

**FACTORS AFFECTING VILLAGE COUNCILS IN DECISION
MAKING AT KITETO DISTRICT COUNCIL**

**FACTORS AFFECTING VILLAGE COUNCILS IN DECISION
MAKING AT KITETO DISTRICT COUNCIL**

By

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**Research dissertation submitted to the School of Public Administration and
Management in partial fulfillment of the requirements for the Degree of Master of
Public Administration (MPA) of Mzumbe University**

2016

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled “***Factors affecting village councils in decision making at Kiteto District Council, Tanzania***, in partial/fulfilment of the requirements for award of the degree of Master of Public Administration (MPA) of Mzumbe University.

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I am indeed thankful to the District Commissioner, District Executive Director, Ward executive Officers, Village Executive Officers and Wananchi in Kiteto district who were the respondents of this study for providing free information during data collection.

DEDICATION

This dissertation is dedicated to my Mother in law Jamila J. Muya, my beloved husband Khalid M. Muya and my sweet daughters Jamillah K. Muya and Jahidah K. Muya, for their true love, moral and material support before and during my educational pursuit. May Almighty God bless them.

ABBREVIATIONS AND ACRONYMS

CCDP	Council Comprehensive Development Plan
LGAs	Local Government Authority
REPOA	Research on Poverty Alleviation
SPSS	Statistical Package for Social Science
URT	United Republic of Tanzania
VA	Village Assembly
VC	Village council
WDC	Ward Development Committee

ABSTRACT

This study examines the factors affecting decision making in village councils with the case of Kiteto District Council, Tanzania. Specifically, the study explored the factors affecting village councils in decision making; examined impact of decision making by the village councils; and found out the knowledge of the village councils on their roles in decision making at Kiteto District Council.

The study was conducted at Kiteto District Council. Respondents to the study included all the residents and some administrative officials with sample size of 117 respondents who were randomly and purposively selected. Questionnaires were circulated to the residents of Kiteto District Council and the researcher interviewed some administrative officials (i.e. village executive officers, chairpersons and council members, wards' executive officers, district commissioner and district executive director). The findings were analyzed using descriptive statistical analysis techniques (frequencies and percentages) and the Multiple-Dichotomy Method with the aid of the software tool "SPSS version 16".

The study found that, the decisions made by the village councils of the Kiteto district councils were not effective and efficient. This is because the village councils were affected by the various factors such as lack of enough knowledge and experience, readiness, commitment, motivation and willingness, enough freedom (i.e. free from any interference/resistance), enough meeting's time, enough and required information, and recognition of village structure in their process of decision making.

The identified factors caused the decisions made by the village councils not to have positive impact on the socio-economic development of the respective villages in terms of supervising and maintaining peace and tranquility, protecting public and private properties, planning, coordinating and promoting social and economic development, enacting and enforcing bylaws, managing village lands, regulating and monitoring the collection and utilization of revenue.

The knowledge of the village councils on their roles in decision making was rated low in terms of supervising and maintaining peace and tranquility, protecting public and private properties, planning, coordinating and promoting social and economic development, enacting and enforcing bylaws, managing village lands, regulating and monitoring the collection and utilization of revenue.

It is therefore recommended that, the local government and other stakeholders should look for the ways forward to solve such challenges in order to smooth decision making process of the village councils in district councils in Tanzania. The differences in the responses of the wananchi and village councils' members in some findings are not yet settled hence a further study can be done in order to settle the differences in terms research methods' applications.

TABLE OF CONTENTS

CERTIFICATION	i
DECLARATION.....	ii
COPYRIGHT	ii
ACKNOWLEDGEMENT	iii
DEDICATION.....	iv
ABBREVIATIONS AND ACRONYMS	v
ABSTRACT	vi
LIST OF TABLES	xiii
LIST OF FIGURES	xvii
CHAPTER ONE	1
INTRODUCTION AND PROBLEM SETTING	1
1.1 Introduction	1
1.2 Background to the Study	1
1.3 Statement of the Problem	4
1.4 Objectives of the study.....	5
1.4.1 General objective	5
1.4.2 Specific objectives of the study.....	5
1.5 Research questions	5
1.6 Scope of the Study	6
1.7 Significance of the study	6
1.8 Organization of the dissertation	6
CHAPTER TWO	8
LITERATURE REVIEW.....	8
2.1 Introduction	8
2.2 Theoretical review.....	8
2.3 Definitions of key words.....	8
2.3.1 Village councils.....	8
2.3.2 Decision making.....	10

2.4 To explore the factors affecting village councils in decision making.....	10
2.5 Scholar’s description of the factors affecting decision making	12
2.6 Researchers views on the impact of decision making.....	13
2.7 The knowledge of the village councils on their roles in decision making	14
2.8 Guiding theories and models of the study.....	15
2.8.1 Rational model of decision making.....	15
2.8.2 Incremental Policy Model.....	16
2.9 Empirical Review.....	17
2.10 Research gap identified from the previous studies	22
2.11 Conceptual Framework	23
CHAPTER THREE	26
RESEARCH METHODOLOGY	26
3.1 Introduction	26
3.2 Research design.....	26
3.3 Area of the study	27
3.4 Target population	29
3.5 Sample size and sampling techniques.....	31
3.5.1 Sample size.....	31
3.5.2 Sampling techniques	32
3.5.2.1 Simple random sampling.....	32
3.5.2.2 Purposive sampling	33
3.6 Data collection tools.....	34
3.6.1 Documentary review	34
3.6.2 Questionnaire	34
3.6.3 Interview	35
3.7 Validity issues	36
3.8 Data analysis methods.....	36
CHAPTER FOUR.....	38
PRESENTATION OF THE FINDINGS.....	38
4.1 Introduction.....	38

4.2 Characteristics of the respondents.....	38
4.2.1 Sex of the respondents	39
4.2.2 Age of the respondents.....	40
4.2.3 Respondents' level of education	40
4.2.4 Occupation of the respondents	40
4.3 Factors affecting Village Councils in decision making	40
4.3.1 If any factors affect decision making	41
4.3.2 Inadequate knowledge and experience in decision making	41
4.3.3 Readiness, commitment/motivation/willingness in decision making	42
4.3.4 Enough freedom in decision making.....	43
4.3.5 Resources (e.g. time/finance) for decision making.....	44
4.3.6 Enough meeting's time in decision making	45
4.3.7 Freedom from corruption/bribery in decision making	46
4.3.8 Enough and required information in decision making as responded by the Wananchi.....	47
4.3.9 Recognizing Village Structure in Decision Making	48
4.4 Impact of decisions made by the Village Councils.....	49
4.4.1 Presence of development in vicinity areas within the villages	50
4.4.2 Absence of land conflicts	50
4.4.2 Improving transportation system	51
4.4.3 Enhancing health facilities	52
4.4.4 Improving education system	53
4.4.5 Facilitating availability of water in villages.....	54
4.4.6 Solving environmental problems	55
4.4.7 Facilitating cooperation and communication within villagers in socio-economic activities	56
4.4.8 Improving peace and security of villagers	57
4.5 Knowledge of the Village Council on their roles in decision making	58
4.5.1: Responsibility of Village Councils on decision making.....	59
4.5.2 Ability of making decision and supervising peace and tranquility	59

4.5.3 Ability of making decision in protecting public/private properties for the village	61
4.5.4 Ability of making decision in planning/coordinating/promoting social/economic development for the village.....	62
4.5.6 Ability of making decision in enacting and enforcing bylaws for the village	63
4.5.7 Ability of making decision in managing village lands.....	64
4.5.8 Ability of making decision on revenue for the village development	65
4.5.9 Rating the knowledge of the Village Councils in decision making	66
 CHAPTER FIVE	 69
DISCUSSION OF THE FINDINGS	69
5.1 Introduction	69
5.2 Personal information	69
5.3 Factors affecting Village Councils in decision making	70
5.3.1 Inadequate knowledge and experience in decision making	71
5.3.2 Readiness, commitment, motivation and willingness in decision making.....	71
5.3.3 Enough freedom in decision making	72
5.3.4 Inadequate resources (e.g. time, finance, etc.) in decision making.....	72
5.3.5 Freedom from corruption and bribery in decision making	73
5.3.6 Inadequate required information in decision making.....	73
5.3.7 Recognizing village structure in decision making	74
5.4 Impact of decisions made by the Village Councils.....	75
5.4.1 Enhancing and improving transportation problems	75
5.4.2 Enhancing health facilities	76
5.4.3 Improving education facilities.....	76
5.4.4 Facilitating availability of water	76
5.4.5 Solving environmental problems	77
5.4.6 Ability of solving land conflicts.....	77
5.4.7 Facilitation of cooperation and communication within the village on socio-economic activities.....	78
5.4.8 Improving peace and security within the villages.....	78

5.5	Knowledge of the Village Councils on their Roles in Decision Making	79
5.5.1	Knowledge on supervising and maintaining peace and tranquility	80
5.5.2	Knowledge on protecting public and private properties	81
5.5.3	Knowledge on planning, coordinating and promoting social and economic development	82
5.5.4	Enacting and enforcing by-laws.....	82
5.5.5	Managing village lands	83
5.5.6	Regulating and monitoring the collection and utilization of revenue	83
5.5.7	Rating the knowledge of the Village Councils in decision making.....	84
CHAPTER SIX		85
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS		85
6.1	Introduction	85
6.2	Summary of the study	85
6.3	Conclusions of the study	85
REFERENCES		89
APPENDICES		95

LIST OF TABLES

Table 3.1: Population sample.....	30
Table 3.2: Sample size	32
Table 3.3 showing the selected respondents using the Simple random technique.....	33
Table: 3.4 Purposively selected respondents	33
Table 4.1 Characteristics of the respondents.....	39
Table 4.3.2a: Inadequate knowledge and experience in decision making as.....	42
Table 4.3.2b: Inadequate knowledge and experience in decision making as responded by the Village Council Members	42
Table 4.3.3a: Readiness, commitment/motivation/willingness in decisionmaking as responded by the Wananchi	43
Table 4.3.3b: Readiness, commitment, motivation and willingness as responded by the village council members	43
Table 4.3.4a: Enough freedom in decision making as responded by the Wananchi.....	44
Table 4.3.4b: Enough freedom as responded by the Village Council Members	44
Table 4.3.5a: Resources (e.g. time/finance) for decision making as responded by the wananchi.....	45
Table 4.3.5b: Enough resources as responded by the Village Council Members.....	45
Table 4.3.6a: Enough meeting's time in decision making as responded by the Wananchi	46
Table 4.3.6b: Enough meeting's time as responded by the Village Council Members..	46
Table 4.3.7a: Freedom from corruption/bribery in decision making responded by the Wananchi.....	47
Table 4.3.7b: Freedom from corruption/bribery in decision making as responded by the Village Council Members	47
Table 4.3.8a: Enough and required information in decision making as responded by the Wananchi.....	48
Table 4.3.8b: Enough and required information in decision making as responded by the Village Council Members	48
Table 4.3.9a: Recognizing village structure in decision making as responded by the Wananchi.....	49

Table 4.9b: Recognizing village structure in decision making as responded by the Village Council Members	49
Table 4.4.1a: Relationship between decision making and development as responded by the Wananchi.....	50
Table 4.4.1b: relationship between decision and land conflicts responded by the Wananchi.....	50
Table 4.10c: Decisions made solve transportation problems as responded by the Wananchi.....	51
Table 4.11: Decisions made solve transportation problems as responded bythe Village Council Members.....	51
Table 4.12a: Decisions made solve health problems as responded by the Wananchi ...	52
Table 4.12b: Decisions made solve health problems as responded by the Village Council Members.....	52
Table 4.4.5a: Decisions made solved education problems as responded by the Wananchi.....	53
Table 4.4.5b: Decisions made solve education problems as responded by the Village Council Members.....	53
Table 4.4.6Aa: Decisions Made Solve Water Availability Problem as Responded by the Wananchi.....	54
Table 4.14b: Decisions made solve water availability problem as responded by village council members	54
Table 4.4.7a: Decisions made solve environmental problems as responded by the Wananchi.....	55
Table 4.4.7b: Decisions made solve environmental problems as responded by Village Council Members.....	56
Table 4.4.9a: Decisions made caused team spirit and community participation as responded by the Wananchi	57
Table 4.4.9b: Decisions made caused team spirit and community participation as responded the Village Council Members.....	57
Table 4.4.10a: Decisions made caused peace, safety and security as responded by the Wananchi.....	58

Table 4.4.10b: Decisions Made Caused Peace, Safety and Security as Responded by the Village Council Members	58
Table 4.5.1a: If the Village Council Know their Roles in Decision Making as Responded by the Wananchi.....	59
Table 4.5.1b: If Village Council Know their Roles in Decision Making as Responded by the Village Council Members	59
Table 4.5.2a: Knowing roles in supervising/maintaining peace/tranquility as responded by the Wananchi.....	61
Table 4.5.2b: Knowing roles in supervising/maintaining peace/tranquility as responded by the Village Council Members	61
Table 4.5.3a: Knowing roles in protecting public/private properties as responded by the Wananchi.....	62
Table 4.5.3b: Knowing roles in protecting public/private properties as responded by the Village Council Members	62
Table 4.5.4a: Knowing roles in planning/coordinating/promoting socio-economic development as responded by the Wananchi	63
Table 4.5.4b: Knowing roles in planning/coordinating/promoting socio-economic development as responded by the Village Council Members.....	63
Table 4.5.6a: Knowing roles in enacting/enforcing bylaws as responded by the Wananchi.....	64
Table 4.5.6b: Knowing roles in enacting/enforcing bylaws as responded by the Village Council Members.....	64
Table 4.5.7a: Knowing roles in managing village land as responded by the Wananchi	65
Table 4.5.7b: Knowing roles in managing village land as responded by the Village Council Members.....	65
Table 4.5.8a: Knowing roles in regulating/monitoring the collection/utilization of revenue as responded by the Wananchi	66
Table 4.5.8b: Knowing roles in regulating/monitoring the collection/utilization of revenue as responded by the Village Council Members.....	66
Table 4.5.9a: Rating the knowledge of Village Councils as responded by the Wananchi	67

Table 4.5.9b: Rating the knowledge of Village Councils as responded by the Village Council Members	67
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LIST OF FIGURES

Figure 2.1: Conceptual Framework.....	25
Figure 3.1 Map of Kiteto District Council	28

CHAPTER ONE

INTRODUCTION AND PROBLEM SETTING

1.1 Introduction

This chapter contains background to the study, statement of the problem, objectives of the study, research questions given to respondent, scope of the study, significance or merits of the study as well as organization of the whole dissertation.

1.2 Background to the Study

Every day, people are dealing with various decisions which are big and small i.e. individuals are making decisions about many issues including political; personal, medical choices, romantic, career; and financial issues (Dietrich, 2010). Decision making is one of the aspect which human being consider them to be very crucial as it affects personal life thence they people consideration on decision making are based on personal skills and strategies (Wester, Christianson, Fouad, & Santiago-Rivera, 2008). Since the process of decision making is always facing ambiguity individuals are supposed to learn how various decision are made using theories as they may be applied in everyday life, (Dietrich, 2010).

