that (52%) of respondent never attended any meeting while (14%) of them attended only one meeting. This implies that majority of respondents did not attend village assembly meeting look the table below. This is controller to the LGA Village assembly manual which states that at least 95% should attend the village meetings as per meeting time table.

**Table 4.16: Number of Village Meeting Attended N= 120**

	Variable	Frequency	Cumulative frequency
2014			
0 meeting		63	52.0
1.	Meeting	17	14.0
2.	Meetings	19	16.0
3.	And meeting above	20	17.0

**Source:** Field Data, 2019

#### **4.7 Household Members' Attendance at the Village Assembly**

The respondents revealed that several reason explain poor attendance at the meeting, these includes weak village governance, lack of accountability and transparency in the village income and expenditure, miss use of village fund; lack of village by laws to enforce the absentees, at meeting and participation in development activities, in adequate knowledge and understanding by community members on their role to attend meetings. They insisted that these reasons have contributed a lot to the community to despair to attend meetings and contribute to development activities. Similar findings were observed by Mabula (2007) and (Rutalola, 2004).

##### **4.6.2 Attendance at the Village Assembly by Household Member**

Respondents were asked to indicate attendance by house hold members at the assembly in the year 2014 (61%) of the respondents interviewed reported that none of their household members attended any village assembly in year 2014. This shows that the majority of community member do not attend village assembly meetings as shown in the table 4.17.

**Table 4.17: Household Members Attendance at the Village Assembly N = 120**

	Variable	Frequency	Percentage (%)
	0 member	73	61.0
	1 – 2 Members	34	28
	3 – 4 Members	9	8.0
	5 and above members	4	3.0
		120	100

Source: Field Data, 2019

#### 4.8 Advantages and Disadvantages of using O & OD

**Table 4.18: Advantages of using O & OD as Planning Methods N = 120**

	Variable	Frequency	Percentage (%)
-	Economic advantages	25	21.0
-	Social advantages	84	70.0
-	Don't know	11	9.0
		<b>120</b>	<b>100</b>

Source: Field Data, 2019

Respondent were asked to state if they got any advantages / benefit by using O & OD as a planning methodology in their area the result shows that (21%) interviewed respondent they got economic benefit like allowances when participating to same programs like TASAF, WVT, exform GB they paid same allowances (70%) state to get social benefit like get school, dispensaries, teachers houses and roads and other infrastructures (9%) they don't know and benefit they got. This show that majority of community has get social benefit in the study area this agreed by the study conducted by Mlupilo (2000) which show that O & OD is a social and economical

planning methodology as table below shows.

#### 4.8.1 Disadvantages of using O & OD as Planning Method

Respondent were asked to state if they get any demerits by using O & OD as a planning method in their areas (67%) they mention economical disadvantage as losing time for their farming losing time for their time for their livestock keeping and losing time for other economic activities and gain nothing when participating the process of O & OD (23%) started social disadvantage as they got no time for doing private matters to participate to village matters which bring zero advantage to their families other they don't know any disadvantages as table below shows. this is contrary to the O&OD aims which have to be beneficial to the community.

**Table 4.19: Disadvantage of using O & OD as Planning Methods N=120**

	<b>Variable</b>	<b>Frequency</b>	<b>Percentage (%)</b>
-	Economic disadvantages	80	67
-	Social disadvantages	28	23
-	Don't know	12	10
		<b>120</b>	<b>100</b>

**Source:** Field Data, 2019

#### 4.8.2 Types of Economic Advantages Community get from O & OD

Respondents were asked to state types of economic advantages they got by using O & OD as the planning methods (34%) mentioned assets possession (37%) money through group projects (12%) good housing the other done know any economic advantages the table below shows in details this is the same to the O&OD aims which it has to be beneficial to the community.

