THE IMPORTANCE OF COMMUNITY PARTICIPATION IN DEVELOPMENT PROJECTS AT LOCAL LEVEL

A CASE OF DODOMA MUNICIPAL COUNCIL
THE IMPORTANCE OF COMMUNITY PARTICIPATION IN
DEVELOPMENT PROJECTS AT LOCAL LEVEL

A CASE OF DODOMA MUNICIPAL COUNCIL

By

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A Dissertation Submitted in partial of the Requirement for the Degree Of Master
Local Government and Management (LGM) of Mzumbe University
2015
CERTIFICATION

We the undersigned, certify that we have read and hereby recommended for acceptance by Mzumbe University, a dissertation entitled The importance of Community Participation in Development Projects at Local Level: A Case of Dodoma Municipal Council, in Fulfillment of the Requirements for the Degree of Master of Science in Local Government Management of Mzumbe University.

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I would also like to convey my sincere thanks to the leadership of Dodoma Municipal council especially the human resource department who helped me to reach other department and wards in the municipal hence their supportive cooperation and permission to reproduce documentary materials which have helped in fulfilling my work.

I am deeply indebted to my mother, father and my young brother for their support and prayers throughout this study.

Finally I would like to extend my sincere thanks to the Chang’ombe ward executive officer for her help in providing information concerning my report and showing me the development project, also my thanks goes to the Makole W.E.O and councillor for their support also community members of Dodoma municipal specifically those of Chang’ombe and Makole wards.
DEDICATION

This dissertation is dedicated to my beloved parents Mr. Kingunge Ngombale –Mwiru and my mother Miss Florentina Mwoleka for their devotion and love in assisting me to pursue this study.
## ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tr>
<td>NGO’S</td>
<td>Non-governmental organization</td>
</tr>
<tr>
<td>NSGRP</td>
<td>National Strategy for Growth and Reduction of Poverty</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nation Development Programme</td>
</tr>
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<td>WB</td>
<td>World Bank</td>
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<td>WDC</td>
<td>Ward Development Committees</td>
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ABSTRACT

Despite the fact that participatory development process is given prominence in National development process but there is still low response and the concept has not yet been well institutionalized in the Tanzanian societies. The study title is the importance of community participation in development projects a case of Dodoma Municipal council focusing on Makole and Chang’ombe wards. The main objective of the study was to evaluate the importance of community participation in development projects at local level and the study was guided by four specific objectives which were to examine the roles of local community participation in development projects at local level, to find out the level to which citizens are involved in decision making process concerning development projects, to identify benefits of community participation in development projects. To examine challenges influencing poor community participation in development projects at local level.

The researcher employed case study type of design. Four methods of data collection were used which are observation, interview, questionnaire and documentary review. Whereby data was analyzed both qualitatively and quantitatively where by qualitative method based on explanations and quantitative method involve the use of calculations percentage and tables.

Findings revealed that community participation was low influenced by socio-economic factors, political-cultural factors also not understanding the roles of communities in participation .It was also revealed Communities were contributing financially, few were contributing through labour and materials hence it was concluded that citizens response towards contribution to development projects being poor.

The study revealed that citizen involvement in decision making is very low and citizens are not aware of their rights, roles and responsibilities which was caused by lack of citizenship education, miscommunication between leaders also many citizens
being illiterate. The study also showed challenges influencing poor citizen participation in development projects such as poor leaders (personal interest), ignorance also lack of dissemination of project related information.

The analysis showed the benefit of community participation in development projects which were sense of ownership, ensuring value for money, foster development. The study concluded community participation is very crucial because it creates awareness among stakeholders on how funds are being used and get to decide on their wellbeing, also when communities participate transparency and accountability of the leaders increases hence having projects of quality standards.

The study recommended that, there is a need to involve the community to a greater extent in decision making and development project, increase degree of trust to citizens, education and seminars to local leaders concerning community participation should also be considered establishment of active local civil society watchdog organization.
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CHAPTER ONE
INTRODUCTION OF THE STUDY

1.1 Introduction

Community participation is regarded as one of the cornerstone for good governance. It helps to enhance accountability, transparency and ensure sustainability of development initiatives. Ever since the independence of the country the government initiated reforms for decentralization aiming at integrating mass people in development process.

The Government of Tanzania adopted the Tanzania Development vision 2025 in May 1999. In building a competitive and dynamic economy, the vision underscores five main attributes:

a) A high quality livelihood based on sustainable and collective growth and free from abject poverty.

b) Peace, political stability, national unity and social cohesion in an environment of democracy, political and social tolerance.

c) Good governance and the rule of law which ensures that Tanzanians are empowered with the ability to make their leaders and public servants accountable.

d) A strong and competitive economy which can effectively cope with challenges of development and version on changing market and technological conditions in the regional and global economy.

e) A well-educated and learning society rooted with development approach and competitive spirit to face development challenges and globalization (NSGRP, 2005).

All these can only be achieved through participatory process and effective leadership that Tanzania will promote people’s development and its management by themselves. Therefore, in order to achieve sustainable development, Tanzania had to change the nature and character of economic system by improving access and quality of service.
deliver, strengthening local government financially through local taxation aimed at reducing dependency on the government and increasing local contribution through community development policy, which ultimately increase community participation (empowerment) in development activities in implementing and decision making process (PMO-RALG,1998).

The government of Tanzania has made deliberate efforts to promote participatory development in accordance with decentralization process .regardless of the efforts there are challenges which need to be addressed so as community participatory development can be successful.

1.2 Background of the problem

Community participation in development activities is defined as the process by which individuals, families or communities assume responsibility for their own welfare and develop a capacity to contribute to their own and the community development; it is an active process whereby beneficiaries influence the direction and execution of development (Oakley&Marsden,1987). Marsland (2005), community participation in international development discourse is commonly used to refer to the involvement of local people in decision making process and evaluation of development projects, and is associated with empowerment and the respect for also the use of local knowledge.

For the last twenty years, the concept of participation has been widely used in the discourse of development .For much of this period, the concept has referred to participation in the social arena, in the community or in development projects. Increasingly, however the concept of participation is being related to rights of citizenship and to democratic governance. Nowhere is the intersection of concepts of community participation seen more clearly than in the multitude of programmes for decentralized governance .Linking citizen participation to the state at this local or grassroots level raises fundamental and normative questions about the nature of democracy and about the skills and strategies for achieving it.
Citizens in many countries have been on the receiving end of a wave of interest from governments, NGO’s, donors and leaders in ways of involving them more actively in shaping decisions that affect their lives. Levering open arenas once closed off to citizens voice or public scrutiny, these moves have helped to widen political space for citizens to play more of a part in shaping some of the decisions that affect their lives. Efforts to involve citizens more directly in processes of development are inspired, and underpinned, by the view that to do so makes for better citizens, better—or more certainly more widely accepted decisions and better governments.

The history of participatory development in Tanzania can be traced from Nyerere’s policy of self-reliance or “kujitegemea” in Swahili and it fits well with the current notions of participation in development. The early independence years were a period of self-help projects, in which community members worked together to build schools, roads and village health posts using their own labour and materials. The Arusha declaration principal aim was to see that the government mobilizes all the resources of the country towards the elimination of poverty, ignorance and diseases. Hence the idea of participatory development is attractive because it invokes the already familiar concept of “kujitegemea”, and this Tanzania meaning allows the state to retain control over its citizens.

It is necessary for citizens to cooperate and be concerned with their own building and farming. People will not be developed if they make new things without knowing their meaning, it is the people’s development if they have a good living, but they cannot be forced to do so. This relates to the proverb which says,

“You can force a donkey to go to the river or the well, but you cannot force it to drink water” (Nyerere 1997).

It is easy to see why Nyerere’s words were so correct in this context; they resonate closely with the aims and basis of participation. Participation empowers the developers and citizens to achieve something themselves and gives them the confidence to continue independently. In 1972 the government introduced major changes in local
governance. The changes stipulated in the decentralization policy of 1972 (Fundi, 2005). Under these changes the central government resumed full responsibility in implementation of all policies. This situation hindered effective participation because now people were turned to passive recipients of government orders instead of key players in social-economic development.

To enhance the role of Local Authorities and people’s participation in development activities the government adopted comprehensive reform in local government system since the year 2000. Local authorities are foreseen to facilitate participation of the people in deciding on matters affecting their lives, planning and executing their development programmes and fosters partnership with civic groups (Policy paper on Local Government Reform, 1998). The government of Tanzania has made efforts to promote participatory development in accordance with its decentralization process. The government commitment to enhance community participation in development planning and budgeting has emanated from the constitution of the United Republic of Tanzania. Article 145 and 146 which aim at transferring authority to the people through establishment of local Government Authorities (LGAs).