Different theorists and great thinkers verify that decision making is the most critical aspect in a daily life especially in administration. It is the duties of Managers to make sure that they devoted their efforts in making sure that they are making the decision with carefully thought after making critical study of the issue in which decision is going to be made and describe the factors and effects which affects the decision made (Al Tarawneh, 2012)

Decision making process is complex issue to be done by any individual, since a lot of intermingling factors are overriding in making decision. Again the results of such decision are not always accepted by all individuals (Lizárraga, Baquedano & Cardelle-Elawar, 2007).

Decision making affects both society and an organization and this is the reason made a lot of scholars to make research on decision making process. Some of these scholars who made such a research were Karson, & Gärling, in 2005 (Al-Tarawneh (2012) in Mark (1997) The scholars revealed that the difficultness of managing any organization in modern days lies on making appropriate decision.

It is very important to understand the factors affecting decision making and describing its impacts as outcome has some merits and demerits in which a decision maker might use them to make correctness (Dietrich, 2010). The factors which lead to the decision making are very important to be considered in a critical thinking (West, Toplak, & Stanovich, 2008). Schoolers mentioned many factors which influences people to make decision in an organization among them are age, experience, individual differences, personal biasness and escalation of commitments (Acevedo, & Krueger, 2004; Juliusson, Karlsson, & Gärling, 2005; Bruin, Parker, & Fischhoff, 2007; Stanovich & West, 2008).

Quantitative and qualitative factors affect decision making whereas quantitative factors provide a numerical basis for decision making – reduces decisions to looking at a monetary value placed on different choices, such data provides only part of the story while qualitative factors look to take account of these other issues that may influence the outcome of a decision (Bazerman & Chugh, 2005)

Whenever involved in making decisions, a number of factors can affect the process followed and ultimately the decision made and such factors can be organised into three major groups: perception issues, organisational issues and environmental issues (Belwal, 2013). The factors such as personal demographics (age, gender, stages in life cycle, education, occupation, economic position, lifestyle, attitudes, self-concept, concern about status, value systems, beliefs etc.); social factors (family, friends, peer groups). Also there are psychological factors like memory, perception of an individual, his or her motivation in which affects the decision made (ibid). When Noore (2012) explore the strategies of decision making process and the factors affecting the process of making decision they discovered that these factors are always

produced results which are very contradictory. The decision which are very cumbersome are the one which are related to organizational impact, performance of the firm, cognitive conflicts, industry, hostility, familiarity just to mention a few. Areas on behind is that they are always touching the personal interests and has direct impact of the community.

Lizárraga, Baquedano and Cardelle-Elawar (2007) when making their research on the influence of gender and age in the decision making process came out with very different factors in which they were not aware if they would account for decision making process. They observed that gender in decision making is influenced by individual alternatives, money, time, quantity and quality of information one possessed, the expected goals, subsequences of the decision and regulation in which decision is supposed to overcome in the process of making it, social influences, individuals relations and persona benefits. These factors affect any decision based on gender though the individual themselves may not be direct part of the decision (Cannon-Bowers, Salas, &Pruitt, 1996).

One of the most important factors determining the success or failure of the Tanzanian local government is the decision making of the village council hence it is very important to have well-researched issues related to the factors affecting village council in decision making (Khakheli & Morchiladze, 2015)

The Tanzanian Local Government system is based on political devolution and decentralization of functional responsibilities, powers and resources from central government to local government and from higher levels of local government to lower levels of local government and overall empower the people to have ultimate control over their welfare (REPOA, 2008). One of the most important factors determining the success or failure of the Tanzanian local government is the decision making of the village council hence it is very important to have well-researched issues related to the factors affecting village council in decision making (Khakheli & Morchiladze, 2015).

The policy of village government which goes back to 1972 when the central government urged the people live together in benefiting the independence fruits and through the 1967 with promulgation of the Arusha Declaration the village was accorded the status of government by the establishment of village assemblies and village councils in which the village council was vested with powers to oversee economic and social developments and betterment of people's lives (Max, 1991). It must be noted that, such economic and social developments and betterment of people's lives require decisions making which may be affected by several factors not yet established specifically to the village councils.

1.3 Statement of the Problem

Soon after independence and in 1972, Tanzania adopted numerous top-down policies (i.e. Socialism-Arusha Declaration of 1967) and the decentralization policy of 1972), which focused on decentralizing key authorities and functions of government from the centre to the grassroots level (URT, 2000). This was adopted in order to have an efficient and democratic system of local government, which enabled the people make their own decisions on the things which affect them directly (Massoi & Norman, 2009). One of such local government levels is village council.

Since local people are directly involved in decision making or indirectly influence those decisions, the village council was formed with the aim of bringing the government closer to the people including making the decisions about resource allocation and services (Massoi & Norman, 2009). The previous studies also shows that Local government may enjoy considerable autonomy, though their powers are not accorded constitutional status, as the central government determines which decision to "devolve" to local level and may abolish local government if it so chooses Local Government District Authority Act No.7 (1982) R:E , 2000 and (Warioba , 1999). It becomes necessary to explore the nature of such decision making in the village council. Again decision making require funds to pay the members in the village councils in Tanzania the lack of finance made the village councils to be poor in restructuring their set ups so as to improve performance (Ngware 1998).

From Local Government Reform Programme benchmarking records for Nzega District Council in good governance in 2007, many Village Councils failed to submit Village Councils decisions minutes at Ward and District levels (REPOA, 2008). This is an indication that there is ineffective decision making in Village Governments. Hence a need for this study to explore the factors that affects Village Councils in making decision for development of people in areas of their jurisdiction.

1.4 Objectives of the study

1.4.1 General objective

The general objective of this study is to assess the factors affecting decision-making in the village councils of Kiteto district councils

1.4.2 Specific objectives of the study

- i. To explore the factors affecting village councils in decision making at Kiteto District Council
- ii. To examine impact of decision making to the development by the village councils at Kiteto District Council
- iii. To find out the knowledge of village councils on their roles in decision making at Kiteto District Council

1.5 Research questions

- i. What are the factors affecting village council in decision making in the village councils of Kiteto district councils?
- ii. What are the impacts on development of decision making by the village council in Kiteto district councils?
- iii. What are the roles of three village councils in decision making in Kiteto district councils?

1.6 Scope of the Study

The study was conducted at Kiteto District Council and it covered three Villages. Respondent was sampled from members of households of responsible villages and some key informant investigated from District council that is DC and DED. Primary data collected through interview and questionnaires and secondary data collected via responsible records available at DED's office and Village offices. The study focused on explore the factors affecting village councils in decision making at Kiteto District Council, examine the impact on village development of decision making by village councils at Kiteto District Council and find out the knowledge of three village councils on their roles in decision making at Kiteto District Council.

1.7 Significance of the study

Assessing the factors affecting decision-making in the village councils of Kiteto district councils in Tanzania has multiple benefits to the profession, the government of Tanzania, to policy formulation and implementation as well as to every individual.

It was significant to carry out this study, since the village councils are still faced by various challenges in decision making.

The study is peculiar as it assesses the nature and realities of decision making by the village councils covering the elements such as factors, impact and roles of the councils in relation to decision making.

1.8 Organization of the dissertation

This dissertation contains six chapters. Chapter one is introduction which include background, statement of the problem, objectives of the study, research questions, significance of the study, scope of the study, Chapter two is about literature review which consist theoretical literature review, empirical literature review, conceptual framework and definitions of the key terms and the synthesis. Chapter three named research methodology consists of research design, research area, population of the study, sample and sampling procedures and the sample size, data collection methods

and data analysis methods. Chapter four consists of presentations of the findings, Chapter five organizes discussions of the findings, and Chapter six involves summary, conclusion, and recommendations. This dissertation also contains references and appendices.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers the literatures reviewed in the study. It starts with the introduction, definitions of key words, guiding theory of the study, factors affecting village council in decision making, impact of decision making by the village council, the roles of the village council in decision making, empirical review, research gap identified from previous studies and conceptual framework.

2.2 Theoretical review

This part provides a lens to guide the researchers as to what issues are important to examine and the people that need to be studied; to help understand the research problem and for its analysis; provides a theoretical discussion of the concepts and ideas that would inform a subsequent analysis of findings in the study and throw more light on the factors affecting village councils decision making process.

2.3 Definitions of key words

2.3.1 Village councils

A village council is a council composed of less than fifteen and not more than twenty five members of the village who have been elected by village assembly (Max, 1990).

Village councils by law consist of above or from 18 years of age members. The council has chairmen of all *Vitongoji* within a vicinity area and some elected members from village assembly meeting. Women have 25% representation in such council meaning that about 25% should be women. All members have to serve 5 years in office.

According to the REPOA (2008), the village level has two main organ of governing. These are Village Assembly (VA) which has all members in the village who are adult and Village Council (VC). Members of Village council are elected by the General assembly meeting. It should be known that all chairmen of Vitongoji are members of the Village councils by their virtual position.

This village council is composed of elected members from among the inhabitants of the same villages. It acts as the executive and legislative organ of the village government. The village council has the following functions; It promote the social welfare and economic well-being of its people by planning and coordinating activities, It maintains peace, order and good government within the village, It gives assistance and advice to the villagers engaged in agriculture, forestry, industrial or any other activity, It encourages village residents to undertake and participate in communal enterprises and

It makes by-laws which are applicable within the village and these by-laws have to be proven by the District council.

At the same time Local government have considerable autonomy, though not accorded constitutional status, as the Central Government devolve to local level certain Authority as indicated by Local Government Act No.7 (1982), a researcher had an interest of knowing the factors affecting village councils in decision making processes and examine the impact of their decision made if they are contrary to Central Government as LGA (RE. 2000) approves all the bylaws made by the local Government councils via District Councils. Among the reason of Government reforming Local Government in 1996- 2005, was that Local Government faced by many problem among them was that most of the authorities were faced by a shortage of trained, a skilled and young energetic manpower therefore a researcher had an interest of finding out the knowledge of the village councils on their roles in decision making processes within Kiteto District Council.

Various reforms (e.g. Local Government Reform [1998], Council Comprehensive Development Plan [CCDP], etc.) of local government in Tanzania insist on the involvement of local people through their councils in planning and decision making that are relevant and responsive to the needs of the local population and influences the down-up approach (Ringo & Mollel, 2014). This has been contrary in the sense that, the reforms failed to empower the true local people participation because the operating local people councils like village councils largely and still dependent on the central government hence lacks satisfactory autonomy in decision making. The previous several studies (Massoi & Norman, 2009; Yilmaz & Venugopal, 2010; Mbelwa, 2014; Ringo & Mollel, 2014).

2.3.2 Decision making

Decision making is the study of identifying and choosing alternatives based on the values and preferences of the decision maker. In making decision there are a lot of alternatives to be made, thus a decision maker is supposed to find out the best alternative which will suit goals, objectives, and interest of the decision maker being an organization , institution or an individual (Harris, 1980).

A general decision making process involve steps such as define the problem, determine requirements, establish goals, identify alternatives, define criteria, select a decision making tool, evaluate alternatives against criteria, and validate solutions against problem statement (Baker et al., 2001)

2.4 To explore the factors affecting village councils in decision making.

There are a lot of factors that affects individuals to make decisions particularly the village dwellers. First and very important factor is the personal ideas. These individuals themselves are the source of the idea which facilitates knowledge of making decision. People are not only initiate ideas, but also sustain efforts in order to make decision.

Individuals ideas as a factor develop ideas which are always based on perceived needs have an ability of convincing others that it is only their ideas which have positive impact in making decision which eventually will benefit community (Abraham et al, 2003). Individuals are critical resources for communities since they are able to perceive change within a community and also have ability of responding to those changes. Also the same individuals have the goals in which community focused on those goals though the goals are mostly self-benefit goals (Epley et al, 2006).

Village councils have the behavior of make decision after a certain period of time when proposed measures have been brought forward (Abraham et al, 2003).Sometime village councils are unable to reach on their commitment to the choice of decision made only because of lack of fund and supervision of a particular decision if such decision would involve construction projects.

Another factor affecting decision is the social relationships with all other members. The decision proposed and chosen can on two sides of members whether to agree or disagree with each other therefore it is the personal ability to stimulate and convince others to accept his or her proposal. Stocker et al.(2000), argued that it is people with their relation which lead to making of decisions whether to disapprove/approve or accept/reject a choice, through these will determine personal local knowledge and understanding of other issue at hand, members experience with localized interactions, individual perceptions and goals relative to a given choice (Holland, 1998).

Other factors affecting and influence decision making as described by scholars are past experience (Juliussan, Karlsson, &Gärling, 2005), cognitive biases (Stanovich & West, 2008), age and individual differences (Bruin, Parker, & Fischhoff, 2007), belief in personal relevance (Acevedo, & Krueger, 2004), and an escalation of commitment. All in all scholars agreed that in order understanding all the factors which influence decision making in village councils it is necessary to know what decisions are made.

Village councils made day to day decision on various issues. They can be political, personal, financial one which can sometimes include some judgments. Scholars believed that it always to some extent decision made is quite fair to the issue which is being made. Some of the choices in making decision are very complex in which they need some steps to go on.

2.5 Scholar's description of the factors affecting decision making

Juliusson, Karlsson, and Garling (2005) said past experiences decision making. If members made decision before they have ability to use it as a point of references to make future decision. If there were positive results from the decision made individuals always tend to decide using the same way especially when they are overcoming a similar situation. On other side the same individual always have ability of avoiding the past mistakes thus the past decision would verify the way on how to overcome problems (Sagi, & Friedland, 2007). Though the past experience is not necessary the best choice to be considered rather members can use it for references (Juliusson et al., 2005).

These are described as way of thinking which is based on observing and generalizations which goes hand in hand with memory errors, inaccurate judgments, and faulty logic (Evans, Barston, & Pollard, 1983; West, Toplak, & Stanovich, 2008). These are belief bias, dependence of prior knowledge omission bias, in which members have a propensity to omit information perceived as risky; and confirmation bias, where individuals observe what they had expect in observations (Marsh, & Hanlon, 2007; Nestler & von Collani, 2008; Stanovich & West, 2008). Cognitive biased make people to rely on past experience and knowledge and expected observation and removing out important information which are uncertain (Shah & Oppenheimer, 2008).

These are features like age of an individual, socioeconomic status of a particular person, and personal cognitive abilities to influences decision making (de Bruin, Parker, & Fischhoff, 2007). Study reveal that people who are older are overconfidence on the decision they have proposed since most of them are applying some strategies in

making those decision (de Bruin et al., 2007). Research showed also that the older adults have few choices in making decision than the younger one (Reed, Mikels, & Simon, 2008).

2.6 Researchers views on the impact of decision making

When decision is done people have some expectations. The present result of such decision is again used as the reference of future decision.

Researchers said the expectations of wananchi are Regret, feelings of disappointment or dissatisfaction with a choice which have been made to make a decision (Abraham et al, 2003).