**Table 4.20: Types of Economic Advantages of Using O & OD N = 120**

Variable	Frequency	Percentage (%)
Asset possession	41	34
Money	44	37
Good housing	25	21
Don't know	10	8
	<b>120</b>	<b>100</b>

Source: Field Data, 2019

#### 4.8.3 Types of Social Advantages by Using O & OD

Respondent were asked to mention social advantages getting by using O & OD as a planning methods (57%) mention education (19) mention health (17%) mention roads (7%) they don't know any social advantages as by using O & OD which meets the O&OD aims of benefiting the community as table below shows.

**Table 4.21: Types of social Advantages as per Using O & OD N = 120**

Variable	Frequency	Percentage (%)
Education	68	57.0
Health	23	19.0
Road	20	17.0
Don't know	99	7.0
	<b>120</b>	<b>100</b>

Source: Field Data, 2019

#### 4.9 The Second Objective of the Study was to Compare O & OD to other Successful Participatory Planning

The third objective of the study was to make comparison between O & OD to another participatory planning techniques respondent were present to series of techniques with their own ways of getting how O & OD differ from other techniques like PRA, SARAR and LEPSA. Detailed findings on the same are presented below.

#### 4.9.1 Degree of Community Participation

Respondent were asked to what extend O & OD differ to other participatory planning technique in terms of community participation in the planning and implementation of village development plans (51%) revealed that O & OD is more participatory because it involve different group of the community like elders, group, youth group, businessman group, formers, public employees and religious leaders .

**Table 4.22: Degree of Participation in O & OD N = 120**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage (%)</b>
O & OD is more Participation than other	61.2	51%
O & OD has got same Challenges as a participatory technique	34.8	29%
Don't know	24.0	20%
	120	100

**Source:** Field Data, 2019

Other need only percentage of people (19%) said O & OD has got same challenges in participation because it need more academic methods like drawings village maps, report writing which is challenge to same people within the society (20%) they said they don't know the difference. This agreed with George (2004) participation rule which states for any planning method to participatory it should involve all groups and age of the society.

#### 4.9.2 Community Involvement in Development Project

Respondent were asked about community involvement or participation in the implementation of village development projects all respondents interviewed reported to have participated in the implementation of village development projects initiated

through O & OD participatory planning process in particular most of respondents in study villages confirmed participating in the construction of primary and secondary school classrooms. More over respondents were asked to mention how they participated in implementation of the projects the result show that (96%) of the respondent participated by contributing money and labor 4% contribute only money.

**Table 4.23: Ways of Community Involvement in Development Project N= 120**

	<b>Variable</b>	<b>Frequency</b>	<b>Percentage (%)</b>
	Money and labor	115.2	96.0
	Money only	4.8	4.0
		<b>120.0</b>	<b>100.0</b>

**Source:** Field Data, 2019

#### **4.9.3 Implementation and Completion of Projects Initiated Using O & OD Planning Process**

Respondent were asked to state how planned projects in their village were implemented and completed as scheduled with comparison to other planning techniques. The respondent reported that all projects in the study village were not implemented and completed as scheduled through O & OD project show high degree of completed early that others participatory planning so O & OD has proved to be more advantage to community than others as table below show

**Table 4.24: Implementation and Completion of Projects Initiated N= 120**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Project completion early (O & OD)	103.2	86.0
Project completion early	16.8	14.0

**Source:** Field Data, 2019



#### 4.9.4 Community Responsibility to the Projects Initiated under O & OD Comparison to other Technique

Respondent are asked to compare how community is responsible to the development projects initiated under O & OD planning method out they revealed that the degree of responsibility is defined by contribution to those projects initiated under O & OD is high than those initiated from other technique (92%) of community are responsible to the project initiated under O & OD as shown in the table below.

**Table 4.25: Community Responsibility to the Project initiated under O & OD N= 120**

Variable	Frequency	Percentage (%)
Villagers responsible	110.40	92.0
Villagers which are not responsible	9.60	8.0
	120.0	100

**Source:** Field Data, 2019

#### 4.10 The Impact Projects to Beneficiaries

On this the study was to measure the impact of projects to the beneficiaries respondents were presented with series of questions aiming to determine the impact of participatory projects initiated through O & OD planning methods details found are presented as.