According to these Articles, LGAs are charged with rights and powers to involve the people in planning and implementation of development programs within their areas of control, strengthening democracy to speed up community development (Shivji, 1990). To encourage community initiatives in accordance with these Articles and the Acts, the government authorized local government reform agenda 1996-2000 that of 2008 which have been major steps toward decentralization and local government authorities are become responsible for basic social services in their areas of jurisdiction such as primary education, health care, extension, village water supply, sewerage systems also maintenance of local roads but in reality the situation is not true since they have become dependent to the central government.
It is the belief that local governments, community organizations and public agencies make better decisions and have greater positive impact on their communities when they increase the regularity, variety, and level of engagement of community residents. In many local communities most citizens do not participate in decisions that affect their daily lives, and there is often a lack of trust between citizens and local officials. A crucial bridge over this gap is the use of suitable strategies and tools to encourage citizens and local officials to work together regularly, increase their knowledge of each other, and develop trust (Bray, 1996).

Despite numerous reform initiatives in this field by the local government institutions have not yet emerged as autonomous and self-governing units. This in turn, limit the scope of mass people participation in the local decision making process well as development process.

1.3 Problem statement

The definition of participation in development has often been located in development projects and programmes, as a means of strengthening their relevance, quality and sustainability. In an influential statement, the World Bank Learning Group on Participation defined participation as a process through which stakeholders influence and share control over development initiatives and the decisions and resources which affect them (World Bank, 1995). From this perspective, participation could be seen in the level of consultation or decision making in all phases of a project cycle, from needs assessment, to appraisal, to implementation, to monitoring and evaluation. While these participation projects could be funded by the state, participation within them was seen not as related to broader issues of politics or governance, but as a way of encouraging action outside the public sphere. Moreover, the focus was often on direct participation of primary stakeholders rather than indirect participation through elected representatives.
Citizen participation in local decision-making process, as envisaged in the Tanzania Local Government Reform Programme promotes accountability as a precondition for good governance. Increased accountability and transparency in making community decisions regarding the collection and use of council finances is of paramount importance to ensure good governance at the community level. Accountability is here defined in terms of citizens being informed by their local leaders about actions taken on their behalf. When citizens are informed it is assumed they will be able to take corrective measures.

Participation is generally taken as a core value in community development. While community development has for a long time been recognized as a beneficial process, the importance of participation within community development has been insufficiently stressed. This is partly due to the lack of a clear interpretation of development, and, therefore, of the key constituents of effective development. The need for new paradigm to address this deficiency was highlighted by the UNDP in its Human Development Report, 1994. The UNDP’s paradigm:

“Puts people at the Centre of development; regards economic growth as a means and not an end; protect the life opportunities of future generations as well as the present generations”.

Despite the long-lived intention by the government to enhance participation, in many parts of Tanzania participation is still inadequate. Involvement of people in the development process usually results in lack of ownership and sustainability of development programs. This often causes the communities to lose interest in these programmes, which in turn increases dependency on government resources. A number of questions need to be addressed to make participation effective, among them include the capacity of people to participate and their preferences in participation.

With ongoing local government reform, there is an indication that, people’s participation in all planning and implementation might become a reality. Nevertheless, the local authorities and people are not capacitated in this effort (NGGRP, 2005).
This study therefore, aims at evaluating the importance of community participation in development projects at the local level.

1.4 The Research objectives

1.4.1 General Objective

The general objective of this study was to evaluate the importance of community participation in development projects at local level.

1.4.2 Specific objectives

The following are four specific objectives of this study.

i. To examine the roles of local community participation in development projects at local level.

ii. To find out the extent to which citizens are involved in decision making process concerning development projects.

iii. To identify the benefits of community participation in development projects at local level.

iv. To assess the challenges influencing poor community participation in development projects at local level.

1.5 Research questions

This study focused in four questions which include the following

i. What are the roles of local community participation in development projects at local level?

ii. To what extent are citizens involved in decision making process concerning development projects at local level?

iii. What are the benefits of community participation in development projects at local level?

iv. What are the challenges of community participation in development projects at local level?
1.6 Scope and delimitation of the study

The researcher covered the Dodoma municipality specifically in its wards which are Chang’ombe and Makole. These areas where the researcher sources of data, therefore this being the case, the sample of this study was all local societies in Tanzania. The researcher is aware of many Local Authorities which could provide information concerning the importance of community participation in development activities; the researcher limited this research to Dodoma municipal council so as to get data concerning community participation in development activities at local level.

1.7 Limitation of the study

In the course of conducting this study the researcher faced some difficulties. Those difficulties are as follows:

Firstly, Cost, since the researcher had to go to the field using transportation, some respondents demanded money, there was a need to print some documents that helped in writing this report also cost of pictures that had to be taken by the researcher.

Secondly, Poor respondent cooperation, some respondents were not cooperative to the researcher due to a number of reasons some of them being the confidentiality of some data, ignorance of the usefulness of research work, and concentration in their daily routine duties and hence ignoring the researcher.

Thirdly, Confidentiality, also the researcher faced difficulties in obtaining Information for example W.E.O were resistant to give records on how communities contribute money for projects construction rather they give reasons that data were confidential to the authorities.
1.8 Significance of the study

The study intended to reveal the importance of community participation in development activities at local level. The study is expected to be of much value to a number of people as follows:

a) It will enable people at local level to see the importance of participating in development projects.

b) It will help local authorities and local people representatives to appreciate and involve citizens in decision making on matters concerning their wellbeing.

c) The study helped the researcher to identify viable areas for further research. Also it will be used as an additional reference to researchers of people participation.

d) The study also helped the researcher to be exposed practically to the field of community participation in development activities and other related matters and subsequently boost her knowledge on the study.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter reviews the literature on theoretical and empirical framework about the concepts of community participation and development projects, as presented by the various writers and practical experiences on “Community Participation” in development projects and their perception in relation to its success. On the part of theoretical literature review focuses on the definition of community, meaning of participation, community participation, forms of community participation, community participation in development projects, importance of community participation, obstacles. On the other hand of empirical literature review focused on experiences on community participation in development activities at local levels.

2.2 The concept of community

Communities can be defined by characteristic that the members share, such as culture, language, tradition, law, geography, class, and race. As Shaeffer (1998), argues that, some communities are homogeneous while others are heterogeneous, and some united while others conflictive. Some communities are governed and managed by leaders chosen democratically who act relatively autonomously from other levels of government, and some are governed by leaders imposed from above and represent central authorities. Bray (1996) identifies three types of communities; the first is geographic community, which is defined according to its member’s place of residence, such as a village or district. The second type is ethnic .racial, and religious, in which membership is based on ethnic, racial, or religious identification, and usually cuts across membership based on geographic location .The third one is communities based on shared family or education concerns, which include parents relations and similar bodies that are based on families’ shared concern for the welfare of students. In this paper community is defined as social group of any size whose members reside in a specific locality, share government, interest that is a unified body of individuals.
2.3 The concept of participation

The World Bank defines participation as “a process through which stakeholders” influence and share control over development initiatives, decisions and resources. However the amount of literature and the popular widespread use of participatory methods make it difficult to give a definition of the concept that would cover all its different ways of conceiving and applying it. Oakley (1991) has gathered four different statements on participation that illustrate the range of understanding with regards to the relation between people and project as follows:

a) Participation as a voluntary contribution by the people in one or another of the public programmes supposed to contribute to national development, but the people are not expected to take part in shaping the programme or critiquing its content (Economic Commission for Latin America, 1973).

b) In the perspective of rural development, participation implies/includes people’s involvement in the decisions making process, in implementing programmes, and their sharing in the benefit for development programmes (Cohen and Uphoff, 1972).

c) At the social level Pearse and Stiefel (1979), see participation as an organized effort to increase control over resources and regulative institutions in given social situations on the part of groups and movements of those hitherto from such control.

d) At the project level Paul (1987), generally sees participation as an active process by which beneficiary or client groups influence the direction and execution of a development project with a view to enhancing their well-being in terms of income, personal growth, self-reliance, or other they cherish.

Though the given statements are not necessarily exclusive, they represent different forms of participation. They range from seeing participation simply as people’s involvement in a project where they can obtain economic and social benefits. This implies participation in decision making through and or empowering weak groups.
In this paper participation is referred to as the act of sharing in the activities of a group that is taking part in contribution, partnership, involvement, assistance in communities’ development projects.