Regret shape decision. Anticipated regret prompt behavior if people desire to do a certain thing for instance paying of market fee or volunteering building of roads or classroom, they will do so by following their decision so as to avoid regret. After the building of road or classroom as the impact of their decision made, regret is experienced which will impact the following decision at the future (Sagi & Friedland, 2007)?

Scholars argued that if member of a community made a decision he she have experienced satisfaction for his or her decision. People will feel that their choices have been respected and hence their decisions are correct. A decision maker always assumes responsibility of the decision he made whether it is good or bad (Botti & Iyengar 2004).

Decision making is an important area of research in cognitive psychology. Understanding the process by which individuals make decisions is important to understanding the decisions they make. There are several factors that influence decision making. Those factors are past experiences, cognitive biases, age and individual differences, belief in personal relevance, and an escalation of commitment.

2.7 The knowledge of the village councils on their roles in decision making

At the lower levels, the law has provided for village council, village assemblies and Ward Development Committee. Representatives in the village government attend to matters pertaining to the village through the village councils. Issues endorsed by the village councils are then taken to the village assembly. These representatives are been chosen by the Village Assembly. The Ward Development Committee plays an advisory role to the village council. A major problem at the lower level is the issue of capacity and availability of resources especially financial resources. Many of the representatives in the village council, including some of the functionaries, have basic education that is standard seven and sometime no education at all. And most of these councils do not have even seminars to instruct them on how to do their job. This affects their effectiveness in handling technical issues. On the other hand, village governments are not allocated operational funds by the council, and some can hardly raise any funds after the central government abolished all nuisance taxes applicable at this level (REPOA, 2007).

Representatives can effectively influence decisions at either local or national level if they can access information that they can use. The government has a system for providing information to representatives either in the form of guidelines which help them to participate in the process of formulating plans and budgets, or in the form of actual revenue and expenditure reports which can help them know the sources of finances and how such finances have been used. This is easy for the level of the districts but in lower level like the village's government do not provide this. There are guidelines which are useful at national level applying mostly to central government institutions, and there guidelines which apply to the local government authorities.

2.8 Guiding theories and models of the study

2.8.1 Rational model of decision making

The father of rational models is Herbert A. Simon. The rational model of decision-making is a process for making sound decisions in policy-making in the public sector and rationality is defined as “a style of behavior that is appropriate to the achievement of given goals, within the limits imposed by given conditions and constraints (Simon, 1976).

The model makes a series of assumptions, such as: the model must be applied in a system that is stable; the government is a rational and unitary actor and that its actions are perceived as rational choices; the policy problem is unambiguous; and there are no limitations of time or cost (Ibid).

In the context of the public sector, the model is intended to achieve maximum social gain and the mode of analysis to achieve rational decisions include steps such as intelligence gathering, identifying problems, assessing the consequences of all options, relating consequences to values, and choosing the preferred option (Ian, 2007). The rational model provides a good perspective since in modern society rationality plays a central role and everything that is rational tends to be prized (Thomas, 2007).

The model is related to the study at hand in the sense that, the model is intended to achieve maximum social gain which is addressed as the impact of decision making by the village councils. The system which is required to be stable is the village councils in decision making. The rational and unitary actor is the village councils and their decision making must be rational choices.

The model of rational decision-making has also proven to be very useful to several decision making processes in industries outside the public sphere though it is criticized due to the major problems which can be faced & which tend to arise in practice because social and environmental values (Morgan, Kandlikar, Risbey, & Dowlatabadi,

1999). Being that the case, it became very important to look for another model that supplements the weaknesses of the given model.

2.8.2 Incremental Policy Model

The Political Scientist, Charles E. Lindblom, developed Incrementalism in the mid 1950's. "The Science of Muddling Through" (1959), was an essay Lindblom wrote.

So as to as sit all the people who are responsible in making policies. Incrementalism insisted to policy makers to be very active in making changes as they were required not to make any change before moving through the different alternatives (Anderson & Harbridge, 2010).

A policy maker was supposed to make incremental changes before reaching decision which include satisfaction in making decision, organizational drift, bound rationality and limited cognition. Muddling through is a term used to name the new emerged policy meaning that there were very little incremental changes that has been made so as to reach a new policy (Lindblom, 1959)..

Policy makers do not exhaust a lot of resource, time and materials since the past policy act as the base of the new policy therefore the policy makers opt to use incremental model rather than the rational one as the later involve a lot of financial and human resources which at some time they might not be available (ibid).

The model has some criticism despite of having advantages. The critics include very poor in bargaining since no financial resource available, quantitative information which are very important are ignored, politicians are entering their interests and they are always one though some of their contribution are not very important in decision making.

The model is very much related to the study at hand in the sense that, the assumption from the model "policy-makers are too short on time, resources, and brains to make totally new policies; as such, past policies are accepted as having some legitimacy" imply the factors affecting the village councils in decision making. The assumption of

the model “such models necessarily struggle to improve the acceptability of public policy” means that village councils’ decision making must well accepted by the villages realized on the impact addressed by the study at hand.

The application of the identified models above, reforms and legislations have been always a problem in Kiteto district. The village councils are not stable system, do not produce maximum social gain in decision making and they lack time, resources and brains in decision making; and the village councils largely and still dependent on the central government decision hence lacks satisfactory autonomy in decision making process.

2.9 Empirical Review

Eriksen (1999) analyzed processes of decision-making in two councils (one in Tanzania and one in Zimbabwe) with formally democratic systems of local government in terms of the extent and form of popular influence. In so doing, it was found that, the degree of popular influence is shaped by relations between local and central authorities, and between political representatives and the administration. Actual decision-making in the Tanzanian council is to a large extent controlled by the central government representatives and the local administration, with elected councilors having little influence while politically elected councilors in Zimbabwe are able to exert much more influence on decision-making within their areas of jurisdiction than those in Tanzania. In this sense, therefore, the Zimbabwean council is more democratic while the Tanzanian council, therefore, can be described as a ‘dictatorship of the bureaucracy’.

All the local government reforms and State programs like MKUKUTA, MKURABITA, Millennium Goals, are all coming from the top in Tanzania. Little or no decision has been facilitated by local councils has been injected to top officials. The decisions made were all accommodated on papers.

The decision making process in local authorities is mainly done by local bureaucrats (Council officers in collaboration with District and Regional Commissioners) and not the elected members (councilors) as one would expect i.e. most of the decision making process, from agenda setting to the implementation stage, is mainly controlled by local bureaucrats in which there is no counterpart of the village assembly (Kessy, 1999)

Though the law directs the *mtaa* to meet in every two months and submit minutes of the meeting to the Ward Development Committee (WDC), the *mtaa*'s role appears to be to implement decisions already made by the higher authorities. During the meeting before the meeting the chairpersons submitted the already settled agenda from the top bureaucracy. Consequently, *mitaa*2 citizens do not seem to have decision making powers over matters affecting their lives (Yilmaz & Venugopal, 2010).

In assessing the social cultural factors affecting Maasai women's participation in decision making a case of Longido district, Kandusi and Waiganjo (2015) found that, women are allowed to vote in the community but often the decision for a woman to vote was found to be determined by men; women are not regarded elders and female's ideas were not taken into account as male ideas in village meetings and Maasai women' participation in decision making is limited by social cultural factors like social identity, social acceptance, social roles and limiting cultural practices.

Evolution of decision making in the village councils in Tanzania

Every day, people are inundated with decisions; big and small i.e. people make decisions about many things including political decisions; personal decisions, medical choices, romantic decisions, career decisions; and financial decisions (Dietrich, 2010). Decision making is a critical aspect to feeling successful and happy life hence becomes important to develop effective decision making skills and strategies (Wester, Christianson, Fouad, & Santiago-Rivera, 2008). Since the decision making process can be complicated and overwhelming, it is valuable for individuals to learn a model to follow, that may be applied to everyday decisions, as well as life changing choices (Dietrich, 2010).

Many important theorists and practitioners consider decision-making to be the most critical and core managerial function hence managers devote substantial efforts to making appropriate organizational decisions and they therefore need to recognize their obligations to study and significantly enhance their knowledge of the decision-making process, including factors affecting the decision (Al-Tarawneh, 2012).

The process of decision making is one of the most complex mechanisms of human thinking, as various factors and courses of action intervene in it, with different results (Lizárraga, Baquedano & Cardelle-Elawar, 2007). Since decision-making is a complex process and a task of extreme complexity and ambiguity in any kind of organization, it must be understood completely before it can be practiced effectively while considering the factors affecting it.

Since decision not only affects the organization in which they are taken but also the society, it is not surprising that decision-making process has been heavily researched e.g. the decision-making process and factors influencing the process (Karlsson, & Gärling, 2005). Al-Tarawneh (2012) in Mark (1997) concluded that for many reasons, the hardest part of managing an organization today is making the appropriate decision. Understanding the factors that influence decision making process is important in order to understand what decisions are made and the process may impact the outcomes (Dietrich, 2010).

The factors influencing decision making are a significant aspect of critical thinking (West, Toplak, & Stanovich, 2008). The past experience, cognitive biases, age and individual differences, belief in personal relevance, and an escalation of commitment are some of the factors which influence what choices people make either within or outside the particular organization (Acevedo, & Krueger, 2004; Juliusson, Karlsson, & Gärling, 2005; Bruin, Parker, & Fischhoff, 2007; Stanovich & West, 2008).

Whenever involved in making decisions, a number of factors can affect the process followed and ultimately the decision made and such factors can be organised into three major groups: perception issues, organisational issues and environmental issues (Belwal, 2013). The factors such as personal demographics (age, gender, stages in life

cycle, education, occupation, economic position, lifestyle, attitudes, self-concept, concern about status, value systems, beliefs etc.); social factors (family, friends, peer groups, close colleagues & close-knit organisations, etc.); psychological factors (motivation, perception, learning Process, memory process, etc.) affect the decisions made (ibid).

In exploring strategic decision-making process and factors affect the processes, Nooraie (2012) results showed that researches on contextual factors effecting strategic decision-making process are either limited or have produced contradictory results, especially studies relating decision's familiarity, magnitude of impact, organizational size, firm's performance, dynamism, hostility, heterogeneity, industry, cognitive diversity, cognitive conflict, and manager's need for achievement to strategic decision-making processes.

The Tanzanian Local Government system is based on political devolution and decentralization of functional responsibilities, powers and resources from central government to local government and from higher levels of local government to lower levels of local government and overall empower the people to have ultimate control over their welfare (REPOA, 2008). One of the most important factors determining the success or failure of the Tanzanian local government is the decision making of the village council hence it is very important to have well-researched issues related to the factors affecting village council in decision making (Khakheli & Morchiladze, 2015)

The policy of village government which goes back to 1972 when the central government urged the people live together in benefiting the independence fruits and through the 1967 with promulgation of the Arusha Declaration the village was accorded the status of government by the establishment of village assemblies and village councils in which the village council was vested with powers to oversee economic and social developments and betterment of people's lives (Max, 1991). It must be noted that, such economic and social developments and betterment of people's lives require decisions making which may be affected by several factors not yet established specifically to the village councils.

In 1967, the president directed that there must be an efficient and democratic system of local government, so that the people make their own decisions on the things which affect them directly, and so that they are able to recognize their own control over community decisions and their own responsibility for carrying them out (Nyerere, 1972: 2)

Today both developed and developing countries like Tanzania are pursuing decentralization policies (URT, 2000). Discourse on decentralization in the 1980's associated decentralization with increased citizen's participation in decision making process (URT, 1998) through village council.

Massoi and Norman (2009) maintain that, soon after independence that is from 1961 to 1980, Tanzania like many other developing countries set out ambitious social and human resources development plans including programmes generally aimed at the eradication of poverty, ignorance and diseases in a matter of two decades. It was during that period Tanzania in 1972 adopted numerous top-down policies including, Socialism-Arusha Declaration (1967) and the decentralization policy (1972), which focused on decentralizing key authorities and functions of government from the centre to the grassroots level so as to enable community to participate in decision making.

The transfer of power is made through transferring power of the decision making, functional responsibilities and resource from central government to local government authority (URT, 2006). Development committees were set up from the village to the regional level in order to spearhead and coordinate local development activities as well as to create avenues for local participation in decision making (Mallya, 2011)

The village council was formed with the aim was to bring government closer to the people since in a decentralized system the decisions about resource allocation and services should be more responsive to local needs, usually because local people can be directly involved in decision making or indirectly influence those decisions (Massoi & Norman, 2009). Decentralization meant delegation of authority by the central government to the field units of the same central government department, that is

giving decision making power to civil servants in the regions, districts or/ and village (Warioba, 1999).

2.10 Research gap identified from the previous studies

Eriksen (1999) analyzed processes of decision-making in two councils (one in Tanzania and one in Zimbabwe) with the aim of assessing whether these systems make people's self-government possible, or whether (and to what extent). That study did not explore the factors affecting the decisions making, the knowledge of the village councilors on their roles in decision making and the impact of decision made by the village councilors on the development of their villages. Although the study addressed decision making in the district councils but not at the village councils level. Kessy (1999) likewise explored the decision making process in local authorities but addressed the foresaid issues in Eriksen (1999) study.

Yilmaz and Venugopal (2010) researched on decision making at the mtaa (street) level, however, they did not explore the factors affecting the decisions making, the knowledge of the street councilors on their roles in decision making and the impact of decision made by the street councilors on the development of their streets.

A very current study (Kandusi & Waiganjo, 2015) assessed the social cultural factors affecting Maasai women's participation in decision making in Longido district but the study seems to very limited only on the particular group of people in Tanzania i.e. women and only Maasai women and even the factors addressed were very limited only to socio-cultural factors leaving far apart other factors like economic factors, among many. The study neither show the knowledge level of the studied women in decision making nor showing the impact of decisions made by such women.

Mbelwa (2014) assessed the determinants of the Use of Accounting Information in the Public Sector Budgetary Decision-making Processes; the study concentrated only on the determinants of accounting information application and on budgetary decision-making only while the local authorities make several decisions apart from budgetary

decisions. The study did not also show impact of such decisions and did not also specify local authorities addressed like village councils.

From the above studies, it was noted that, decision making process was addressed in local government and authorities without specifying decision-making process at the village councils. Most of the above studies have explored decision-making at district council level and not at village councils. The research gap was decision-making not addressed at village council level plus not addressing specific objectives of the study at hand including the factors affecting the decisions making, the knowledge of the village councilors on their roles in decision making and the impact of decision made by the village councilors on the development of their villages.

2.11 Conceptual Framework

The realistic connection of this study's conceptual framework has been grounded from both empirical and theoretical review of the study. The independent variables included the factors affecting decision making and knowledge on the roles in decision making and the dependent variable was decision making realized through its impact to the development of the village. The included factors and knowledge on the roles of the village councils influence the decision making whose impact is noted on the village development.