##### 4.10.1 Economic Impact of Project to Beneficiaries

The respondent revealed that through participatory projects most of them are small self-help projects that initiated by O & OD like Ndala CBO, Vijana na Maendeleo, Youth perform group, and Kikundi cha Pamoja they get economic impact (33%)

assets possession (61%) income increment and (6%) housing improvement before the implementation of O&OD asset possession was only 17%, income increasing by 28%,and housing improvement was 3.4%. as shown in the table 4.26

**Table 4.26: Economic Impact of Project to Beneficiaries N=120**

Variable	Frequency	Frequency	Percentage
	before	after	(%)
	O&OD	O&OD	
Asset possession	17	39.6	33.0
Income increment	28	73.2	61.0
Housing improvement	3.4	7.2	6.0
		120.0	100.0

Source: Field Data, 2019

#### 4.10.2 Social Impact of Project Initiated by O & OD to Beneficiaries

Respondents were asked to state social impact of projects initiated by O & OD to beneficiaries the result revealed that (40%) they got education benefit (35%) they got health benefit (15%) they get clean and sage water benefit and (5%) they got movement (Road) benefit shown in detail in table below.

**Table 4.27: Social Impact of Project to Beneficiaries N = 120**

Type of O%OD	Frequency	Cumulative frequency
Educational benefit	48	40.0
Health benefit	42	35.0
Clean & safe water benefit	18	15.0
Road benefit	12	10.0
	120.0	100.0

Source: Field Data, 2019

### 4.10.3 Influence of Accountability on Effectiveness of Project

Accountability is the acknowledgement and assumption of responsibility for actions, products, decisions and policies including the administration, governance and implementation with the scope of the role or employment position and encompassing the obligation to report, explain and be answerable for resulting consequences Williams Reyes: (2006). As Cornwall, Lucas & Pasteru: (2001) states, it refers to holding actors responsible for their actions. Decisions about the way in which it is to be applied and the actors and processes it applies to imply an agenda setting power and a degree of authority to demand accountability from others. Therefore leaders must ensure that people undertake the tasks they are responsible for in projects as expected and the expectations must be set. This section presents the results of the analysis.

### 4.10.4 Accountability of Project Managers

The respondents were asked to state whether they believed that the project manager were answerable for the projects. The results are presented in Table 4.28

**Table 4.28: Whether Project Managers are Answerable N = 120**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Yes	91	75.8
No	29	24.2
<b>Total</b>	<b>120</b>	<b>100.0</b>

**Source:** Field Data, 2019

### 4.10.5 Success of Projects in Realizing their Purposes

The study found that 81.3 percent agreed and 18.7 percent disagreed. These results show that indeed the respondent believed that the project managers were answerable

to the projects. The project managers also added that they were full accountable for the projects failures or successes. It is critical that a project manager be able to account for the efforts of her team. A client may want to know how their money has been spent, or how much time is left on their contract.

The ability to quickly access this data is important for maintaining good client relationship and establishing their trust in your methodologies. The ultimate measure of a successful project is delivery. A project is usually broken down into several deliverables, with the final deliverable being the finished project itself. Each one of these milestones is a signpost on the side of the road. Without consistent and timely delivery, the project will become lost and increasingly more difficult to complete on time (Reeve, 2008). The respondents were further asked to state whether the projects had been successful or not in realizing their purposes. The results are shown in Table 30.

**Table 4.29: Success of Projects in Realizing their Purposes N = 120**

<b>Whether successful</b>	<b>Frequency</b>	<b>Percent</b>
Very successful	20	16.7
Successful	35	29.2
Not very successful	65	54.2
<b>Total</b>	<b>120</b>	<b>100.0</b>

**Source:** Field Data, 2019

### **2.10.6 Challenges of Local Leaders in Community Participation**

The study found that 17.1 percent of the projects were very successful, 26.1 percent were successful while 56.88 percent were not very successful. The results show that most of the projects were unsuccessful. There are factors that contribute to the

success or failure in community projects. These include genuine community participation, ownership and control, planning for financial viability, transparent and accountable governance, leadership and decision making structures, monitoring and evaluation so that communities and others can share and learn from experience among others. These factors if taken into account will ensure the project succeeds and if not the project will not succeed.