2.4 Approaches to community participation

The theory of community participation called “a ladder of citizen participation” which was introduced by Sherry R. Arnstein in the year 1969 in America. Arnstein explains that this classification is necessary to reveal the manipulation of people in the grab of community participation projects by authorities and policy holders. The ladder has eight rungs each matching to a different level of participation, that is, manipulation, therapy, informing, consultation, placation, partnership, delegated power and citizen control.

The rungs at the bottom of the ladder are the ones with minimum citizen participation or non-participation and include manipulation and therapy. Informing, consultation and placation occupy the middle rungs of the ladder and edge between manipulation at the bottom and citizen control at the top and is called as tokenism where the people are permitted to participate only to the extent of voicing their views but have no real say that matters.

The last three rungs, partnership, delegated power and finally citizen control at the top of the ladder are termed equal to citizen power and this is where true and meaningful participation takes place. This categorization of the various types of people involvement is actual vital in clarifying the mix-up between non-participation and true citizen power also to identify the real reasons behind participatory projects, which are often used by critics as short coming of the concept of participation (Arnsten, 1969).

The theory is relevant with the study where there is manipulation done by local authorities and local leaders about community participation development projects funds which leads to communities loss of interest towards participation in development projects.
2.4.1 Top-down versus Bottom-up approaches

Broadly speaking, community participation can be of two types, in the form of top-down programs or bottom-up initiatives. These two processes are the precise opposite of each other and contrast on the base of whether governments/implementing agencies or communities have the general control of the program. Johnson (1972), explains that the top-down and bottom-up developmental approach using an example of the construction of a dam and the improved agricultural production as a result. In most cases, the dam construction is a top-down development process where all the decisions are made by the government or other agencies without looking for the approval of the people.
Johnson explains there can be a bottom-up development as well where the people may decide to adopt modern agricultural skills to improve the overall production. Now these are two different kinds of developments, one is imposed while the other is self-chosen by the people. Johnson points out that there can sometimes be an overlap between top-down and bottom-up development. In this case, the government’s decision to increase the water supply system overlaps with the people’s decision to adopt new technology.

The theory is applicable in the Tanzania situation since there are many projects that are introduced by the government to citizens without citizens’ consultations which leads to failure and mismanagement of the projects and increase of poor community participation in development projects but when bottom-up approach is used sense of ownership and trust increases hence successful projects.

2.5 Types of participation

(i) Passive participation

People are told what is going to happen or has already happened. To down information shared belongs only to external professionals.

(ii) Participation in information giving

People answer questions posed by extractive researcher, using surveys. But people are able to influence the research.

(iii) Participation by consultation

People are consulted and external agents listen to their views usually externally defined problems and solutions. People are not really involved in decision making process.
(iv) Functional participation

Groups are formed to meet predetermined objective, usually done after major project decisions are made therefore initially dependent on outsiders but may become self-dependent and enabling participation as organization.

(v) Interactive participation

Joint analysis to joint actions, possible use of new institutions or strengthening existing ones enabling and empowering so people have a stake in maintaining structures or practices.

(vi) Self-mobilization

People are already empowered; take decisions independently of external institutions. May or may not challenge existing inequitable distributions of wealth and power participation as empowering (Pimbert & Pretty, 1994).

2.5.1 Measures of participation according to domains

Citizenship

- % of people who are not engaged in civic activities (example registered to vote, voting, attend to public issues) or volunteering.
- % of people engaged in civic activities that occur entirely within institutional/agency setting (for example on-site registration drives, candidates come to setting to speak).
- % of people engaged in civic activities that occur in the community (for example register to vote, voting, go see candidates, attend public meetings).
- % of people who volunteer in the community.

Education

- % of people who are not participating in an educational program.
- % of people receiving educational services within institutional/agency setting.
- % of people participating in mainstream educational programs.
Health

- % of people who are not obtaining any health services or routine (that is, yearly) primary care.
- % of people receiving health care services within institutional/agency settings.
- % of people receiving health care services within the structure of mainstream health care resources.

2.6 Community participation

Oakley and Marsden (1987), defined community participation as the process by which individuals, families, or communities assume responsibility for their own welfare and develop a capacity to contribute to their own and the community’s development. In the context of development, community participation refers to an active process whereby beneficiaries influence the direction and execution of development. The cornerstone of community–based development initiatives is the active involvement of members of a defined community in at least some aspects of project design and implementation (Mansuri & Rao, 2004).

2.7 Community participation and development

The community development approach highlights self-help, the democratic process, and local leadership in community revitalization. Most community development work involves the participation of the communities or beneficiaries involved (Smith, 1998). Thus, community participation is an important component of community development and reflects a grass root or bottom-up approach to problem solving. In social work, community participation refers to the active voluntary engagement of individuals and groups to change difficult conditions and to influence policies and programs that affect the quality of their lives or the lives of others (Gamble & Weil, 1995).

One of the major aims of community development is to encourage participation of the community as a whole in fact; community development has been defined as a social process resulting from citizen participation. Through citizen participation, a broad
cross-section of the community is encouraged to identify and articulate their own goals, design their own method of change, and pool their resources in the problem solving process (Harrison, 1995).

**Table 2.1: Levels of participation relating to action required to support participation.**

<table>
<thead>
<tr>
<th>Level of activity</th>
<th>Type of support and development needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>Technical assistance in negotiation with authorities and other power holders, helping shape the overall development of the locality and its population and strategies for maintaining dialogue with other members of the community.</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Development to establish or improve umbrella groups, forums and networks, service to their members, cohesion of community and voluntary sector and relationship with other sector.</td>
</tr>
<tr>
<td>Established organization</td>
<td>Strategic planning, volunteers skills, staff skills, effective delivery, widening of social or geographical catchment, better interaction with networks and forums, new opportunities for local people to become involved.</td>
</tr>
<tr>
<td>Informal or excluded groups and new fragile organization</td>
<td>Assistance in group formation, basic organization, basic organizational skills, development of trust and confidence, clarification of joint objectives establishment of group identity, getting help from established organization or umbrella groups, opening up to more local people</td>
</tr>
<tr>
<td>Individuals</td>
<td>Stimulus to get involved in activities and organization, assistance where needed in overcoming exclusion, making social contacts, building up confidence, establishing personal development pathways, participation in new or established group.</td>
</tr>
</tbody>
</table>

Source : (Rowtree Foundation, 1999)

**Decision making process in Tanzania local government**

In line with articles 8 of the URT, 1977 constitution explains how The United Republic of Tanzania pursues and adheres to the principles of democracy and social justice.

The article states that people shall participate in the affairs of their government in accordance with the provision of this constitution. Local government authorities are specified in the statutes which include rural, urban, town and village authorities. They
should operate within the ambits, for the case of village level in Tanzania government law; section 105 and 106 of Cap 287 revised Edition 2002.

The most important intended links between the local government and the residents of the given area are the Vitongoji in the rural areas and the urban are *Mtaa* committees, which are designed to mobilize citizen participation in development activities. Priorities for local service delivery and development projects are brought to the *Mtaa* committees for discussion before being progressed to the Ward Development Committee (WDC). In the rural system proposal reach the WDC via the village council.

In addition to the above citizen participation in the local government decision-making is encouraged by the amendments to the local government (District Authorities) Act 1982, which provide for councils to organize public hearings for people to question political leaders and staff. Councils have also been empowered to establish special kind’s citizens in the area and providing an opportunity to influence service provision. Participatory budget-making has also become a means to increase resident participation. It is currently enabled by the bottom-up budgeting through the ward development committees and the democratic structures above them.

### 2.8. Factors influencing community participation

The following are the factors and their influence in community participation

**Centralization of decision –making**

Cole (2004) asserts that decisions can range from those of a vital, once for all nature to those of a routine and relatively trivial in nature. Management has three principal decision areas which are strategic, operating and administrative. Strategic decisions are the basic long-term decisions which settle issues such as output level, pricing and inventory levels.
These are programmed decisions which managers make in response to repetitive and routine problems. Administrative decisions arise from and are subject to the conflicting demands of strategic and operational problems. They are essentially concerned with settling the organizations’ structure. For example by establishing lines of authority and communication.

Centralization of decision-making is the concentration of authority and decision-making at the top of an organization. It is a structural policy in which decision-making authority is concentrated at the top on the organizational hierarchy (Koontz, 1998). Decision-making is considered to be of the key importance when talking about different levels of participation. Therefore, decision-making powers need to be transferred to communities, if community members have little authority over the decision made about the allocation of resources, they may lose interest and decline or not effectively participate in the activities planned (Paul, 1984).