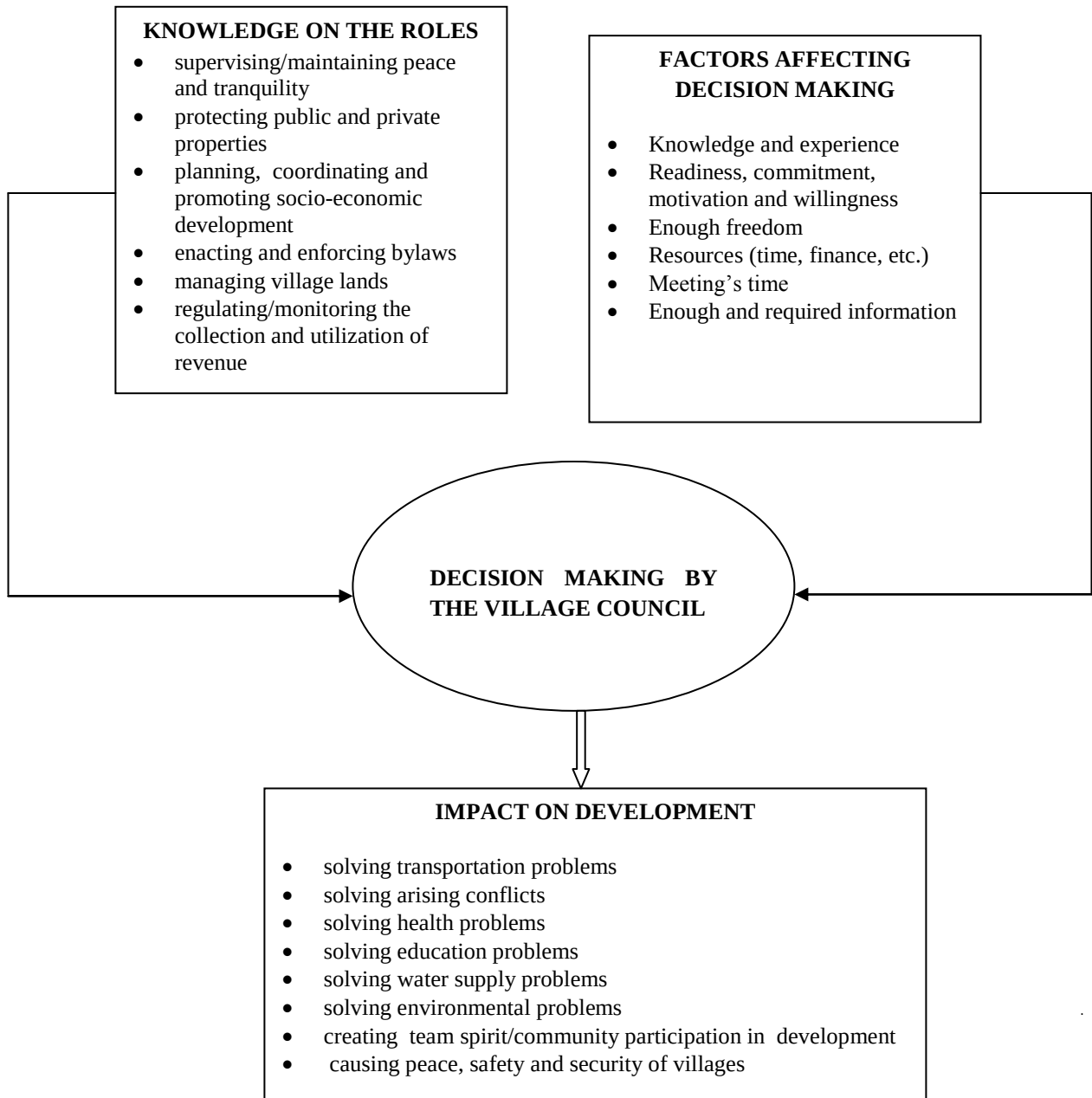
If the village councils have knowledge and experience; readiness, commitment, motivation and willingness; enough freedom; resources (time, finance, etc.); enough meeting's time and enough and required information in decision making; they will make right, correct and useful decision which in turn lead to village development (impact) i.e. solving transportation problems, solving arising conflicts, solving health problems, solving education problems, solving water supply problems, solving environmental problems, creating team spirit/community participation in development and causing peace, safety and security of villages.

Likewise, if the village councils have knowledge on their roles (i.e. supervising/maintaining peace and tranquility; protecting public and private properties; planning, coordinating and promoting socio-economic development; enacting and enforcing bylaws; managing village lands; regulating/monitoring the collection and utilization of revenue) in decision making; they will make right, correct and useful decision which in turn lead to village development (impact).

The measurement indicators for the factors affecting decision making included knowledge and experience, readiness, commitment, motivation and willingness, enough freedom, resources (time, finance, etc.), meeting's time, and enough and required information using five points Likert scale from 1-strongly disagree to 5-strongly agree. Additionally, knowledge on the roles in decision making was measured in terms of supervising/maintaining peace and tranquility, protecting public and private properties, planning, coordinating and promoting socio-economic development, enacting and enforcing bylaws, managing village lands, and regulating/monitoring the collection and utilization of revenue with the scale of using five points Likert scale from 1-strongly disagree to 5-strongly agree.

On the other hand, decision making was measured in terms of its impact to the development of the village solving transportation problems, solving arising conflicts, solving health problems, solving education problems, solving water supply problems, solving environmental problems, creating team spirit/community participation in development, and causing peace, safety and security of villages with the scale of using five points Likert scale from 1-strongly disagree to 5-strongly agree

Figure 2.1: Conceptual Framework



Source: Researcher, 2016

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter consists of introduction, type of the study and research design, area of the study, study population/units of analysis, variables and their measurements, sample size and sampling techniques, types and sources of data, data collection methods, validity and reliability issues, and data analysis methods

3.2 Research design

This refers to the blueprint and framework of research which is concerned with deep means of collecting and analyzing study's data; showing the area and time for data collection and analysis; assessing validity and reliability, and answering the research questions or testing the hypotheses of the given study (Neurman, 2000; Burns & Grove, 2003) This research employs mixed methods approach with a case study design because it employs a variety of techniques in data collection like historical method, descriptive method which further employs widely use of interviewing and questionnaires(Krishnaswani, 2003). Furthermore Research design has been defined more clearly by Kothari as the arrangement of conditions for collection and analysis of all relevant data in a manner that aims to unit that e relevance to the research purpose (Kothari, 2004)

Research design is a plan on how a study will be conducted or a detailed out line of how an investigation will take place. It provides a series of sign posts to keep one in right direction. It specifies conditions and optimum research procedures to be followed in conducting a research study (Msabila and Nalaila 2013).

According to Nduguru (2007) a research design allows an investigation across a variety of characteristics and makes possible for study of unit over a range of variables but always maintaining a unitary nature of inquiry. Kombo and Tromp (2006) define research design at the structure of research, the glue the holds all of the elements in

research project together and used to structure the research to show how all of the major parts of research project work together to try to address the central research questions. Kombo and Tromp (2006) said that there are various types of research design namely. Surveys, experimental design and case study. A case study design which is defined as an investigation of particular contemporary phenomena within its natural setting or content using multiple sources of evidence is very crucial to be used here (Robson, 2002).

The research used case study design because of its viability and flexibility in terms of data collection methods and data analysis. Not only that but also the case study specified small area with relevant problem to the study rather cover the whole country. It is very difficult currently to have a pure one approach in one research study. Being that the case, the study at hand is both qualitative and quantitative though qualitative dictated as it was planned to seek the perceptions from the respondents on decision making plus the nature of the study's specific objectives. Case study design like mixed study make it possible to understand a research problem more completely, acquire greater diversity of views to inform and reflect the study and improved confidence in ensuing findings (Saunders et al., 2003)

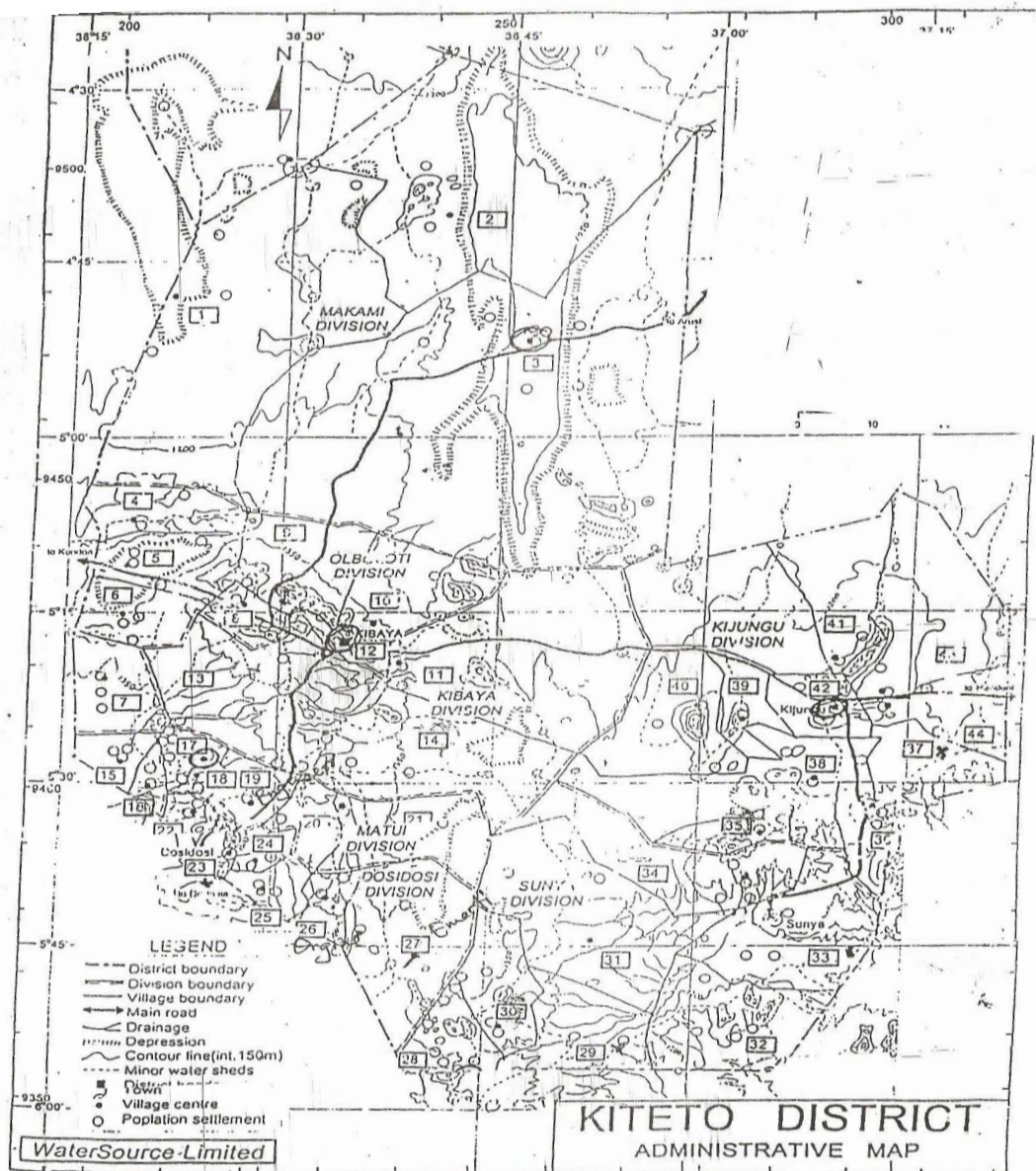
3.3 Area of the study

The researcher embarks on the execution of the research project, the researcher first has to select and formally delineate the geographic boundaries of the study area Msabila and Nalaila (2013). Area of study is therefore a geographical and political location and setting including its inhabitants, resources, anthropological, sociological economic features and cultural always planned to acquire information useful for the particular study. For this study Kiteto district council was selected for research to be done.

Kiteto district has been experiencing some land conflicts between livestock keepers and farmers. The conflicts in one way or another were results of decisions made by the local village councils. This means that, Kiteto district council is one of the areas affected by the decisions made by the village councils. There was therefore a need to

explore the area basing on decision making. This study was therefore conducted at Kiteto District Council in Manyara where three wards (Kibaya, Matui and Dosidosi) were chosen in the Council. These areas were selected because they had village councils experiencing various challenges in decision making.

Figure 3.1 Map of Kiteto District Council



3.4 Target population

Target population refers to all individuals of common characteristics in which a researcher has an interest are known as Population (Creswell, 2003). The targeted population of the study was all the residents of three divisions namely Matui, Kibaya and Dosidosi and some administrative officials of Kiteto district council. This is because the residents were the ones who are affected in one way or another by the decisions made by the village councils. The residents had the knowledge and ideas on the decisions made by the village councils being explored in the study (Tromp & Kisilu, 2006). Additionally, some administrative officials (i.e. village executive officers, village chairpersons and village council members, wards' executive officers, district commissioner and district executive director) had key information about the village councils' decision making in the district.

District Commissioner was one of the respondents that were used in this study because he is responsible for all affairs of the Village Councils on several matters that can bring about development in Villages. He is a political figure who receives the instructions from central government and disseminating them to the lower level by top down approach. All the executive functions of the Government in relation to the district are exercised by or through the district commissioner.

District Executive Director is the main technocrat working in the district. All the ceiling, rules, laws, regulations and direction are firstly brought to him before sent to the immediate subordinates. This respondent was chosen since he has strong power and influence over council decisions pertaining not only to financial matters but also in the area of planning, projects evaluation, tendering, general administration, policy formulation, co-ordination, and legal matters which is very important for decision making.

Furthermore, **ward executive officer** was selected. The secretary of the ward development committee is the ward executive officer. This is very important to be taken since he is responsible for ensuring the implementation of the decisions and policies of the council when performing council duties.

Village Executive Officer is an officer responsible of making sure that all decisions are fair and transparent so as to avoid injustice and favoritism. This respondent was chosen because he is the one who report immediately to WEO on any violation of laws and regulation observed thus he can provide incentive information on the research focus group discussion.

Village Council Members are ones of the respondents chosen for the study. The village council is a council consists of members between fifteen and twenty. The council has been chosen because research is concerning the decision making within the village council. These members were very valuable in the dissemination of information.

Table 3.1: Population sample

S/N	Units	Population
1	District Commissioner	1
2	District Executive Director	1
3	Ward Executive Officer	12
4	Village Executive Officer	48
5	Village Chairpersons	48
6	Dosidosi	24,049
7	Matui	52,363
8	Kibaya	54,809
Total		131,331

Source; Research data 2016

3.5 Sample size and sampling techniques

3.5.1 Sample size

A small group of respondents drawn from a population in which a researcher is interested in getting the information is notified as sample size (Kothari, 2004). The aforesaid techniques drove the acquisition of the intended sample size in the study at hand. By sampling procedures, a sample of wards of three wards was chosen from Kiteto district council. In the second stage, a sample of residents was selected within three sampled villages was such as Kibaya, Matui and Dosidosi, thus respondents were from these three areas.