**Table 4.30: Challenges of Local Leaders in Community Participation N=120**

<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>
Lack of commitment and seriousness	35	29.2
Lack of cooperation and hard work	43	35.8
Lack of networking	11	9.2
Limited funding and infrastructure	31	25.8
<b>Total</b>	<b>120</b>	<b>100.0</b>

The reasons for malfunction of the projects were given as lack of commitment and seriousness of all stakeholders 9.1 percent, lack of cooperation and hard working among the members 36.4 percent and lack networking among the key stakeholders 14.3 percent. The key challenge that limited the success of most of the projects was finding and infrastructure issues 40.2 percent. These results are summarized and presented in table 31.

## **CHAPTER FIVE**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Over view**

This study investigated the effectiveness of O & OD in enhancing impact of projects to beneficiaries in Ndala ward, Shinyanga Municipal, the study aims to determine the extent to which beneficiaries participated in the implantation of O & OD participate plans, identified challenges, encounter during planning and implementation of O & OD participatory plans also on how those Project initiated from O & OD has impact to those beneficiaries. In view of the study findings the following conclusions were

#### **5.2 Summary of Findings**

##### **5.2.1 The extent to which Beneficiaries have been Participating in planning process in the Study Area**

The research found out that project implemented by government, are replied of donors policy objectives and programs, more often than not these projects do not involve the primary beneficiaries in their planning, but tend to seek the involvement of primary target including the local leaders at the time of implementing the projects. This research further found that because of power imbalance caused by the financial Muscular of donor's and government the targeted beneficiaries participation depend on the willingness of funder and not due to policy needs, because same donors tend to involve beneficiaries in the planning process but others are not.

##### **5.2.2 Advantages and Disadvantages of using O&OD as a Participatory Planning**

The research found out that there are advantages of using O&OD as a participatory

planning in the study area some of them are education improvement especially primary education and secondary education, health facilities improvement, infrastructures improvement, income increment, and Assets position at house hid level on the other hand the research reveled same disadvantages of using O&OD as; loosing time for their local activities as farming live stock keeping when participating in O&OD projects.

### **5.2.3 Comparison of O&OD and other Successful Planning Methods**

The research has found out that O&OD is move participatory and democratic planning method compares to other participatory planning methods it need about 95% of village members to participate in village meeting (assembly), also it need district leader to participate in village need ward development to be more realistic to others.

### **5.3 Conclusion**

Community members can participate in the planning of O & OD process if they are adequately sensitized and empowered by both community and LGA Leaders. However, participation planning process concept on O & OD has not been adequately disseminated to the majority in the study area despite the facts that O & OD has been introduced in the district in 2002. As a rescue its, participation of community members in the planning meetings was poor. Village assembly meetings were not regularly convened and the review and re-planning of O & OD village plans were not done every year. Consequently this was low level of participation in O & OD participatory planning process in the study area.

## **5.4 Recommendations**

### **5.4.1 Community Participation**

This research comment that community facilitation to participate on the local development in planning and implementation of development projects have to be increased at village and ward levels where about 97% of beneficiaries are found. There should be are participatory policy which force community member to participate to local meeting and finally leaders have to be needed to have same level of education for them to cope out with donors policy and community challenges and make them participate to their local development.

### **5.4.2 Capacity Building**

The DED should conduct seminar on civil education; democracy and good governance; and O&OD participatory planning process to village and ward leaders, councilors and heads of departments at least after each general election. On the other hand, these leaders should use the required knowledge to sensitize community members on O&OD planning process through hamlet and village assembly meetings.