**Transparency**

Making processes of projects selection, implementation and evaluation transparent is an effective way to encourage community participation as it can potentially change power relations between communities and development organizations and between interests within communities (Shashi & Kerry, 2002). Merely transferring funds to committees is not adequate to introduce community control, as communities need to be protected from the abuses of committees hastily assembled to present them. This means when the processes regarding participation are conducted with transparency it brings about trust and increases the level of communities’ participation in development projects.

**Resources**

Resources are the organizations’ assets and are thus the basic building blocks of the organization. They include physical assets, such as plant, equipment, and location, human assets, in terms of the number of employees and their skills and organizational assets, such as culture and reputation (Hunger & Whelen, 2007).
Barney (1991), identifies three categories of resources that is physical, human and organizational. Of these categories, human resources are conceived in terms of experience, knowledge and understanding that managers bring to the context of the organization. The third category of organizational resources such as its structure and its systems for planning, coordinating and controlling as well as informal aspects such as the nature of internal and external relationship. With enough resources development projects become successfully.

**Attitude**

Luthans (2005), defines attitude as a persistent tendency to feel and behave in a particular way toward some object. Attitudes are evaluative statements either favorable or unfavorable concerning objects. Luthans (2005), provides three components of attitude as emotional, informational and behavioral. The emotional component involves the persons’ feelings of affect-positive, neutral, or negative about an object. The informational component consists of beliefs and information an individual has about the object. It makes no difference whether or not this information is empirically real or correct. He proceeds by saying that the third component of attitude is behavioral, which consists of persons tendencies to behave in a particular way towards an object of the three components of attitude, only the behavioral component can be directly observed. It is assumed that if you want to know someone’s beliefs, feelings and behavioral tendencies towards an object, all you need to do is measure his or her attitude.

In this study, therefore, the third component was studied specifically on the individual attitude towards community participation.

**Leadership qualities**

Effective and efficient leaders are always endowed with good leadership qualities, without having the qualities of a good leader he/she may find difficult to direct the activities of subordinates for achieving organizational goals.
Jain and Saaksh (2005) emphasize that the success of failure of an organization to a great extent depends on the quality of leadership. Nirmal (2002) asserts that there are three broad categories of the qualities of successful leadership namely personality traits, knowledge, ability and lastly skills.

Personality traits cover issues of good character, intelligence, will power judgment, fellow feeling, faith mental and physical energy, enthusiasm and drive, emotional stability and humor. Knowledge and ability is the second category which covers aspects of good educational background, technical competence that is ability to plan, organize, delegate, analyze, make decisions and capacity to control and coordinate the group efforts, ability to appraise and evaluate employees, performance as well as self-appraisal. Leaders’ possession of skills in the third category of leadership qualities that focus on the following skills: problem-solving and decision-making skills, communication skills, human relations skills, conceptual skills and administrative skills.

With the leadership qualities explained above this means, a society having competent leaders will surely find better ways to educate and influence people to participate in development projects.

### 2.9 Importance of community participation

Extensive literature search has identified the importance of community participation in development projects since it is broadly accepted that community participation is one of the key ingredients of an empowered community. But community participation is far more than a requirement, it is a condition for success studies have documented that communities that engage their citizens and partners deeply in the work of community development raise more resources, achieve more results, and develop in more holistic and ultimately more beneficial way. Community participation then, is critical to community success (Norman, 2000).
It is believed that participation ensures success as people get involved when they have a sense of ownership of project and feels that the project meets their needs.

This makes them readily oversee construction and then take care of the facilities to ensure their sustainability (Tacconi & Tisdell, 1992). In addition it is suggested that participation can lead to greater community empowerment in the form of strengthened local organizations, a greater sense of pride and the undertaking of new activities (Oakley, 1991).

Lancaster (2002), points out the importance of community participation as follows: the approach helps the project to be sustainable as communities themselves learn how to adopt and correct changes resulting from the project, partnership or participation helps to protect interest of the people concerned, it enhances self-respect and self-reliance among people, that is, they are enabled to obtain and do this by themselves, communities become aware of the project implementation as they have a great store of wisdom and skills. They understand their local needs and the nature of new project which they achieve. They can easily spread the new knowledge they acquired to other communities, thus cause a rapid increase in growth of the new idea, participation promotes a sense of ownership among the community of equipment used in the project, and even projects itself. For example, they will protect and maintain the projects through their own means like dispensary buildings, water pumps and school buildings.

2.10 Usefulness of participation in project development

The following are the argument which shows the usefulness of community participation in development activities;

(i) Self-reliance: This all-embracing term covers a wide range of benefits which participation can bring. Participation helps to break the mentality of dependence which characterizes much development work and instead it promotes self-awareness and confidence, making people examine their problems and to think positively about solutions.
(ii) Efficiency: participation brings about a greater chance that resource available to development projects will be more efficiently. Participation can, for example help reduce misunderstanding or possible disagreements, and thus the time and energy often spent by professional staff explaining people of a project benefits can be reduced.

(iii) Effectiveness: Participation will also make projects more effective as instruments of development projects are invariably external mechanisms which are supposed to benefit the people of particular area. Participation which allows these people to have a voice in determining objectives, to support project administration and to make their local knowledge, skills and resources available must result in more effective projects. A major reason why many projects have not been effective objectives in the past is because local people were not involved. Effectiveness equals the successful realization of objectives and participation can hold to ensure this (Crook and Manor, 1998).

(iv) Coverage: Most government programs and many agencies directed or supported development projects reach only a limited and usually privileged number of people. In many developing countries delivery services have contacts with only few people of the population. Participation will extend the coverage, bringing more people within the direct influence of development activities, which, in turn could broaden the mass appeal of such services.

2.11 Challenges of community participation in development projects

The following are the reasons hindering local people from being involved in development projects

(i) Political intervention in project selection: is a common phenomenon in local level development projects. Sometimes a community may be very much in need of a dispensary but politicians may decide to put aside the need of the citizens for their interests and political interests and direct the budget to other projects like road construction and construction of schools.
Locally elected representatives personal interests: most of the times councilors are responsible in selection of projects to start within their areas of leadership. Hence it appears that some locally elected leaders select projects not on the basis of community demand but for the intention of attaining personal gains. In order to do that they set close allies in project implementation process keeping the original beneficiaries in the dark.

Lack of dissemination of project related information: Projects are undertaken for the development of local people. So projects should be selected, designed and implemented in consultation and with the help of local people. The project beneficiaries have the right to be aware of the project related information but information about development project to beneficiaries is almost absent at the grass-root level which cause hindrance to local people’s participation in development initiatives (Oakley, 1995).

2.12 Empirical Literature Review

There is excess of literature on local government in Tanzania, but there is shortage of literature exclusively focusing on community participation in development projects at local level. However a few research studies are conducted on people’s participation at grass-root development projects. The main findings of those studies are pointed out here.

Sheikh(2010), found that participation of local communities in development projects planning in the study conducted in Bangladesh has been found to be very low (7%) while the percentage is a bit high (24) in the implementation stage though it is mainly managed, guided and directed by patron-client relations, mutual benefit-sharing and personal relations. Participation is limited to the rich and socially influential persons, without whom the elected representatives cannot think of their political successes.

Also some social-economic factors like gender, low literacy rate of rural people and shabby economic seem to have exerting considerable influence in shaping participation.
Mukandala (1998) in his study conducted in the parts of Tanzania found out that decisions about who is to participate in the Ward Development Committees (WDC) who are the bottom local level decision-making bodies which pass requests before being forwarded to the levels in the district hindering their effectiveness in succeeding high levels of popular participation in decision making. This is because although the norms state that many positions are for people representatives, in practice decisions on who to attend can and were taken in some of the districts by government officer at higher levels of the administration who invited influential people when important decisions were made.

People in Chad value education greatly and therefore local contributions to the cost of education have been a long standing tradition in the country. This explains the efforts of local communities to participate in financing and operation schools even when the education system worsened due to civil war of 1979-1982. The government had been aware of the reality that the communities play an important role in the school system and, requested the World Bank to prepare a project to involve local people and respond to their real needs. In order to ensure various stakeholders participation, the project preparation was carried out involving various groups of people. First the government organized four region conferences, engaging members of local school associations, representatives of NGO’S, Women’s groups as well as ministry officials, schools inspectors, school directors and teachers. At the meetings participants discussed the local primary education problems and strategies to overcome them. The discussion helped tell that Chadians at the local level are seriously committed to and carefully involved in educating their children (Uemura, 1999).