The data of the residents in the wards were as follows: 54,919 (Kibaya) residents, 52,363 residents (Matui) and 24,049 residents (Dosidosi). The total population therefore is 131,331 residents. The formula of Solvin (1960) below was used to calculate the sample size as:

$$n = \frac{N}{1 + Ne^2}$$

Whereas:

n: *the sample size for a finite population*

N: *Total population which is the number of wards' residents (131,331)*

e: *Confidence Level*

According to the above formula, the sample size for this study is:

$$n = \frac{313,331}{1 + 313,331 (0.1)^2}$$
$$n = \frac{313,331}{3133.1}$$

n =100.0067

n =100

100 residents + 6 village chairpersons + 6village executive officers + 3 wards' executive officers 1 district commissioner +1 district executive director. The Total sample size for this study is therefore 117 respondents.

Table 3.2: Sample size

S/N	Population Study	Sample Population	Percentage
1	District Commissioner	1	1.17%
2	District Executive Director	1	1.17%
3	Ward Executive Officer	3	3.51%
4	Village Executive Officer	6	7.02%
5	Village Chairpersons	6	7.02%
6	Village Council Members	50	40.55%
7	Village members	50	40.55%5.
Total		117	100%

3.5.2 Sampling techniques

3.5.2.1 Simple random sampling

Simple random technique is the one in which, every item of the universe had an equal chance of being included in the sample (Kothari, 2004). Adam and Kamuzora (2008) said it is a probability sampling whereby all members in the population have equal chances of being selected to form a sample. In this study a sample of 100 people from three villages such as Kibaya, Matui and Dosidosi in Kiteto district council were selected. The population of the wards' residents was sampled using the probability sampling especially simple random sampling technique. The numbers of respondents who have been appointed have been stipulated in the table 3.3 above. It was also used because there was a complete list of all residents of the population and accurate and up-to-date sampling frame in the given wards.

Table 3.3 showing the selected respondents using the Simple random technique

S/ N	Name of Ward	Respondents selected
1	Kibaya	40
2	Matui	30
3	Dosidosi	30
TOTAL		100

Source; Research data 2016

3.5.2.2 Purposive sampling

This is the one which is deliberate selection of particular unit of universe for constituting a sample which represents a population (Kothari, 2004)

Since the study sampled also another population (i.e. administrative officers) apart from wards' residents it was necessary to apply another type of sampling technique apart from simple random sampling technique. Being that the case, the administrative officers such as the village executive officers, chairpersons and council members, wards' executive officers, district commissioner and district executive director were sampled using the non-probability sampling especially the purposive sampling technique.

The technique was used as it enabled the researcher to choose such specific respondents due to their positions in managing, administering, and knowing the nature and realities of the decision-making process by the village councils in the studied wards. In other words, they have key and overall administrative information about decision making by the village councils in the studied wards.

Table: 3.4 Purposively selected respondents

S/NO	Population study	Sample population	Percentage
1	District Commissioner	1	1.17%
2	District Executive Director	1	1.17%
3	Ward Executive Officer	3	3.51%
4	Village Executive Officer	6	7.02%
5	Village Chairperson	6	7.02%
Total		11	19.89%

Source; Research data 2016

3.6 Data collection tools

3.6.1 Documentary review

Documentary review refers to the information's that are found in published and unpublished documents that related to the study for example organization records and reports, programme logs, performance ratings, funding proposals, meeting minutes, newsletters, marketing materials, journal articles, among many (Kellog, 1998). It is a tool of collecting data from secondary sources including published books, manuscripts, journals, research reports and other unpublished literally works (Ndunguru, 2007).

Documentary review means recording facts from written materials including files, statistical records, records of official proceedings, images, institution memoranda and reports, census publications, government pronouncements and proceedings, etc. while situating them with theoretical frame of reference for the understanding of their contents (Ahmed, 2010)

Regarding the above definitions of documentary review, decision making by the village councils in this study was explored by doing also documentary review apart from collecting primary information from the respondents. It was done by going through various documents such as minutes of village council's meetings found at Village offices and District Executive Director's office which were related to the study at hand. The documents reviewed were current journal articles, the URT local government official proceedings, and reports which were very helpful in gaining information about decision making by the village councils in Tanzania and Kiteto D.C particularly.

3.6.2 Questionnaire

Questionnaire is a set of questions written down to be completed by the respondent in respect of a research project which is at hand (Stydom, 2005). The questionnaire method was used as it enabled to elicit information from the respondents; as it has low

cost with large and geographically widely spread population and the respondents had adequate time to give well thought out answers.

There are different types of questionnaires. In this study, the structured questionnaire was used in which the questions were prepared in advance with definite, concrete and pre-determined questions. In addition to that, the questions were presented with exactly the same wording and order to all respondents and the respondents replied the same set of questions limited to the stated alternatives and answers. The questionnaires were prepared in such a way that they captured all the aspects revealed on the conceptual framework as well as gain insights. In this report questionnaires were given to ward executive officers, village executive officers, village chairpersons, village council members and residents.

3.6.3 Interview

Interview is a method of asking qualitative or quantitative questions orally to the key participants. They may be open ended or closed questions (Evaluation, 2009). The interview was used to gain primary data from the administrative officers with key information. The interviews were used to search the views, experiences and attitudes of the administrative officers regarding the decision making of the village councils in Kiteto district councils. The type of the interview used was structured interviews. This type of interview contained list of predetermined questions asked. This type of interview was used because of being relatively quick and easy to administer and they provided opportunity for clarification of certain questions required.

In this research the interview were conducted to District Commissioner and District Executive Director in which they provide valuable information on how the village councils have the autonomy of making decision by law.

3.7 Validity issues

The degree to which a test measures what is supposed to measure is called validity (Berdie & Andersen, 1974:13). The validity of a questionnaire item is concerned with whether or not the item actually elicits the intended information and the questionnaire items are valid if they are successful in eliciting true responses relevant to the information desired.

In coming up with the validity of the questionnaires in this study, the questionnaires were firstly prepared and developed and afterwards followed by a pilot study. The pilot study has the test of ensuring that the instructions, questions, and scale items were clear (Pallant, 2005). Thirty (30) copies of set questionnaires were produced and administered to the thirty randomly selected respondents from Ilera village in Kibaya ward, Esuguta village in Dosidosi ward and Soweto village in Matui ward. Ten randomly selected respondents were piloted from each village.

The challenges experienced in filling and administering the questionnaires during the pilot study raised the comments for correction of the questionnaires. The comments acquired were incorporated and the final version of the questionnaire was developed. The final version of the developed questionnaires was then used to develop the database for analysis using the SPSS programme.

3.8 Data analysis methods

After collecting the data, they were edited, coded, classified, tabulated, and computed in order to search for patterns of relationship that existed between the variables. The classification basing on categories was done in order to reduce the volume of raw data to be collected hence this became the main tool. In addition to that, the classified data were tabulated for easy statistical computation. Data were edited to secure quality standard on the data by coding the data entry and analysis on Statistical Package for Social Sciences (SPSS) programme Version 16.

Descriptive statistics was used to analyze the data with consideration of cross tabulation, frequency distribution tables. Descriptive statistics method was used to analyze the specific objective number one to number three.

CHAPTER FOUR

PRESENTATION OF THE FINDINGS

4.1 Introduction

This chapter presents the findings on the factors affecting village councils in decisions making at Kiteto District Council. All the information collected were presented base on specific objectives and research questions that guided the study. Data collection methods such as questionnaires, documentations and interview were used to collect the information. Results were presented on tables and description for further clarification.

4.2 Characteristics of the respondents

The personal information explored in this study included sex, age, education level and occupation, of the respondents. These are critical for provisions of general information of the whole respondents in which validity and reliability will be obtained. The table 4.1 below represents the General characteristics. of the village council members in Kiteto District Council.

QUANTITATIVE DATA

Table 4.1 Characteristics of the respondents

Variables	Characteristics	Frequencies	Percentages
Gender	Male	82	70
	Female	35	30
Age	18 – 28	15	12
	29 – 38	17	15
	39 – 48	35	30
	49 – 58	34	29
	59 +	16	14
Education	Without School	13	11
	Sdt. VII	53	45
	Form IV	16	14
	Certificate	20	17
	Diploma	12	10
	Higher Education	03	03
Occupation	Pastoralists	42	36
	Farmers	28	24
	Employed by Government/Private Sector	19	16
	Entrepreneur/Business	21	18
	None of the Above	07	06

Source: Surveyed data, 2016

4.2.1 Sex of the respondents

The respondents' sex indicated that 70% and 30% of the surveyed respondents were male and female respectively. This entails that, there were majority (i.e. more than 50%) of the surveyed male wards' respondents in Kiteto district council. The number of male respondents is bigger than the number of female respondents in the Kiteto district council.

4.2.2 Age of the respondents

As **Table 4.1** also show, the respondents with age between 18-28 years old were 18%, between 29-38 years were 15%, and between 39-48 years were 30%. This age ranges further maintain that, the surveyed respondents with age ranges between 49 - 58 years old were more than 29%. On the other hand, the surveyed respondents with age from 59 and above years were 73.14%. This age ranges may maintain that, the majority (i.e. more than 30%) of the surveyed respondents had 39-48 years.

4.2.3 Respondents' level of education

The educational level of the surveyed respondents show that, 45.0% had standard seven level, 14.0 % had form four level, 17% had certificate, 10% had diploma level, 3.0% had higher education level while those with none education were 11% (**Table 4.1a** Note that, the SPSS Data Base used shows that, the majority (i.e. more than 45%) of the surveyed respondents had standard seven level of education in the surveyed wards of Kiteto district council.

4.2.4 Occupation of the respondents

In identifying the occupation of the respondents in the surveyed wards of Kiteto district council, the data shows that, 36.0% of them were pastoralists, 24.0% of them were farmers while those who are employed by the government/private sector are 16%, 18.0% of them were entrepreneurs/business and 6.0% of the respondents were not doing any of the aforementioned occupation, etc. The findings therefore show that, the respondents of Kiteto are fairly distributed in terms of their economic activities for generating their income (**Table 4.1**).

4.3 Factors affecting Village Councils in decision making

This section explored factors which affect the decision making of the village councils included knowledge and experience in decision making, freedom in decision making, corruption and bribery in decision making, readiness, commitment, motivation and willingness in decision making, recognition of the village structure in decision

making, enough and required information in decision making, and resources such as time, finance, etc. in decision making.

4.3.1 If any factors affect decision making

Before identifying the factors affecting the decision making of the village councils, it was crucial to ask the wananchi if there was any factor. In so doing, the results indicated that, 72.0% of them responded yes while 28.0% responded no. The results indicated that, the majority (i.e. more than 50%) of the wananchi in the surveyed wards of the Kiteto district council accepted on the presence of the factors affecting the decision making by the village councils (**Table 4.1**).

4.3.2 Inadequate knowledge and experience in decision making

The knowledge and experience is so crucial in order to influence policy i.e. it is important to understand policy and the policy processes that result in certain decisions at various levels including the village councils (Mattee, 2007)

Judging if the village councils have enough knowledge and experience in decision making in the surveyed wards of the Kiteto district council, it was noticed that, the surveyed wananchi strongly disagreed by 52.0%, disagreed by 32.0%, agreed by 5.0%, strongly agreed by 4.0% and were neutral by 6.7%. On the other hand, the surveyed village council members strongly disagreed by 20.0%, disagreed by 53.3%, agreed by 13.3%, strongly agreed by 4.0% and were neutral by 7.0%. From these results, it is generally noted that, the majority (i.e. more than 50%) of both wananchi and village council members disagreed that, the village councils had enough knowledge and experience in decision making in the surveyed wards of the Kiteto district council i.e. the village councils did not have enough knowledge and experience in decision making (**Table 4.3.2a&4.3.2b**).

Table 4.3.2a: Inadequate knowledge and experience in decision making as Responded by the Wananchi

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	52	52.0	52.0	52.0
Disagree	32	32.0	32.0	84.0
Neutral	7	7.0	7.0	91.0
Agree	5	5.0	5.0	96.0
Strongly Agree	4	4.0	4.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.3.2b: Inadequate knowledge and experience in decision making as responded by the Village Council Members

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	3	20.0	20.0	20.0
Disagree	8	53.3	53.3	73.3
Neutral	1	6.7	6.7	80.0
Agree	2	13.3	13.3	93.3
Strongly Agree	1	6.7	6.7	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

4.3.3 Readiness, commitment/motivation/willingness in decision making

Apart from evaluating the village councils' knowledge and experience in decision making in the surveyed wards of the Kiteto district council, their readiness, commitment, motivation and willingness in decision making was also evaluated. In so doing, the surveyed wananchi strongly disagreed by 9.0%, disagreed by 58.0%, agreed by 24.0%, strongly agreed by 7.0% and were neutral by 2.0%. On the other hand, the surveyed village council members strongly disagreed by 6.7%, disagreed by 53.3%, agreed by 33.3%, and strongly agreed by 6.7%.

From these results, it is generally celebrated that, the majority (i.e. more than 50%) of both wananchi and village council members disagreed that, the village councils have readiness, commitment, motivation and willingness in decision making in the surveyed wards of the Kiteto district council i.e. the village councils do not have

readiness, commitment, motivation and willingness in decision making (**Table 4.3.3a & 4.3.3b**).

Table 4.3.3a: Readiness, commitment/motivation/willingness in decisionmaking as responded by the Wananchi

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	9.0	9.0	9.0
Disagree	58	58.0	58.0	67.0
Neutral	2	2.0	2.0	69.0
Agree	24	24.0	24.0	93.0
Strongly Agree	7	7.0	7.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.3.3b: Readiness, commitment, motivation and willingness as responded by the village council members

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	6.7	6.7	6.7
Disagree	8	53.3	53.3	60.0
Agree	5	33.3	33.3	93.3
Strongly Agree	1	6.7	6.7	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

4.3.4 Enough freedom in decision making

The surveyed wananchi strongly disagreed by 10.0%, disagreed by 66.0%, agreed by 18.0%, strongly agreed by 3.0% and were neutral by 3.0% that, the village councils have enough freedom (i.e. free from any interference/resistance) in decision making in the surveyed wards of the Kiteto district council. On the other hand, the surveyed village council members strongly disagreed by 13.3%, disagreed by 66.7%, agreed by 6.7%, strongly agreed by 6.7% and were neutral by 6.7%. From these results, it is generally celebrated that, the majority (i.e. more than 50%) of both wananchi and village council members disagreed that, the village councils did not have enough

freedom (i.e. free from any interference/resistance) in decision making in the surveyed wards of the Kiteto district council (**Table 4.3.4a & 4.3.4b**).

Table 4.3.4a: Enough freedom in decision making as responded by the Wananchi

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	10	10.0	10.0	10.0
Disagree	66	66.0	66.0	76.0
Neutral	3	3.0	3.0	79.0
Agree	18	18.0	18.0	97.0
Strongly Agree	3	3.0	3.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.3.4b: Enough freedom as responded by the Village Council Members

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	13.3	13.3	13.3
Disagree	10	66.7	66.7	80.0
Neutral	1	6.7	6.7	86.7
Agree	1	6.7	6.7	93.3
Strongly Agree	1	6.7	6.7	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

4.3.5 Resources (e.g. time/finance) for decision making

The surveyed wananchi strongly disagreed by 9.0%, disagreed by 86.0%, agreed by 3.0%, strongly agreed by 1.0% and were neutral by 1.0% that, the village councils have resources (e.g. time, finance, etc.) in decision making in the surveyed wards of the Kiteto district council. On the other hand, the surveyed village council members strongly disagreed by 9.0%, disagreed by 86.6%, agreed by 3.0%, strongly agreed by 1.0% and were neutral by 1.0%.