### **5.4.3 Monitoring and Evaluation**

Monitoring and evaluation through village levels should be done on quarterly basis. For follow-up and supervision, each DF should be allocated a ward and each WF be allocated a village to supervise. This will make them responsible and should give technical advice and harmonize O&OD participatory planning process at the village and ward levels as well as review and re-planning of O&OD plans every year.



#### **5.4.4 Communication Improvement**

The hamlet and village leaders should convene meetings as instructed by the LGA rules, regulations and orders. Physical and financial progress reports should be communicated through quarterly village assemblies. Where they have not been communicated disciplinary actions should be taken against the respective person.

#### **5.4.5 Own Sources financing of the Programme**

Limited resources especially finance was identified as the main constraint for the implementation of a number of O&OD village plan. The study recommends SDC should increase own sources budget as well as CG through MFEP to support more O&OD development plans. Early disbursement of development funds from CG to village via SDC will speed up implementation of planned development activities and timely completion.

#### **5.4.6 Good Governance**

Since some of the villages, wards and divisions have higher population and large administrative area, SDC should consider dividing village, wards and division to bring services closer to the community.

### **5.5. Suggestion for Further Research**

- i. The study suggests further studies on the cost of supporting O & OD participatory planning process and the sustainability of O & OD planning process at LGAs.
- ii. The study suggests study on the communication barriers between high level and lower level at LGAs organizations and District Councils.

Since some of the villages, wards and divisions have higher population and large administrative area, SDC should

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## APPENDICES

### Appendix 1: Research Questionnaire for Residents

Dear, respondent, the purpose of this questionnaire is very important as are needed at improving the Opportunities and Obstacles to Development in the implementation of District plan, we are kindly request you to provide the relevant information's as requested

#### A: Personal particulars

1. Interview date.....
2. Name of respondent.....
3. Resident; Ward ..... and Village /  
Street.....
4. Sex..... 1 = Male, 2 = Female
5. Education level..... (1 = No formal education, 2 = standard seven, 3 = Form four, 4 = Form six, 5 = Diploma and above)
6. Age..... A = (18 – 35 Yers), B = (36 – 45 Years), C = (46 – 55 Years),  
D = (55 and above)  
Occupation.....
7. ...., 1 = (Employed), 2 = (Self employed in Agriculture),  
3 = (Self employed in Businesses), 4 = (Both employed in Agriculture and  
Businesses)
8. Marital ..... (1 = Single, 2 = Married, 3 = Divorced, 4 = Widow /  
Widower, 5 = Others

#### B: Participation



1. Are you familiar with O & OD?  
 ..... 1 = Yes, 2 = No  
 What does it  
 2. mean..... ?
3. Have you participated in village plan preparation?.....  
 1=Yes  
 2=No  
 ? 1 = once, 2 = twice, 3 = Thee times, 4  
 4. How many times..... =  
 Many times, 5 = Not at all  
 Which level did you participated in preparing village  
 5. plans..... 1 = Hamlet,  
 2 = Village level, 3 = Ward level, 4 = District level, 5 = Others specify.  
 Explain how you  
 6. participated?..... 1= Looking, 2 = making any  
 contribution, 3 = Involved partially, 4 = Involved fully.  
 1 = Yes, 2 =  
 7. Have you participated in any training before O & OD? ..... No  
 ? 1 = Once, 2 = Twice, 3 = Three times, 4 =  
 8. How many times..... Many  
 times.  
 Explain the aim of O &  
 9. OD..... 1 = Involve people, 2 = Collect any  
 contribution, 3 = Others
10. In your opinion, what have been the positive and negative social and economic impacts of participatory projects in Ndala Ward since they were established?