According to Deogratias (1995), in Tanzania there are no citizen participation, the fact is that Elite or expert use their professional power to citizen, instead of promoting people to participate in all issue which affect them. They impose their own ideas of development which do not serve citizen interest. Public participation approach allow citizen on a voluntary and conscious basic to organize themselves to solve their problems also participation give a group members a strengthened self-image, greater
confidence, sense of willingness capacity to take action their own best interest Deogratias & Gajanayake (1993).

Manor and Crook (1998), in their study in India found out how control over participatory procedures affects the opportunity of citizens to participate. According to legislation, local councils should hold twice yearly meetings in each village. The purpose of such meetings was to ensure council’s accountability to citizens and to identify priority target populations for assistance. However, councilors in most places abandon meetings after the first year or two. Also unannounced meetings when most villagers are away at work or at the market.

In this study the question of how to make participation effective is going to be addressed by looking on the capacity of people to participate and their preference to participation since the local communities are not capacitated in this effort hence evaluating the importance of community participation in development projects.
Figure 2.2 Conceptual framework of the study

Independent variables

Intervening variables

Dependent variables

Social economic factors
  - Income level
  - Literacy rate
  - Gender

Political cultural actor
  - Political interference
  - Laziness & ignorance
  - Lack of citizenship education

Roles of lack community participation
  - Participation in decision making
  - Benefits of community participation
  - Challenges influencing poor community participation in development projects

Intuitional regulatory framework
  - Rules and regulations
  - Structure

Community participation in development projects at local level
Table: 2.2 Summary of variables, indicators, and data source:

<table>
<thead>
<tr>
<th>Research Question</th>
<th>Variables</th>
<th>Indicators</th>
<th>Data Sources</th>
</tr>
</thead>
</table>
| 1.                | Roles of Community in Participation | (a)Community participation in terms of decision making  
(b)community participation in terms of labour  
(c)community participation in terms of Money     | Interview, documentary, Observation, Questionnaire. |
| 2.                | Decision making Involvement        | (a)Good leadership  
(b)willingness of citizens to participate  
(c)good communication between citizens and leaders | Interview, documentary review, Observation, Questionnaire. |
| 3.                | Challenges influencing poor participation | (a)political interference  
(b)community awareness/ignorance  
(c)poor leadership | Interview, documentary view, Observation, Questionnaire. |
| 4.                | Benefits of community Participation | (a)sense of ownership  
(b)ensuring value for money  
(c)reaching the targeted goals  
(d)development | Interview, Observation, Questionnaire, documentary review. |
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

According to Brynard and Henekom (1999) research methodology is also referred to as the strategy for research, which indicates the methods of data collection. This chapter will present an overview of methodology and procedures that will be applied in this study. It includes the study area, research design, research instruments, sample size, sampling techniques, summary of variables, data sources, and analysis techniques.

3.2 Research design

Research design is defined as a plan on how a study will be conducted or a detailed outline of how an investigation will take place. It provides a series of signposts to keep one in the right direction (Msabila & Nalaila, 2013). On the other hand Orodho (2003) defined a research design as the outline or plan that is used to generate answers to research problem. Research design is also defined by Kothari (2007) as the detailed blueprint used to guide a research study towards its objectives.

The research design that was adopted in this study is case study which is used to describe a unit in detail that is when, how, and why questions are being imposed when investigation has no control over events and when the focus is on a contemporary phenomenon within some real-life context.

A case study design was selected in this research in order to represent other areas under the study. A case study is a way of organizing social data so as to preserve the unitary character of society under the study. Krishnaswami & Ranganathim (2013), defines case study as is an in-depth comprehensive study of a person, a social group, an episode, a process, a situation, a programme, a community, an institution or any other social unit. A case study aims at studying everything about something rather than something about everything as in the case of a statistical method.
This design was used due to its flexibility in terms of data collection and analysis, also due to its depth and breadths of the study variables. To achieve the requirement for a case study, the research focused on specific places of study which are Dodoma municipal and its wards.

3.3 The area of the study

The municipality of Dodoma is located at the South Eastern end of the Tanzania Central Plateau at an elevation of 1,200 meters above sea level. The town is located at the geographical centre of the country on the vital central Railway line. Dodoma Municipality covers an area of 2,669 kilometers of which 625 square kilometers is urbanized. The population of Dodoma is 324,347 people of whom 157,469 or 48.5 percent are male and 166,878 or 51.5 percent are female, the Municipality of Dodoma is subdivided in 4 Divisions which in turn are divided into 30 wards and 42 villages as shown below.

Table 3.1: Distribution of Administrative Units in Dodoma Municipal

<table>
<thead>
<tr>
<th>Division</th>
<th>No. of wards</th>
<th>No. of villages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban (Mjini)</td>
<td>17</td>
<td>7</td>
</tr>
<tr>
<td>Hombolo Division</td>
<td>5</td>
<td>16</td>
</tr>
<tr>
<td>Kikombo Division</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Zuzu Division</td>
<td>5</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>42</td>
</tr>
</tbody>
</table>

Source: Dodoma Municipal, 2007

This study was conducted in Dodoma Municipal specifically in Chang’ombe and Makole wards. Unit of inquiry includes population of councilors, community members and ward leaders. From this group data was collected on the level of awareness of political leaders and community members on the importance of community members to participate in different development activities like construction of schools, dispensaries and road construction.

The most important unit of inquiry was community members, this is an important unit of inquiry as it is the centre of the researcher because they are the main beneficiaries of development projects hence the researcher was to collect data directly from them.
3.4 Sample size and sampling techniques

3.4.1 Sample size

Sample size is the specific number of items to be selected in the sample from where by the targeted population or total population which the researcher used. The researcher used a sample of 80 individuals this helped to obtain fairly accurately the characteristic of the population. This included community members, Councilors, local government officers and ward leaders. Dodoma municipal has a total of 30 wards out of which Makole and Chang’ombe was purposely selected because the sample was homogeneous that is the sample was more or less the same. Also the study area was reached easily by the researcher. The total of development projects in Chang’ombe ward was 5 including the construction of dispensary, ward office, classrooms at Chang’ombe B primary school, laboratory at Lukundo Secondary School and a market place. In Makole ward development projects include laboratory at Makole secondary school, ward office and classroom at Makole secondary school.

Table 3.2: Sample size for the study

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Size of sample</th>
<th>% of sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Councilor</td>
<td>2</td>
<td>100%</td>
</tr>
<tr>
<td>Municipal health secretary</td>
<td>1</td>
<td>100%</td>
</tr>
<tr>
<td>Municipal economist</td>
<td>1</td>
<td>100%</td>
</tr>
<tr>
<td>Head teacher</td>
<td>1</td>
<td>40%</td>
</tr>
<tr>
<td>W.E.O</td>
<td>2</td>
<td>100%</td>
</tr>
<tr>
<td>Chairman of local government</td>
<td>2</td>
<td>60%</td>
</tr>
<tr>
<td>Citizens</td>
<td>71</td>
<td>70%</td>
</tr>
</tbody>
</table>

Source: field data 2015

Burns (2000) defines sampling as the process of selecting a group or section to present the whole study area. It involves taking a portion of the population, making observation on a smaller group and generalizing the findings at large. Non-probability sampling and probability sampling techniques were applied in this study, whereby purposive or judgmental technique and convenience type of sampling were employed.
3.4.2 Sampling techniques

The purpose of the study was to examine the importance of community participation in development projects in Makole and Chang’ombe wards. Judgmental and convenient sampling was used to obtain key people who provided information about community participation in development projects. At Municipal level two people were selected the municipal economist who deals with the provision of funds for development projects with cooperation from the planning unit and the municipal health secretary. At ward level four people were selected the head teacher of Chang’ombe B primary school, W.E.O of Chang’ombe ward, Makole W.E.O and Councilor of Makole ward. Both Convenient type of sampling and purposive or judgmental was used to get information from citizens.

3.5 Methods of data collection

The nature of research design determines the data collection method. In this study the researcher used data collection method such as interviews, documentary sources and observation. The use of more than one data collection method enabled the researcher to combine strength and correct some of the deficiencies technique. In so doing it increased the validity and reliability of data collected (Bond, 2006).

3.5.1 Interviews

Interview is a major data collection technique, partly because most of the respondents are semiliterate. Questionnaires may have few answers, interviews are flexible and allow the respondent to express him or herself freely, although using structured interview technique the researcher can be able to control the research process (Msabila, 2013). Because of the information being sought unstructured interview in form of dialogue was used to allow full participation of the respondents and give more information. This was useful in terms of gathering information that needed more time and thorough explanation. For example on the awareness level the technique is useful in revealing how many people understand the importance of community participation in development activities such as construction of dispensaries in their ward.
Interview was run by using interview guide to the following people, Ward executive officers and councilors.