From these results, it is generally renowned that, the majority (i.e. more than 50%) both wananchi and village council members disagreed that, the village councils have resources (e.g. time, finance, etc.) in decision making in the surveyed wards of the Kiteto district council (**Table 4.3.5a & 4.3.5b**).

Table 4.3.5a: Resources (e.g. time/finance) for decision making as responded by the wananchi

Scale	Frequenc y	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	9.0	9.0	9.0
Disagree	86	86.0	86.0	95.0
Neutral	3	3.0	3.0	98.0
Agree	1	1.0	1.0	99.0
Strongly Agree	1	1.0	1.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.3.5b: Enough resources as responded by the Village Council Members

Scale	Frequenc y	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	6.7	6.7	6.7
Disagree	11	73.3	73.3	80.0
Neutral	1	6.7	6.7	86.7
Agree	1	6.7	6.7	93.3
Strongly Agree	1	6.7	6.7	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

4.3.6 Enough meeting's time in decision making

The surveyed wananchi strongly disagreed by 7.0%, disagreed by 78.0%, agreed by 4.0%, strongly agreed by 7.0% and were neutral by 4.0% that, the village councils have enough meeting's time in decision making in the surveyed wards of the Kiteto district council. On the other hand, the surveyed village council members strongly disagreed by 6.7%, disagreed by 66.6%, agreed by 6.7%, strongly agreed by 6.7% and were neutral by 13.3%. From these results, it is generally distinguished that, the majority (i.e. more than 50%) both wananchi and village council members disagreed that, the village councils have enough meeting's time in decision making in the surveyed wards of the Kiteto district council (**Table 4.3.6a & 4.3.6b**).

Table 4.3.6a: Enough meeting's time in decision making as responded by the Wananchi

Scale	Frequenc y	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	7	7.0	7.0	7.0
Disagree	78	78.0	78.0	85.0
Neutral	4	4.0	4.0	89.0
Agree	4	4.0	4.0	93.0
Strongly Agree	7	7.0	7.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.3.6b: Enough meeting's time as responded by the Village Council Members

Scale	Frequenc y	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	6.7	6.7	6.7
Disagree	10	66.7	66.7	73.3
Neutral	2	13.3	13.3	86.7
Agree	1	6.7	6.7	93.3
Strongly Agree	1	6.7	6.7	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

4.3.7 Freedom from corruption/bribery in decision making

The surveyed wananchi strongly disagreed by 1.0%, disagreed by 88.0%, agreed by 8.0%, strongly agreed by 1.0% and were neutral by 2.0% that, the village councils are free from corruption and bribery in decision making in the surveyed wards of the Kiteto district council. On the other hand, the surveyed village council members strongly disagreed by 13.3%, disagreed by 66.7%, agreed by 6.7%, strongly agreed by 6.7% and were neutral by 6.7%.

From these results, it is generally eminent that, the majority (i.e. more than 50%) of both wananchi and village council members disagreed that, the village councils are free from corruption and bribery in decision making in the surveyed wards of the Kiteto district council (**Table 4.3.7a & k&4.3.6b**).

Table 4.3.7a: Freedom from corruption/bribery in decision making responded by the Wananchi

Scale	Frequenc y	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	1.0	1.0	1.0
Disagree	88	88.0	88.0	89.0
Neutral	2	2.0	2.0	91.0
Agree	8	8.0	8.0	99.0
Strongly Agree	1	1.0	1.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.3.7b: Freedom from corruption/bribery in decision making as responded by the Village Council Members

Scale	Frequenc y	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	13.3	13.3	13.3
Disagree	10	66.7	66.7	80.0
Neutral	1	6.7	6.7	86.7
Agree	1	6.7	6.7	93.3
Strongly Agree	1	6.7	6.7	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

4.3.8 Enough and required information in decision making as responded by the Wananchi

Exploring if the village councils have enough and required information in decision making in the surveyed wards of the Kiteto district council, it was observed that the surveyed wananchi strongly disagreed by 1.0%, disagreed by 85.0%, agreed by 9.0%, strongly agreed by 2.0% and were neutral by 3.0%. On the other hand, the surveyed village council members strongly disagreed by 13.3%, disagreed by 60.0%, agreed by 13.3%, strongly agreed by 6.7% and were neutral by 6.7% that the village councils have enough and required information in decision making. From these results, it is generally reputed that, the majority (i.e. more than 50%) of both wananchi and village council members disagreed that, the village councils have enough and required information in decision making in the surveyed wards of the Kiteto district council (Table 4.3.8a & 4.3.8b).

Table 4.3.8a: Enough and required information in decision making as responded by the Wananchi

Scale	Frequenc y	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	1.0	1.0	1.0
Disagree	85	85.0	85.0	86.0
Neutral	3	3.0	3.0	89.0
Agree	9	9.0	9.0	98.0
Strongly Agree	2	2.0	2.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.3.8b: Enough and required information in decision making as responded by the Village Council Members

Scale	Frequenc y	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	13.3	13.3	13.3
Disagree	9	60.0	60.0	73.3
Neutral	1	6.7	6.7	80.0
Agree	2	13.3	13.3	93.3
Strongly Agree	1	6.7	6.7	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

4.3.9 Recognizing Village Structure in Decision Making

The surveyed wananchi strongly disagreed by 3.0%, disagreed by 83.0%, agreed by 10.0%, strongly agreed by 1.0% and were neutral by 3.0% that, the village councils recognize the village structure in decision making in the surveyed wards of the Kiteto district council. On the other hand, the surveyed village council members strongly disagreed by 6.7%, disagreed by 53.3%, agreed by 26.7%, strongly agreed by 6.7% and were neutral by 6.7% that the village councils recognize the village structure in decision making.

From these results, it is generally supposed that, the majority (i.e. more than 50.0%) both wananchi and village council members disagreed that, the village councils recognize village structure in decision making in the surveyed wards of the Kiteto district council (**Table 4.3.9a & 4.3.9b**).

Table 4.3.9a: Recognizing village structure in decision making as responded by the Wananchi

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	3	3.0	3.0	3.0
Disagree	83	83.0	83.0	86.0
Neutral	3	3.0	3.0	89.0
Agree	10	10.0	10.0	99.0
Strongly Agree	1	1.0	1.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.9b: Recognizing village structure in decision making as responded by the Village Council Members

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	6.7	6.7	6.7
Disagree	8	53.3	53.3	60.0
Neutral	1	6.7	6.7	66.7
Agree	4	26.7	26.7	93.3
Strongly Agree	1	6.7	6.7	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

4.4 Impact of decisions made by the Village Councils

The impact of decision making by the village councils was related to the development of the village under the particular village councils. The development as impact was evaluated in terms of solving transportation problems, health problems (i.e. construction of health facilities), education problems (i.e. construction of nursery/primary/secondary schools), problem of water availability (i.e. reliable, clean and safe water), environmental problems (i.e. preventing pollution, degradation, creating dams, etc.), arising conflicts, creating team spirit and community participation on various socio-economic activities (e.g. education, health, etc.), creating peace, safety and security of villagers and their properties.

4.4.1 Presence of development in vicinity areas within the villages

Before going to the specific impact terms, it was very vital to ask the wananchi if there was a relationship between decisions made by the village councils and the development made in their villages. In so doing, the results indicated that, 69.0% of them responded yes while 31.0% responded no. The results indicated that, the majority (i.e. more than 50%) of the wananchi in the surveyed wards of the Kiteto district council accepted that, there was a relationship between decisions made by the village councils and the development made in their villages (**Table 4.1a**).

Table 4.4.1a: Relationship between decision making and development as responded by the Wananchi

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	69	69.0	69.0	69.0
No	31	31.0	31.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

4.4.2 Absence of land conflicts

Kiteto district had sometimes faced the land conflicts between the farmers and livestock keepers hence it was necessary to explore if there was relationship between the land conflicts and decisions made by the village councils in the surveyed wards of the district councils. In so doing, the results designated that, 24.0% of them responded yes while 76.0% responded no. From these results it is noted that, the majority (i.e. more than 50%) of the wananchi in the surveyed wards of the Kiteto district council do not associate the land conflicts and decisions made by the village councils in the surveyed wards of the district councils (**Table 4.4.1b**).

Table 4.4.1b: relationship between decision and land conflicts responded by the Wananchi

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	24	24.0	24.0	24.0
No	76	76.0	76.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

4.4.2 Improving transportation system

In appraising if the decisions made by the village council always solved transportation problems; the surveyed wananchi strongly disagreed by 1.0%, disagreed by 63.0%, agreed by 17.0%, strongly agreed by 3.0% and were neutral by 16.0% while the surveyed village councils' members strongly disagreed by 6.7%, disagreed by 13.3%, agreed by 60.0%, strongly agreed by 13.3% and were neutral by 6.7%.

From these results, it is generally found that, the majority (i.e. more than 50%) of the wananchi disagreed that the decisions made by the village council always solved transportation problems in the village. On the contrary, the majority (i.e. more than 50%) of the village councils' members agreed that the decisions made by the village council always solved transportation problems in the village of the surveyed wards of the Kiteto district council (Table 4.4.2a & 4.4.2b).

Table 4.10c: Decisions made solve transportation problems as responded by the Wananchi

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	1.0	1.0	1.0
Disagree	63	63.0	63.0	64.0
Neutral	16	16.0	16.0	80.0
Agree	17	17.0	17.0	97.0
Strongly Agree	3	3.0	3.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.11: Decisions made solve transportation problems as responded by the Village Council Members

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	6.7	6.7	6.7
Disagree	2	13.3	13.3	20.0
Neutral	1	6.7	6.7	26.7
Agree	9	60.0	60.0	86.7
Strongly Agree	2	13.3	13.3	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

4.4.3 Enhancing health facilities

In evaluating if the decisions made by the village council always solved the health problems by initiating construction of health facilities (e.g. dispensary); the surveyed wananchi strongly disagreed by 9.0%, disagreed by 8.0%, agreed by 20.0%, strongly agreed by 57.0% and were neutral by 6.0% while the surveyed village councils' members strongly disagreed by 6.7%, disagreed by 6.7%, agreed by 66.7%, strongly agreed by 6.7% and were neutral by 13.3%. From these results, it is generally found that, the majority (i.e. more than 50%) of both the wananchi and councils' members agreed that the decisions made by the village council always solved the health problems by initiating construction of health facilities (e.g. dispensary) in the villages of the surveyed wards of the Kiteto district council (Table 4.4.3a&4.4.3b).

Table 4.12a: Decisions made solve health problems as responded by the Wananchi

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	9.0	9.0	9.0
Disagree	8	8.0	8.0	17.0
Neutral	6	6.0	6.0	23.0
Agree	20	20.0	20.0	43.0
Strongly Agree	57	57.0	57.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.12b: Decisions made solve health problems as responded by the Village Council Members

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	6.7	6.7	6.7
Disagree	1	6.7	6.7	13.3
Neutral	2	13.3	13.3	26.7
Agree	10	66.7	66.7	93.3
Strongly Agree	1	6.7	6.7	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

4.4.4 Improving education system

The surveyed wananchi strongly disagreed by 8.0%, disagreed by 55.0%, agreed by 25.0%, strongly agreed by 4.0% and were neutral by 8.0% that the decisions made by the village council always solved education problems in the villages of the surveyed wards of the Kiteto district council. On the other hand, the surveyed village councils' members strongly disagreed by 6.7%, disagreed by 6.7%, agreed by 66.7%, strongly agreed by 13.3% and were neutral by 6.7%.

From these results, it is generally found that, the majority of the (i.e. more than 50%) wananchi disagreed that the decisions made by the village council always solved education problems in the villages while the majority (i.e. more than 50%) of the village councils' members agreed that the decisions made by the village council always solved education problems in the village of the surveyed wards of the Kiteto district council (**Table 4.4.5a & 4.4.5b**).

Table 4.4.5a: Decisions made solved education problems as responded by the Wananchi

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	8.0	8.0	8.0
Disagree	55	55.0	55.0	63.0
Neutral	8	8.0	8.0	71.0
Agree	25	25.0	25.0	96.0
Strongly Agree	4	4.0	4.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.4.5b: Decisions made solve education problems as responded by the Village Council Members

Scale	Frequenc y	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	6.7	6.7	6.7
Disagree	1	6.7	6.7	13.3
Neutral	1	6.7	6.7	20.0
Agree	10	66.7	66.7	86.7
Strongly Agree	2	13.3	13.3	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

4.4.5 Facilitating availability of water in villages

The surveyed wananchi strongly disagreed by 12.0%, disagreed by 56.0%, agreed by 21.0%, strongly agreed by 1.0% and were neutral by 10.0% that the decisions made by the village council always solved water availability problems in the villages of the surveyed wards of the Kiteto district council. On the other hand, the surveyed village councils' members strongly disagreed by 6.7%, disagreed by 13.3%, agreed by 53.3%, strongly agreed by 20.0% and were neutral by 6.7%.

From these results, it is generally found that, the majority (i.e. more than 50%) of the wananchi disagreed that the decisions made by the village council always solved water availability problems in the villages while the majority (i.e. more than 50%) of the village councils' members agreed that the decisions made by the village council always solved water availability problems in the village of the surveyed wards of the Kiteto district council (Table 4.4.6a & 4.4.6b).

Table 4.4.6Aa: Decisions Made Solve Water Availability Problem as Responded by the Wananchi

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	12	12.0	12.0	12.0
Disagree	56	56.0	56.0	68.0
Neutral	10	10.0	10.0	78.0
Agree	21	21.0	21.0	99.0
Strongly Agree	1	1.0	1.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.14b: Decisions made solve water availability problem as responded by village council members

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	6.7	6.7	6.7
Disagree	2	13.3	13.3	20.0
Neutral	1	6.7	6.7	26.7
Agree	8	53.3	53.3	80.0
Strongly Agree	3	20.0	20.0	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

4.4.6 Solving environmental problems

The surveyed wananchi strongly disagreed by 9.0%, disagreed by 58.0%, agreed by 26.0%, strongly agreed by 5.0% and were neutral by 2.0% that the decisions made by the village councils always solved environmental problems by initiating various programmes of preventing pollution, degradation, creating dams, etc problems in the villages of the surveyed wards of the Kiteto district council. On the other hand, the surveyed village councils' members strongly disagreed by 6.7%, disagreed by 13.3%, agreed by 60.0%, strongly agreed by 13.3% and were neutral by 6.7%.

From these results, it is generally found that, the majority (i.e. more than 50%) of the wananchi disagreed that the decisions made by the village council always solved environmental problems by initiating various programmes of preventing pollution, degradation, creating dams, etc. in the villages. On the contrary, the majority (i.e. more than 50%) of the village councils' members agreed that the decisions made by the village council always environmental problems by initiating various programmes of preventing pollution, degradation, creating dams, etc. in the village of the surveyed wards of the Kiteto district council (**Table 4.15a& 4.15b**).