**C: Attendance and training**

1. How do you see the attendance during the whole process?..... 1 = Poor, 2 = Moderate, 3 = Good
2. Since the O & OD took place, have attended any training of O & OD?.....  
1 = Yes, 2 = No  
? 1 = Once, 2 = Twice, 3 = Three times, 4 = Many times
3. How many times..... Many times
4. How do you see the contribution in the implementation process?.....  
1=Poor, 2=Moderate, 3=Good
5. Is there any problem encountered in the planning process when using O & OD in the planning process?..... 1 = Yes, 2 = No
6. Mention that problem,..... 1 = Economical, 2 = Social, 3 = Political, 4 = Administratively, 5 = Others specify
7. Any measures taken to solve those problems..... 1 = Yes, 2 = No

**D: Achievement**

1. In your own understanding what is the O & OD want to achieve to the community?.....  
1 = Facilitate planning by involving people  
2 = To disregard people views in planning

3 = Others specify

2. Do you think this approach of O & OD is helpful..... 1 = Yes, 2 = No

3. Give reason.....

## Appendix II

### Questionnaire for Village / Ward / District Leaders

Dear respondent, the purpose of this questionnaire is very important as are need at improving the Opportunities and Obstacles to Development in the implementation of District plan, we are kindly request you to provide the relevant information as requested

**A: Personal particulars**

8. Interview date.....

9. Name respondent.....

10. Resident;

Ward.....

. , Village/Street.....

11.

Sex.....

..... 1 = Male, 2 = Female

12. Education

level..... ( 1 = No formal education, 2 = standard seven, 3 =

Form four, 4 = Form six, 5 = Diploma and above)

13. Age....., A = (18 – 35 Years), B = (36 – 45 Years), C = (46 – 55  
Years), D = (55 and Above)

14.

Occupation....., 1 = (Employed), 2 = (Self employed in Agriculture), 3 =

(Self employed in Businesses), 4 = (Both employed in Agriculture and Businesses)

15. Marital status..... (1 = Single, 2 = Married, 3 = Divorced, 4 = Widow /  
Widower, 5 = Others

**B: Participation**

Are you familiar with O &

1. OD?..... 1 = Yes, 2 = No

What does it

2. mean..... ?

1 = Yes, 2 =

3. Have you participated in facilitating any village plan?..... No

= Once, 2 = Twice, 3 = Third

4. How many times..... ? 1 times,

4 = Many times

5. Which level did you participated to facilitate preparing village  
plans.....

1 = Hamlet, 2 = Village level, 3 = Ward level, 4 =District level, 5 = Others specify

Explain how did you

6. facilitate?..... 1 = Giving directions, 2 =  
Collecting, contribution, 3 = Facilitate partially, 4 = Facilitate  
fully.

Have you participated in any training before O &1 = Yes 2

7. OD?..... =

No

How many? 1 = Once, 2 = Twice, 3 = Three times, 4 =

8. times..... Many

times

Explain the aim of O &1 = Involve people, 2 = Collect  
9. OD..... any  
contribution, 3 = Others

10. What have been some of the factors leading to positive and/or negative social and economic impacts implemented participatory projects in Ndala Ward?

11. Factor for positive Impacts:

- (a).....
- (b).....
- (c).....

Factor for negative Impacts:

- (a).....
- (b).....
- (c).....

**C: Attendance and training**

9. How do you see the attendance during the whole process?..... 1 = Poor, 2 = Moderate, 3 = Good

10. What is the attendance during the implementation process? 1 = Poor, 2 = Moderate, 3 = Good

11. Since the O & OD took place, have attended any training of O & OD?..... 1 =

Yes, 2 = No

1 = Once, 2 = Twice, 3 = Three times, 4 = Many

12. How many times?..... times

1 =  
Poor,

13. How do you see the facilitation in the implementation process?..... 2 =

Moderate, 3 = Good

Is there any problem encountered in the facilitation process when using O &

14. OD in

the planning

process..... ? 1 = Yes, 2 = No

Mention that

15. problem....., 1 = Economical, 2 = Social, 3 = Political, 4 =  
Administratively, 5 = Others specify

16. Any measures taken to solve those problems.....

17.

**D: Achievement**

4. In your own understanding what is the O & OD want to achieve to the  
community?.....

1 = Facilitate planning by involving people

2 = To disregard people views in planning

3 = Others specify

1 = Yes, 2 =

5. Do you think this approach of O & OD is helpful..... No

Give

6. reason.....