3.5.2 Questionnaires

These are questions written with the aim to be answered in written form. The questions was open ended and closed ended questions; closed ended questionnaire was administered to citizens, judgmental sampling was used to obtain 80 representatives of the target population so as the researcher get information on community participation in development activities. Closed ended questionnaire is that questionnaire that is prepared in advance (Rwegoshora, 2006). Presenting of the questionnaire was important since it enable the researcher to check the reliability and validity of data collected.

3.5.3 Observation

Krishnaswami (2002) defined observation as a systematic viewing of a specific phenomenon in its proper setting for the specific purpose of gathering data for a particular study. This method was selected due to its advantages, it is cheap, the researcher can do it herself, and also it does not need expensive technology. The type of data generated was the existence of projects buildings, citizens and other stakeholders participating in construction of dispensaries, schools, water systems and roads. Through observation the researcher was able to take field photographs which helped to justify reality of some observable facilities and infrastructures during the field work.

3.5.4 Documentary Review

According to the Journal of Adult Education documentary (1983), defines documentary review as a literature which others had done in the field. Documentary data help in cross-checking the consistence of information coverage of data that other gathering technique overlooked. Through this method the researcher was able to access information from the minutes of meetings and reports on various decisions made and other ward development activities.
These information was found in the selected wards (Makole and Chan’gombe) to get accurate, concrete and reliable data, the researcher was interested in journals and documents that had information on number of citizens involved in decision making concerning development projects, number of citizens that participate in development projects, awareness among citizens concerning development projects also benefits of community participation in development projects.

3.6 Data analysis and interpretation

The researcher collected qualitative and quantitative data which was processed and summarized and presented into appropriate tables for consumers of the research findings. The researcher securitized validity of the data collected as well as the creativeness and relevance to the study. In data processing, the researcher determined the reliability of the data by making cross checking on the information obtained from secondary data and observation and how they responded. These techniques enabled the researcher to interpret the research questions and fulfill the study objectives from which the conclusion and recommendation were drawn; the researcher was able to relate data obtained from different respondents whereby the assumption enabled the researcher to develop a conceptual framework, data was also analyzed descriptively that is through explanations.
CHAPTER FOUR

PRESENTATION AND ANALYSIS OF FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis and summarization of the key findings and makes a systematic and comprehensive overview of the importance of community participation in development projects in Dodoma Municipal Council. The chapter is organized into four areas which are the extent to which citizens are involved in decision making process in relation to development projects, the roles of local community participation in development projects at local level, the benefits of community participation in development projects at local level, challenges influencing poor community participation in development projects at local levels.

Tanzania can reach its goals in development through true citizens’ involvement in development projects. This needs cooperative kind of participation that encourages people to participate in joint analysis, development of action plans and local institutions. In this situation, participation is seen as people’s right. As people take control over local decisions and determine how available resources available in their country can be used in fostering development. Since they become the main stakeholders and beneficiaries hence become responsible in maintaining the projects.

It is thought that participation safeguards success as people get involved when they have a sense of ownership of project and feels that the project meets their needs. This makes them freely oversee construction and then take care of the facilities to ensure their sustainability(Narayan,1995). In addition it is instructed that participation can lead to greater community authorization in the form of reinforced local organizations greater sense of pride and the undertaking of new activities (Oakley,1991). Community participation creates a supporting environment for sustainability by allowing users not only to select the level of services for which they are willing to pay, but also to make choices and commit resources in support of the choices made by the community(Sara and Kartz,1998).
4.2 Characteristic of respondents

4.2.1 Sex distribution

Findings indicate that the number of male respondents whom the researcher managed to get information concerning the importance of community participation in development projects is 23% while the number of female respondents was 77%. This shows that the researcher intended to collect information without inclining to one source although it was easy to get information from women because they were available in big number also they were more willing to provide information.

Figure: 4.1 Sex distributions of respondents

Source: Field data: 2015

4.2.2 Level of education

The findings revealed 55% of all respondents have primary education, followed by 25% who had higher level education. Only 9% have attended secondary school while 11% had no education. This shows that people who have primary education participate more in development projects and the researcher was interested to find out the reason to why they participate more and it was obvious that majority of Tanzania population
have primary education. The presence of citizens with no education hence they are not aware of their rights roles and responsibilities also they fail to know the importance of their participation in development projects this is one of the reason for poor participation in development projects.

**Figure: 4.2 Education distributions among respondents**

![Education Level](image)

**Source:** Field data2015

**4.2.3 Occupation of the Respondents**

Respondents were asked to point out the type of occupation which individual possessed that enabled them to meet their daily family needs. Findings shows that most of respondents were entrepreneurs owning small businesses for example shop owners, vegetables, animal keeping, carpenters and restaurants maids and owners and are the ones who participate more in development projects. In addition 9% of the respondents are farmers since Chang’ombe and Makole wards are in Dodoma urban municipal hence there is shortage of farming areas which cause few people to participate in agriculture. Majority 63% were entrepreneurs/business men followed by public servants which is the group of educated people that covered 25% of the sample. The last group is the group of respondents from private organizations who covered 3% out of 80 respondents.
Figure 4.3 : Occupation distribution among respondents.

Source: Field data 2015

4.3. The roles of local community participation in development projects at local level.

4.3.1. How citizens participate in development projects

Interview with ward executive officers, councilors and the municipal economist and the questionnaire which was given to local citizens revealed that some people think that the government is supposed to meet all costs for development projects.

Also they are reluctant to contribute labour and even not to participate in making decisions concerning which projects are to be established in their wards. This implies that ample time is needed to educate communities on the roles of citizens in development projects. Sufficient and clear information to the communities is one of the factors influencing participation. Findings also show that 53% of the respondents participate in terms of financial contribution 6% participate through labour while 41% do not contribute.
This show that if citizens could work hand in hand with the government in terms of labour and money also in decision making. For example in the ongoing laboratory construction in wards secondary schools the projects would easily been successful with willingness of citizens to participate.

**Figure 4.4: Means of participation in development projects.**

![Diagram](image)

**Source:** field data 2015

**4.3.2 Response of the community towards participation in development projects**

Interview with ward executive officers, councilors and questionnaire provided to Chang’ombe and Makole community members revealed that most citizens respond negatively when they are told to participate in development projects hence do not contribute in development.
As one respondent commented that

"reasons that cause citizens to have a negative response towards participation were low income, poor communication between citizens and their representatives he continued by saying that sometimes leaders announce a call of meetings in few houses and not informing others, mismanagement of public funds influence citizens to respond negatively towards contributing in development projects".

Findings also revealed that fearful behavior developed among the communities contributed by threatening situation imposed by religious leaders, politician, tradition leader, was the negative attitude which most of local people had in their mind. Also ward leaders and councilors were powerfully ruling their constituents to the extent that harsh language was common, which made citizens fearful and thus resistant to attend the ward meetings.

Also findings in figure 4.5 shows that 5% respondents agreed that there was a positive response from the community in development projects that are established in their wards while 91% of the respondents indicated that citizens take the government call for them to participate in development projects negatively, For example the ongoing laboratory construction in the wards secondary schools. Citizens’ response towards participation can be improved if strategies will be put in place to facilitate effective community participation in development projects.
Figure 4.5: how citizens receive government call towards participation.

Source: field data 2015
Figure: 4.6 Ongoing construction of Chang’ombe ward market place

Source: researcher’s observation 2015
Figure: 4.7 Chang’ombe B primary school which has only three classes

Source: researcher’s observation 2015
Figure: 4.8 Unfinished construction of classes at Chang’ombe B primary school due to shortage of funds

Source: researcher’s observation 2015
Figure 4.9 the construction of dispensary at Chang’ombe ward which is still in the foundation level

Source: researcher’s observation
Figure 4.10: Local Government offices at Mtakuja Street in Chang’ombe ward

Source: researcher’s observation

4.3.3 The level of participation in development projects

Respondents were asked to point out if they participate in development projects. Findings shows that 54% of the respondents participate in development projects in terms of cash, labour and decision making while 46% of the respondents do not participate in development projects. This shows that still a large number of citizens do not participate in development projects in their wards and this being influenced by reasons like lack of trust to their leaders, lack of accountability and transparency to the side of leaders, ignorance among citizens also misuse of public funds done by leaders.
4.4 Citizens involved in decision making process concerning development at local level.