Table 4.4.7a: Decisions made solve environmental problems as responded by the Wananchi

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	9.0	9.0	9.0
Disagree	58	58.0	58.0	67.0
Neutral	2	2.0	2.0	69.0
Agree	26	26.0	26.0	95.0
Strongly Agree	5	5.0	5.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.4.7b: Decisions made solve environmental problems as responded by Village Council Members

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	6.7	6.7	6.7
Disagree	2	13.3	13.3	20.0
Neutral	1	6.7	6.7	26.7
Agree	9	60.0	60.0	86.7
Strongly Agree	2	13.3	13.3	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

4.4.7 Facilitating cooperation and communication within villagers in socio-economic activities

The surveyed wananchi strongly disagreed by 7.0%, disagreed by 71.0%, agreed by 15.0%, strongly agreed by 2.0% and were neutral by 5.0% that the decisions made by the village councils always caused team spirit and community participation on various socio-economic activities (e.g. education, health, etc.) in the villages of the surveyed wards of the Kiteto district council. On the other hand, the surveyed village councils' members strongly disagreed by 6.7%, disagreed by 13.3%, agreed by 60.0%, strongly agreed by 13.3% and were neutral by 6.7%.

From these results, it is generally found that, the majority (i.e. more than 50%) of the wananchi disagreed that the decisions made by the village council always caused team spirit and community participation on various socio-economic activities (e.g. education, health, etc.) in the villages. On the contrary, the majority (i.e. more than 50%) of the village councils' members agreed that the decisions made by the village council always caused team spirit and community participation on various socio-economic activities (e.g. education, health, etc.) in the village of the surveyed wards of the Kiteto district council (**Table 4.4.9a & 4.4.9b**).

Table 4.4.9a: Decisions made caused team spirit and community participation as responded by the Wananchi

Scale	Frequenc y	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	7	7.0	7.0	7.0
Disagree	71	71.0	71.0	78.0
Neutral	5	5.0	5.0	83.0
Agree	15	15.0	15.0	98.0
Strongly Agree	2	2.0	2.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.4.9b: Decisions made caused team spirit and community participation as responded the Village Council Members

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	6.7	6.7	6.7
Disagree	2	13.3	13.3	20.0
Neutral	1	6.7	6.7	26.7
Agree	9	60.0	60.0	86.7
Strongly Agree	2	13.3	13.3	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

4.4.8 Improving peace and security of villagers

The surveyed wananchi strongly disagreed by 10.0%, disagreed by 58.0%, agreed by 21.0%, strongly agreed by 2.0% and were neutral by 9.0% that the decisions made by the village councils always caused peace, safety and security of villagers and their properties in the villages of the surveyed wards of the Kiteto district council. On the other hand, the surveyed village councils' members strongly disagreed by 6.7%, disagreed by 6.7%, agreed by 73.3%, strongly agreed by 6.7% and were neutral by 6.7%. From these results, it is generally found that, the majority (i.e. more than 50%) of the wananchi disagreed that the decisions made by the village council always caused peace, safety and security of villagers and their properties in the villages. On the contrary, the majority (i.e. more than 50%) of the village councils' members agreed that the decisions made by the village council always caused peace, safety and

security of villagers and their properties in the village of the surveyed wards of the Kiteto district council (Table 4.4.10a & 4.4.10b).

Table 4.4.10a: Decisions made caused peace, safety and security as responded by the Wananchi

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	10	10.0	10.0	10.0
Disagree	58	58.0	58.0	68.0
Neutral	9	9.0	9.0	77.0
Agree	21	21.0	21.0	98.0
Strongly Agree	2	2.0	2.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.4.10b: Decisions Made Caused Peace, Safety and Security as Responded by the Village Council Members

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	6.7	6.7	6.7
Disagree	1	6.7	6.7	13.3
Neutral	1	6.7	6.7	20.0
Agree	11	73.3	73.3	93.3
Strongly Agree	1	6.7	6.7	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

4.5 Knowledge of the Village Council on their roles in decision making

In order to make the right and productive decisions, the village councils must know their roles basing specifically on decision making. The knowledge of the village councils was evaluated in terms of their knowledge on supervising and maintaining peace and tranquility, protecting public and private properties, in planning, coordinating and promoting social and economic development, enacting and enforcing bylaws, managing village lands, and regulating and monitoring the collection and utilization of revenue. The regulation requires all the village council members to have knowledge of reading and writing as Local Government Regulation Act No. 7(1982) and Local Government Laws (Miscellaneous Amendments) 2006 stipulated.

4.5.1: Responsibility of Village Councils on decision making

It was very vital to ask the surveyed respondents if the village councils know their roles in decision making. In so doing, the results indicated that, 40.0% and 60.0% of the wananchi responded yes and no respectively while 80.0% and 20.0% of the village councils' members responded yes and no respectively. The results indicated that, the majority (i.e. more than 50%) of the wananchi in the surveyed wards of the Kiteto district council did not accept that, the village councils know their roles in decision making while the majority (i.e. more than 50%) of accepted that they village councils know their roles in decision making in the village of the surveyed wards of the Kiteto district council (Table 4.5.1a & 4.5.1b).

Table 4.5.1a: If the Village Council Know their Roles in Decision Making as Responded by the Wananchi

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	40	40.0	40.0	40.0
No	60	60.0	60.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.5.1b: If Village Council Know their Roles in Decision Making as Responded by the Village Council Members

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	12	80.0	80.0	80.0
No	3	20.0	20.0	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

4.5.2 Ability of making decision and supervising peace and tranquility

After doing documentary review, various literatures portray the knowledge of the village councils to be still low regarding the responsibilities the councils have to their respective villages. For example, Mniwasa and Shauri (2001) maintained that, although the central government is decentralizing power to the lower levels of its management, the knowledge of the local councils (e.g. village councils) is still a challenge hence decentralization would have gone hand in hand with educating the

village councils for their efficient and effective responsibilities in decision making for their respective local respective areas.

Studying about decision making under the tree; gender perspectives on decentralization reforms in service delivery in rural Tanzania, Masanyiwa (2014) found that the skills, experiences, and knowledge of the decision makers at the lower levels of the local government in Tanzania is still a challenge, the empowerment of local councils in decision making might be the problem due to their poor knowledge.

The policy and decision makers at the lowest levels of the local government including village councils do not act rationally and dispassionately for the public interest through their decision making as they lack skills and knowledge. These decision makers are supposed to be facilitated through training imparting various skills which are important in decision making (Mattee, 2007)

Most of the local government lower level councils including village councils did not have skills, experience, education, training and knowledge in making decisions regarding their respective areas of administration in terms of supervising and maintaining peace and tranquility, protecting public and private properties, planning, coordinating and promoting social and economic development, enacting and enforcing by-laws, managing village lands, regulating and monitoring the collection and utilization of revenue (Mniwasa & Shauri, 2001; Mattee, 2007; Masanyiwa, 2014). The above previous findings were even supported by the primary data collected in Kiteto D.C as presented below:

The surveyed wananchi strongly disagreed by 20.0%, disagreed by 53.0%, agreed by 21.0%, strongly agreed by 2.0% and were neutral by 4.0% that the village councils know their roles of making decision in supervising and maintaining peace and tranquility in the villages of the surveyed wards of the Kiteto district council. On the other hand, the surveyed village councils' members strongly disagreed by 6.7%, disagreed by 6.7%, agreed by 73.3%, strongly agreed by 6.7% and were neutral by 6.7%.

From these results, it is generally found that, the majority (i.e. more than 50%) of wananchi disagreed that the village councils know their roles of making decision in supervising and maintaining peace and tranquility. On the contrary, the majority (i.e. more than 50%) of the village councils' members agreed that the village councils know their roles of making decision in supervising and maintaining peace and tranquility in the village of the surveyed wards of the Kiteto district council (**Table 4.5.2a & 4.5.2b**).

Table 4.5.2a: Knowing roles in supervising/maintaining peace/tranquility as responded by the Wananchi

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	20	20.0	20.0	20.0
Disagree	53	53.0	53.0	73.0
Neutral	4	4.0	4.0	77.0
Agree	21	21.0	21.0	98.0
Strongly Agree	2	2.0	2.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.5.2b: Knowing roles in supervising/maintaining peace/tranquility as responded by the Village Council Members

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	6.7	6.7	6.7
Disagree	1	6.7	6.7	13.3
Neutral	1	6.7	6.7	20.0
Agree	11	73.3	73.3	93.3
Strongly Disagree	1	6.7	6.7	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

4.5.3 Ability of making decision in protecting public/private properties for the village

The surveyed wananchi strongly disagreed by 1.0%, disagreed by 28.0%, agreed by 62.0%, strongly agreed by 5.0% and were neutral by 4.0% that the village councils know their roles of making decision in protecting public and private properties in the villages of the surveyed wards of the Kiteto district council. On the other hand, the

surveyed village councils' members strongly disagreed by 6.7%, disagreed by 20.0%, agreed by 60.0%, strongly agreed by 6.7% and were neutral by 6.7%.

From these results, it is generally found that, the majority (i.e. more than 50%) of the wananchi and village councils' members agreed that the village councils know their roles of making decision in protecting public and private properties in the village of the surveyed wards of the Kiteto district council (**Table 4.5.3a&4.5.3b**).

Table 4.5.3a: Knowing roles in protecting public/private properties as responded by the Wananchi

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	1.0	1.0	1.0
Disagree	28	28.0	28.0	29.0
Neutral	4	4.0	4.0	33.0
Agree	62	62.0	62.0	95.0
Strongly Agree	5	5.0	5.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.5.3b: Knowing roles in protecting public/private properties as responded by the Village Council Members

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	6.7	6.7	6.7
Disagree	3	20.0	20.0	26.7
Neutral	1	6.7	6.7	33.3
Agree	9	60.0	60.0	93.3
Strongly Agree	1	6.7	6.7	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

4.5.4 Ability of making decision in planning/ coordinating/promoting social/economic development for the village

The surveyed wananchi strongly disagreed by 17.0%, disagreed by 51.0%, agreed by 25.0%, strongly agreed by 4.0% and were neutral by 3.0% that the village councils know their roles of making decision in planning, coordinating and promoting social and economic development in the villages of the surveyed wards of the Kiteto district council. On the other hand, the surveyed village councils' members strongly disagreed

by 6.7%, disagreed by 6.7%, agreed by 66.7%, strongly agreed by 6.7% and were neutral by 6.7%.

From these results, it is generally found that, the majority (i.e. more than 50%) of the wananchi disagreed while the majority (i.e. more than 50%) of the village councils' members agreed that the village councils know their roles of making decision in planning, coordinating and promoting social and economic development in the village of the surveyed wards of the Kiteto district council (**Table 4.5.4a&4.5.4b**).

Table 4.5.4a: Knowing roles in planning/coordinating/promoting socio-economic development as responded by the Wananchi

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	17	17.0	17.0	17.0
Disagree	51	51.0	51.0	68.0
Neutral	3	3.0	3.0	71.0
Agree	25	25.0	25.0	96.0
Strongly Agree	4	4.0	4.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.5.4b: Knowing roles in planning/coordinating/promoting socio-economic development as responded by the Village Council Members

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	6.7	6.7	6.7
Disagree	1	6.7	6.7	13.3
Neutral	1	6.7	6.7	20.0
Agree	10	66.7	66.7	86.7
Strongly Agree	2	13.3	13.3	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

4.5.6 Ability of making decision in enacting and enforcing bylaws for the village

The surveyed wananchi strongly disagreed by 6.0%, disagreed by 60.0%, agreed by 30.0%, strongly agreed by 2.0% and were neutral by 2.0% that the village councils know their roles of making decision in enacting and enforcing bylaws in the villages of the surveyed wards of the Kiteto district council. On the other hand, the surveyed

village councils' members strongly disagreed by 6.7%, disagreed by 13.3%, agreed by 60.0%, strongly agreed by 13.3% and were neutral by 6.7%.

From these results, it is generally found that, the majority (i.e. more than 50%) of the wananchi disagreed while the majority (i.e. more than 50%) of the village councils' members agreed that the village councils know their roles of making decision in enacting and enforcing bylaws in the village of the surveyed wards of the Kiteto district council (**Table 4.5.6a& 4.5.6b**).

Table 4.5.6a: Knowing roles in enacting/enforcing bylaws as responded by the Wananchi

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	6.0	6.0	6.0
Disagree	60	60.0	60.0	66.0
Neutral	2	2.0	2.0	68.0
Agree	30	30.0	30.0	98.0
Strongly Agree	2	2.0	2.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.5.6b: Knowing roles in enacting/enforcing bylaws as responded by the Village Council Members

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	6.7	6.7	6.7
Disagree	2	13.3	13.3	20.0
Neutral	1	6.7	6.7	26.7
Agree	9	60.0	60.0	86.7
Strongly Agree	2	13.3	13.3	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

4.5.7 Ability of making decision in managing village lands

The surveyed wananchi strongly disagreed by 2.0%, disagreed by 53.3%, agreed by 39.0%, strongly agreed by 3.0% and were neutral by 3.0% that the village councils know their roles of making decision in managing village lands of the surveyed wards of the Kiteto district council. On the other hand, the surveyed village councils' members 6.7% disagreed by 6.7%, agreed by 73.3%, strongly agreed by 6.7% and were neutral by 6.7%.

From these results, it is generally found that, the majority (i.e. more than 50%) of the wananchi disagreed while the majority (i.e. more than 50%) of the village councils' members agreed that the village councils know their roles of making decision in managing village lands of the surveyed wards of the Kiteto district council (**Table 4.5.7a & 4.5.7b**).

Table 4.5.7a: Knowing roles in managing village land as responded by the Wananchi

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	2.0	2.0	2.0
Disagree	53	53.0	53.0	55.0
Neutral	3	3.0	3.0	58.0
Agree	39	39.0	39.0	97.0
Strongly Agree	3	3.0	3.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.5.7b: Knowing roles in managing village land as responded by the Village Council Members

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	6.7	6.7	6.7
Disagree	1	6.7	6.7	13.3
Neutral	1	6.7	6.7	20.0
Agree	11	73.3	73.3	93.3
Strongly Agree	1	6.7	6.7	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

4.5.8 Ability of making decision on revenue for the village development

The surveyed wananchi strongly disagreed by 1.0%, disagreed by 30.0%, agreed by 63.0%, strongly agreed by 3.0% and were neutral by 3.0% that the village councils know their roles of making decision in regulating and monitoring the collection and utilization of revenue of the surveyed wards of the Kiteto district council. On the other hand, the surveyed village councils' members 6.7% disagreed by 13.3%, agreed by 66.7%, strongly agreed by 6.7% and were neutral by 6.7%.

From these results, it is generally found that, the majority (i.e. more than 50%) of both the wananchi and village councils' members agreed that the village councils know

their roles of making decision in regulating and monitoring the collection and utilization of revenue of the surveyed wards of the Kiteto district council (**Table 4.5.8a& 4.5.8b**).