4.4.1 Participation in decision making process

Respondents were asked if they are involved and participate in decision making process which is their statutory right.

In Chang’ombe and Makole wards findings shows 10% of respondents explained that they are involved and they participate in decision making process while the other 90% of the respondents pointed that they do not participate in decision making process. It is important for citizens to participate in decision making process because together with their leaders they can plan on what projects to be established in their wards, where are the funds going to be generated also when are the projects going to start be in use. But findings revealed that leaders announce for meetings concerning development projects but citizens attendance is very low as The Chang’ombe ward executive officer pointed out that because of Chang’ombe being an urban ward citizen tend to say they are busy
wherever they are told to attend in meetings and only few attend. This gives a room for unaccountable leaders to misuse the public funds hence delay of projects accomplishment and even poor standard of the projects.

**Figure 4.12: Participation in decision making process**

Source: field data 2015
Table 4.1: Results showing Chang’ombe Ward council meetings

<table>
<thead>
<tr>
<th>Years meetings were conducted from 2010 to 2014.</th>
<th>The dates for meetings.</th>
<th>Citizen Number of Attendance.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010 2011</td>
<td>7th April,2010</td>
<td>19(38%)</td>
</tr>
<tr>
<td>2011</td>
<td>18th July 2011</td>
<td>17(36%)</td>
</tr>
<tr>
<td>2011</td>
<td>27th August</td>
<td>19(38%)</td>
</tr>
<tr>
<td>2012</td>
<td>6th January</td>
<td>13(31%)</td>
</tr>
<tr>
<td>2012</td>
<td>5th April,2013</td>
<td>20(40%)</td>
</tr>
<tr>
<td>2013</td>
<td>15th April,2013</td>
<td>17(36%)</td>
</tr>
<tr>
<td>2014</td>
<td>16th June,2014</td>
<td>21(40%)</td>
</tr>
</tbody>
</table>


4.4.2 Awareness among citizens

Findings revealed that citizens are not given seminars of awareness of their roles and responsibilities. This implies that low number of citizens who have civic education, the reason behind being failure of local leaders to raise awareness to people on their roles and responsibilities lack of confidence of local leaders because citizens are not satisfied with revenue collection and expenditure reports presented to them, so by doing so would result in disclosing information before the people. Findings also shows that other reasons that cause people not to be aware of their rights, roles and responsibilities being laziness (unwilling) and ignorance among citizens which cause people not to find information and be curious of what is going on in their societies even agree with decisions that their leaders make, miscommunication between leaders and the local community, poor leaders who fail to find better means of educating citizens on the importance of participation, and lack of project related information to citizens.

Results shows that 5% of the respondents pointed out that they are aware of their rights, roles and responsibilities concerning development in their wards and 88% pointed that they are not aware of their roles and responsibilities while the other 7%
completely have no idea about civic education about awareness on roles and responsibilities.

**Figure 4.13: Showing the level of awareness among citizen in Chang’ombe and Makole wards**

Source: Field data 2015
4.5 Factors that influence poor community participation in development projects at local level.

4.5.1 Factors that influence low citizens participation in development projects

The study assessed factors that results to low citizen participation in development projects. A number of factors were revealed contribute to low citizen participation as discussed below:

- **Political interference:** Respondents pointed out that sometimes some projects are selected by the locally selected representative not on the basis of community demand but for attaining personal gain. In order to do that, they set up close allies in project implementation process keeping the original beneficiaries in the dark.  
  As the Chang’ombe ward executive councillor pointed out that the government has ordered all wards in the country to build laboratories in ward secondary schools as the construction process is going on in Lukundo ward secondary school located in Chang’ombe ward, which they have to be completed after one month despite the fact that schools are in need of laboratories but citizens were not prepared to contribute for the projects and they did not select the projects hence delay of the project completion.

- **Ignorance:** respondents mentioned ignorance among citizens as one of the reasons why they do not participate in development projects in their wards. As the results shows that there are still citizens who are not educated in the community this cause them not to be aware of the importance of participation which is their statutory right. Also even some of educated citizens do not have citizenship education hence they don’t see the importance of participating in decision making and development projects.

- **Poor leadership (locally elected representatives personal interest):** The Dodoma Municipal Economist who all development projects going on in the Municipal are under him noted that one of the strong reason that make citizens not to participate in development project is the existence of leaders who are
incompetent in the wards who take their positions for granted and even fail to know the best ways of involving citizens. Leaders misuse public funds which make citizens not to trust them. For example a case in Makole ward where the councillor was accused of misusing funds for the construction of Makole primary School construction in 2009. Respondents also noted that sometimes projects are selected by the locally elected representatives not on the basis of community demand but for attaining personal gain. In order to do that, they set up close allies in project implementation process keeping the original beneficiaries in the dark.

- **Lack of dissemination of project related information:** respondents pointed that projects are undertaken for the development of local people hence projects should be selected, designed and implemented in consultation and with the help of local people. Project beneficiaries have the right to know and be known about the project related information. It was revealed that the practice of disseminating project related information to beneficiaries is almost absent in Chang’ombe and Makole wards which acts as a hindrance to citizen participation in development initiatives.

  - On the other hand W.E.O and councillors explained the challenges that encountered during the construction of development projects which were:

- **Delay of funds from the government and unfulfilled promises:** as it was explained by the Chang’ombe W.E.O that the construction of ward office and dispensary is not in progress because the government has contributed very little and promising to provide more funds but still have not this can be observed since the dispensary construction is still in the foundation level.

- **The government leaving the duty of funds contribution for the projects to citizens:** this cause the delay of projects since citizens can sometimes fail to contribute on time. As Mtakuja street leaders commented that the Municipal has just contributed 2 million Tanzania shillings for the construction of
laboratory at Lukundo secondary school and the ward office while citizen have contributed nearly 24 million Tanzania shillings this amount was collected after each family was supposed to contribute 5000 Tanzania shillings. But still some have failed to contribute, with reasons such as famine which has caused shortage of harvests that could help them earn money and poor living standard of the families.

- **HIV/AIDS effect and other diseases like malaria and cancer** that kills the country manpower day by day, all interview conducted by the researcher to W.E.O, local government officers and councillors they pointed out diseases as among the hindrance factors for participation in development projects that is because leaders and citizen who could contribute in development projects in giving opinions, contribute materials, labour or funds dies of these diseases.

**Figure: 4.14 showing reasons that influence low citizen participation in development projects**

![Graph showing reasons for low citizen participation in development projects](image)

Source: field data 2015
4.6 Benefits of community participation in development projects at local level?

4.6.1 Benefits of community participation in development projects at local level.

The results revealed that 80% of respondents commented that the community participation was very crucial because it creates awareness among stakeholders and beneficiaries on how funds are being used and the projects are used for the intended purpose, increasing trust to the side of citizens to their leaders and the main benefits revealed from the field are as explained below.

Ownership of the projects: the effectiveness and efficiency of any development project depends much on citizens support as pointed out by Uemura (1999) argued that, no matter how good a plan is, if the people for whom it is made fail to feel that its key feature belong to them, it won’t be successfully. This means when citizens feel that projects established are theirs they will use well and protect the projects. Results showing that 81% of respondents identified sense of ownership as one of the benefit for community participation in development activity.

Ensuring value for money: 12 (15%) of respondents mentioned value for money as one of the benefit for people participation. Since leaders have to give reports concerning the projects that shows how funds provided by the government and stakeholders and how much is invested in the projects this ensures accountability to the side of leaders this ensures quality standards of the projects.

Fostering development: as pointed out by the Makole ward councillor who commented that community participation helps in reaching the government targeted goals in wards development since citizens get the chance to suggest and choose projects of their interest. Respondents pointed that community participation also helps in making leaders accountable and transparent hence speed up development at local level.
Figure 4.15: showing benefits of community participation in development projects

Source: Field data 2015
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter represents a summary of the study, conclusion, and recommendations from the researcher regarding the study and the scope for further research. The main objective of this chapter is to conclude on the key findings of the research title” The importance of community participation in development projects at local level”. A case of Dodoma Municipal Council specifically in Chang’ombe and Makole wards.

5.2 Summary of the study

Basically the study focused on examining the importance of community participation in development projects at local levels. With specific objectives which were to examine the roles of local community participation in development projects at local level, to assess the extent to which citizens are involved in decision making, to examine the challenges influencing poor community participation in development projects at local level and to identify the benefits of community participation in development projects at local level.

From these objectives research questions were formed which were what are the roles of local community participation in development projects at local level?, To what extent are citizens involved in decision making process concerning development at local level?, What are the challenges influencing poor community participation in development projects at local level?, What are the benefits of community participation in development projects at local level?.

One of the significance of this study was to influence the local people representatives to appreciate and involve citizens in making decisions and involve them in development issues concerning their wellbeing. The study has also looked on various literatures on participation and what other researchers said on participation in community development projects.
The researcher started by looking at the social-economic profile of respondents such as age, gender, literacy level (education) and their occupation the findings described the characteristics of the study samples. The findings revealed that majority of respondents have primary school education and some with no formal education. Also the study determines the level of community participation, respondents were asked if they participated or did not participate in development projects in their ward. The findings revealed that the level of participation is very low and major type of participation was through labour contribution rather than participation in decision making.

Findings also showed that citizens are not aware of their roles and responsibilities which cause them not to understand the meaning and importance of their participation in development projects. Furthermore it was revealed that communities are not involved in decision making process hence leaders establish projects of their interest and even misuse public funds.

Reasons to why citizen participation in development projects at local level was low were revealed which are poor or incompetent leaders, ignorance (lack of education among many citizens), political interference and other factors such as fraud accusations facing the government and poor living standard of the people.

Findings revealed that the degree of involvement of citizens in development projects is low. The community were involved in money contribution and manual labour but they were not involved fully in planning process and decision making. The study also revealed that community mobilization is very important because it creates awareness among stakeholders and beneficiaries they become aware of their material resources, their leaders and develop a sense of ownership towards the projects. Citizenship education on rights and their responsibilities is important since it helps in giving citizens the understanding on the importance their participation in development and decision making.
The study also showed that there are causes which discourage citizens to participate in development projects since there are weakness of leader at all levels, fraud accusations facing the government that cause citizens not to trust the government, ignorance among citizens, poverty and political interference.

Despite the challenges but the study shows the importance of community participation in development projects at local level. Such as sense of ownership to the projects established, foster development, value for money and increasing trust to the side of citizens to their leaders.

**5.3 Conclusion of the study**

The study was aimed at evaluating the importance of community participation in development projects at local level whereas findings revealed that the degree of participation and awareness of communities in development projects was low. Citizens were involved in financial contribution for projects construction, provision of labour and materials but very low in decision making concerning the projects.

The study examined the roles of community participation in development projects where by it was concluded citizens who were educated had knowledge on their importance in development projects, citizens participate more through financial contribution, few through labour. Citizens involvement in decision making was found out to be low, the study asserted the importance of community participation also the need to increase community participation in development projects at local level. The challenges influencing poor community participation were revealed and the way to solve them such as educating local leaders on how to influence citizens to participate, improving communication between local leaders and local citizens were identified by respondents.

Community participation is very important because it creates awareness among beneficiaries and stakeholders on how funds are being utilized in development projects.
When the community participate there is an increase of transparency and accountability to leaders that is leaders become accountable for their actions, participation helps to have projects of quality standard, foster development in wards.

Community participation gives citizen a chance to decide on projects of their interest and generally make decisions concerning their social development.

5.4 Recommendation

The main contention behind people’s participation in development must be people-centered. Projects conceived and implemented by outside organisations have failed because adequate consideration was not given to the importance of participation. Project beneficiaries or the community people should be included in all phases of development projects from the process of the needs assessment for the design and development of project, through project implementation to project monitoring and evaluation.

i. The need to involve the community to greater extent, much more sensitization and awareness to other stakeholder is needed so that in their collaboration they set objectives could be attained on time. Partnership in the mobilization of both international and national resources and energies for the betterment of the communities.

ii. The study recommends leaders at local levels to ensure that agenda of the meeting must originate from the grass-roots level and get discussed collectively in order to reduce resistance during implementation.

iii. In order to increase degree of trust to citizens to local representatives, the government officials must carry out all actions fair to all beneficiaries and avoid mistrust and political party’s difference.

iv. The elected representatives at local level are mostly uninformed about the benefits of participatory development approach. Lack of knowledge in this regard on their part may have contributed to their confusion and misconception. Launching training programs or workshops organised by the
central government and municipals may help change the mind-set of the elected representatives regarding participatory practices in development interventions.

v. Establishment of active local civil society watchdog organisations, this will help to remove misuse of public funds directed to local projects since societies as the main beneficiaries has a strong role of helping to ensure accountability and transparency to leaders.

5.5 Suggestions for further research

With the given research questions and the scope of this research, it is clear that some relevant issues have not been covered by this study. To explore the level of community participation in development projects, the current study focus was on the limiting factors and the importance of participation in development projects. Whereas in the projected cycle there are different stages while the current study focuses on planning and implementation stage, there is a need to assess the level and importance of community participation in monitoring and evaluation which can be relevant and interesting.
REFERENCES


APPENDICES

APPENDIX I
DODOSO KWA KISWAHILI

Ndugu Mpendwa,

Mdodoswaji wa dodoso hili lina lengo la kukusanya taarifa zinazohusu dhana ya ushitiki wa wanajamii katika shughuli za maendeleo, na taarifa zitatumika tu kwa ajiri ya utafiti.

MAELEKEZO

Chagua jibu utakaloona kuwa ni sahihi kati ya majibu yaliyo katika kila swali.

Kama kuna maelezo ya ziada jaza kwa kutumia nafasi iliyopo chini ya kila swali

1. Hali ya ndoa
(a) Umeoa/umeolewa
(b) Haupo kwenye ndoa [   ]

2. Umri wako ni?
(a) Miaka 22-30 [   ]
(b) Miaka 30-45 [   ]
(c) Miaka 45-55 [   ]
(d) Zaidi ya miaka 55 [   ]

3. Unafanya shighuli/kazi gani za kujiingizia kipato?
(a) Kilimo [   ]
(b) Biashara [   ]
(c) Mifugo [   ]
(d) Nyinginezo [   ]
4. Utaratibu wa kazi za maendeleo
   (a) kila mtu binafsi
   (b) Watu wote kwa pamoja
   (c) Kuna baadhi ya vikundi vinavyojihusisha

5. Kiwango cha elimu ya ni
   (a) Darasa la saba
   (b) Chini ya darasa la saba
   (c) Sekondari
   (d) Elimu ya juu

6. Unaelewaje neno ushirikishwaji jamii katika miradi ya maendeleo?
   (a) Huelewi kabisa
   (b) Unaelewa kiasi
   (c) Umewahi kusikia

7. Ulishawahi kushirikishwa katika shughuli zozote za kuanzisha miradi ya maendele
   (a) Ndiyo
   (b) Hapana

8. Kama jibu ndiyo; ulishiriki kwende mradi gani?
   (a) Iliyoanzishwa na wananchi wenyewe
   (b) Iliyoletwa na halmashauri
   (c) Iliyoletwa na wahisani

9. Kama jibu la swali la 6 kuhusu ushirikishwaji ni hapana; unadhani ni sababu gani ambayo ina sababisha washirikishwe?
(a) Tatizo la uongozi  
   a) Kuficha maovu  
   b) Wananchi hawaoni umuhimu  

10. Kuna mikakati gani ambayo inatumika kuhamasisha jamii ili washiriki katika miradi ya maendeleo?

11. Unafikiri kuna faida gani kama wanajamii watashiriki katika miradi ya maendeleo?
   (a) kushindwa kufikia mipango ya maendeleo
   (b) Utumikaji mbaya wa pesa za miradi
   (c) Uwepo wa miradi usio kuwa na viwango

12. Unafikiri kwa maoni yako kuna vikwazo gani vinavyosababisha wanajamii wasishiriki katika kufanya maamuzi katika miradi ya maendeleo?

13. Nini kifanyike ili ushirikishwaji wa jamii kaitika kufanya maendeleo uwe nzuri
APPENDIX II

Mwongozo wa Mahojiano.

(a) Utambulisho wa mtafiti.
(b) Umeishi kwa mda gani katika kata hii?

(A) Kuna mbinu gani ambazo zinatumika ili kuhamasisha ushiriki wa jamii katika miradi ya kijamii??

(B) Wananchi wanamwitiko gani mwitikio gani wanaposhirikishwa katika kufanya maamuzi katika mipango ya maendeleo ya kata zao?

(C) Kuna vikwazo gani vinavyofanya wananchi wasishiriki katika miradi ya maendeleo?

(D) Nini kifanyike ili kiwango cha ushirikishwaji wananchi katika miradi ya maendeleo kiongezekae?

(E) Wananchi wanapataje taarifa ili kushiriki katika kufanya maamuzi?