Table 4.5.8a: Knowing roles in regulating/monitoring the collection/utilization of revenue as responded by the Wananchi

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	1.0	1.0	1.0
Disagree	30	30.0	30.0	31.0
Neutral	3	3.0	3.0	34.0
Agree	63	63.0	63.0	97.0
Strongly Agree	3	3.0	3.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.5.8b: Knowing roles in regulating/monitoring the collection/utilization of revenue as responded by the Village Council Members

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	6.7	6.7	6.7
Disagree	2	13.3	13.3	20.0
Neutral	1	6.7	6.7	26.7
Agree	10	66.7	66.7	93.3
Strongly Agree	1	6.7	6.7	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

4.5.9 Rating the knowledge of the Village Councils in decision making

In exploring how the surveyed respondents could rate the knowledge of village council on their roles in decision making, the surveyed wananchi rated that, 56.0% of the village councils had low level, 36.0% had moderate level while 8.0% of the respondents had high level of knowledge on their roles in decision making. Additionally, the surveyed village councils' members rated that, 26.7% of the village councils had low level, 60.0% had moderate level while 13.3% of the respondents had high level of knowledge on their roles in decision making.

The findings therefore show that, the majority (i.e. more than 50%) of the surveyed wananchi and village councils' members rated low and moderate respectively knowledge of the village councils on their roles in decision making in the surveyed wards of the Kiteto district council (**Table 4.5.9a & 4.5.9b**)

Table 4.5.9a: Rating the knowledge of Village Councils as responded by the Wananchi

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Low	56	56.0	56.0	56.0
Moderate	36	36.0	36.0	92.0
High	8	8.0	8.0	100.0
Total	100	100.0	100.0	

Source: Surveyed data, 2016

Table 4.5.9b: Rating the knowledge of Village Councils as responded by the Village Council Members

Scale	Frequency	Percent	Valid Percent	Cumulative Percent
Low	4	26.7	26.7	26.7
Moderate	9	60.0	60.0	86.7
High	2	13.3	13.3	100.0
Total	15	100.0	100.0	

Source: Surveyed data, 2016

QUALITATIVE DATA

“Our village councils still do not know well to make decisions in supervising and maintaining peace and tranquility, protecting public and private properties, planning, coordinating and promoting social and economic development, enacting and enforcing bylaws, managing village lands, regulating and monitoring the collection and utilization of revenue. If they well, we would see the improved social and economic development in their respective villages”. I plan to insist the concerned authorities to help them accordingly” (Interview Response from the Kiteto District Commissioner on 16/02/2016).

“We are still behind in development of our villages as the results ineffective decisions we make in our village councils. Our villages could very far even than the municipalities and cities but we think we are not making right and successful decisions because of various difficulties we face as councils. If such difficulties are solved, our villages will really testify the development especially in terms of social services such as roads, hospitals, schools, water supply, etc.”(Interview Response from the surveyed village chairpersons and wards’ executive officers on 06/02/2016).

“The powerful positive impact of decisions made by the village councils is not still well put because, there are still several challenges facing the councils, we hope to improve our councils in the future especially in terms of building capacity for them to have very enough knowledge and experience in decision making” (Interview Response from the Kiteto District Council Executive Director on 10/02/2016).

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Introduction

This chapter the discussion and details of the previous chapter's presented personal information and decision making, factors affecting village councils in decision making, impact of decisions made by the village councils and knowledge of the village council on their roles in decision making.

5.2 Personal information

The number of male respondents is bigger than the number of female respondents in the Kiteto district council. It can be deduced that, the decision making by the village councils was largely judged and dominated by the male.

The majority (i.e. more than 50%) of the surveyed village council members had 29-39 years. This may imply that, the decision making by the village councils was highly judged by the young and energetic people in Kiteto district council. This also may entail that, the experience and knowledge of respondents about decision making in Kiteto district council was moderate due to the majority of the surveyed respondents' age ranges below 40 years old.

The majority (i.e. more than 50%) of the surveyed respondents were primary school leavers something which may imply that, most of the respondents had not learned about decision making in schools hence were not able to judge decision making by the village councils critically in a learned manner.

Regarding the position of the village council' members, it was noticed that there was good distribution of positions of the surveyed respondents though village executive officers were leading in number. This may entail that the decision making by the village councils was judged fairly as the officers knew in depth what was going on in the village councils' decision making in Kiteto district council.

This entails that, the surveyed respondents were well distributed according to their occupations which may mean that the decision making by the village councils was judged nearly by people of all occupations in the surveyed wards of Kiteto district. This entails that, the surveyed wananchi were well distributed according to the surveyed villages.

Generally, Belwal (2013) previously found that, the factors such as personal demographics-age, gender, stages in life cycle, education, occupation, economic position, lifestyle, attitudes, self-concept, concern about status, value systems, beliefs etc affect the decisions made plus the way of judging such decisions.

5.3 Factors affecting Village Councils in decision making

Drawing the findings from the previous chapter, it was noted that, the wananchi in the surveyed wards of the Kiteto district council were very dissatisfied with the decisions made by the village councils. Such dissatisfaction was because of various factors affecting the decision making by the village councils as the majority (i.e. more than 50%) of the wananchi in the surveyed wards of the Kiteto district council accepted on the presence of the factors affecting the decision making of the village councils.

Both wananchi and village council members identified various factors affecting the decision making of the village councils in the surveyed wards of the Kiteto district council. The identified factors included lack of enough knowledge and experience, readiness, commitment, motivation and willingness, enough freedom (i.e. free from any interference/resistance), enough meeting's time, enough and required information, and recognition of village structure.

The past experience, cognitive biases, age and individual differences, belief in personal relevance, and an escalation of commitment are some of the factors which influence what choices people make either within or outside the particular organization (Acevedo, & Krueger, 2004; Juliusson, Karlsson, & Gärling, 2005; Bruin, Parker, & Fischhoff, 2007; Stanovich & West, 2008).

“The powerful positive impact of decisions made by the village councils is not still well put because, there are still several challenges facing the councils, we hope to improve our councils in the future especially in terms of building capacity for them to have very enough knowledge and experience in decision making” (Interview Response from the Kiteto District Council Executive Director on 10/02/2016).

5.3.1 Inadequate knowledge and experience in decision making

The majority of respondents (i.e. both wananchi and village council members) agree that, the village councils do not have enough knowledge and experience in decision making in the surveyed wards of the Kiteto district council. These results imply that, the decision making was not effective because the decision makers i.e. village councils had no enough knowledge and experience. It must be remembered that, knowledge and experience matters a lot in administration including decision making.

The above findings are also linked to previous study (Maskari and Sanderson, 2011) which discovered that the understandability of decision makers in terms of cognitive ability, knowledge, experience, expertise, stable and shared norms, professional skills, and leadership skills are not promising especially when it came to the leaders of local population.

Even Khakheli and Morchiladze (2015) found that, decision maker’s value is very important as the decision made are vital for the people and the quality of any decision made depends on decision makers’ knowledge, experience and perceptions of the situation.

5.3.2 Readiness, commitment, motivation and willingness in decision making

The majority of respondents agreed that, the village councils did not have readiness, commitment, motivation and willingness in decision making in the surveyed wards of the Kiteto district council. Nobody can do something successfully without his/her personal motivation, commitment, readiness, and willingness. This is also applicable

to decision making in local government in Tanzania. The results showed that, the decision making in Kiteto district was not effective because the village councils had no readiness, commitment, motivation and willingness.

Belwal (2013) emphasizes that, any need for decision making begins with the need of decision makers to bear motivation for that process of decision making in terms of readiness, commitment, and willingness. Such powerful comment seems not to be working at Kiteto district councils as the decision makers i.e. village councils had no motivation in decision making.

The main factors that affect the decision making in the local governments included the insufficiency of funds, inadequate time, lack of motivation and commitment, and lack of trainings (Waziri & Stephen, 2013).

5.3.3 Enough freedom (i.e. free from any interference/resistance) in decision making

It is generally found that, majority of both wananchi and village council members agreed that the village councils did not have enough freedom (i.e. free from any interference/resistance) in decision making in the surveyed wards of the Kiteto district council. The decision making in Kiteto district was not effective because the decision makers (i.e. village councils) had no freedom as they were always interfered by the politicians and the central government.

Regardless of the reforms to empower the true local people participation in Tanzania, the local people councils like village councils still do operate without freedom as they are largely and still dependent on the central government hence lacks satisfactory autonomy in decision making (Massoi& Norman, 2009).

5.3.4 Inadequate resources (e.g. time, finance, etc.) in decision making

It is generally renowned that, the majority (i.e. more than 50%) of both wananchi and village council members disagreed by more than 50.0% that, the village councils had resources (e.g. time, finance, etc.) in decision making in the surveyed wards of the

Kiteto district council. The decision making was not effective in Kiteto district because the village councils lacked resources such as enough time and finance which could be used in decision making.

The same inquiry was also done by asking if the village councils had enough time to meet. In so doing, it was found that, the majority (i.e. more than 50%) of both wananchi and village council members disagreed that, the village councils had enough meeting's time in decision making in the surveyed wards of the Kiteto district council.

The above findings are also supported by the previous studies. Numerous factors affected decision making and one of such factors included lack of enough resources such as meeting time and finance (Dietrich, 2010) i.e. the identified factors influence peoples' choices and what choices are also made.

5.3.5 Freedom from corruption and bribery in decision making

It is generally eminent that, the majority (i.e. more than 50%) of both wananchi and village council members disagreed that, the village councils were free from corruption and bribery in decision making in the surveyed wards of the Kiteto district council. This meant that village councils were involved in corruption and bribery. Their involvement in corruption and bribery could make them not to have the effective decisions for Kiteto district as expected.

The above findings are even supported by Eriksen (1999) when he found that, there were massive channels of bribes, corruption, leakages and distribution in Tanzania regarding decision making especially when compared to another studied country- Zimbabwe.

5.3.6 Inadequate required information in decision making

There is always the English saying "information is power. The information is also highly required in decision making. From the study's results, it is generally reputed that, the majority (i.e. more than 50%) of both wananchi and village council members disagreed that, the village councils had enough and required information in decision

making in the surveyed wards of the Kiteto district council. The decision making in Kiteto district was not effective as the decision makers (i.e. village councils) had no enough information highly required in making decisions about their respective villages.

The decision makers and various councils in the Tanzanian local government lacked important information, procedures, regulations, and training in decision making something which made them unsuccessful in implementing their plans and decisions which in turn facilitate the flow of information between the village councils, central government and the community at large (Eriksen, 1999).

5.3.7 Recognizing village structure in decision making

Any successful performance in the local government bases on the understanding and observation of the local government authorities' structure and in turn such observation influence participation and involvement of the people in the affairs of local government (REPOA, 2008).

From the results given, it is generally supposed that, the majority (i.e. more than 50%) of both wananchi and village council members disagreed that, the village councils recognized village structure in decision making in the surveyed wards of the Kiteto district council. The decision making by the village councils was not effective as it was not observing village structure in the process.

Ngware (1992) proved the failure of village councils to reorganize the village in decision making when he commented that, some village councils ignore the formed lower echelon of local government structures and they do not assist the lower structures to participate well in decisions making. He further insisted that, while central government administrative structures struggled for decentralization process, still the actual participation in decision making of lower levels' people and structures is not observed in Tanzania.

This is true as the findings of this study justify that, the village councils did not have the knowledge of recognizing the village structure in their decision making for various issues of their respective villages in Kiteto District Council.

5.4 Impact of decisions made by the Village Councils

5.4.1 Enhancing and improving transportation problems

The majority (i.e. more than 50%) of the wananchi disagreed while the village councils' members agreed that, the decisions made by the village councils always solved transportation problems in their respective villages of the surveyed wards of the Kiteto district council. The wananchi did not find any positive impact of the decisions made by the village councils while the village councils' members found positive impact of their decisions in terms of solving transportation problems.

It must be remembered that, the wananchi are the recipients of any development done in the villages. From these findings, it can be realized that the village councils' decisions made did not bring positive impact in terms of solving transport problems by facilitating the construction of passable roads and other means of transport in the surveyed wards of Kiteto district council. Since there was a contradiction between the wananchi and village councils' members, further research is summoned for settling down the contradictions. A lot of roads are rough without being repaired for the most of the time. During rain season it is impossible to travel with non four wheel vehicles since the possibility of being affected in mud is great. One of the respondent argue that many of the roads are blown away by flood and very minor construction are always done. This made a lot of wananchi to opt for donkey as a means of transport.

The *mitaa* residents complained that, the village councils were not helping them to have passable roads during all the seasons of the year and other socio-economic problems (Massoi& Norman, 2009).

5.4.2 Enhancing health facilities

The majority (i.e. more than 50%) of both the wananchi and councils' members agreed that the decisions made by the village council always solved the health problems by initiating construction of health facilities (e.g. dispensary) in the villages of the surveyed wards of the Kiteto district council. Both the wananchi and councils' members found positive impact of the decisions made by the village councils in terms of solving health problems by initiating construction of health facilities (e.g. dispensary).

The *mitaa* residents complained that, the village councils were not helping them to have nearby health facilities such as dispensaries, health centres and hospitals and other socio-economic problems (Massoi& Norman, 2009).

5.4.3 Improving education facilities

The majority (i.e. more than 50%) of the wananchi disagreed while the village councils' members agreed that the decisions made by the village council always solved education problems in the villages of the surveyed wards of the Kiteto district council. The wananchi did not find any positive impact of the decisions made by the village councils while the village councils' members found positive impact of their decisions in terms of solving education problems. Anyway, because there was a contradiction between the wananchi and village councils' members, further research is summoned for settling down the contradictions.

The problem of education facilities such as schools and public libraries exist in Tanzania and most of the *mitaa* residents complained that, the village councils were not helping them to have education facilities Massoi& Norman, 2009).

5.4.4 Facilitating availability of water

The majority (i.e. more than 50%) of the wananchi disagreed while the village councils' members agreed that the decisions made by the village council always solved water availability problems in the villages of the surveyed wards of the Kiteto

district council. The wananchi did not find any positive impact of the decisions made by the village councils while the village councils' members found positive impact of their decisions in terms of solving water availability problems. Anyway, because there was a contradiction between the wananchi and village councils' members, further research is summoned for settling down the contradictions.

The *mitaa* residents complained that, the village councils were not helping them to have trenches, reliable clean and safe sources of water for reliable water supply (Massoi& Norman, 2009).

5.4.5 Solving environmental problems

The majority (i.e. more than 50%) of the wananchi disagreed while the village councils' members agreed that the decisions made by the village council always solved environmental problems by initiating various programmes of preventing pollution, degradation, creating dams, etc. in the villages of the surveyed wards of the Kiteto district council. The wananchi did not find any positive impact of the decisions made by the village councils while the village councils' members found positive impact of their decisions in terms of solving environmental problems.

The *mitaa* residents complained that, the village councils were not helping them to have environmental problems and other socio-economic problems (Massoi & Norman, 2009).

5.4.6 Ability of solving land conflicts

The majority (i.e. more than 50%) of the wananchi disagreed while the village councils' members agreed that the decisions made by the village council always solved arising conflicts by initiating several methods of solving them in the villages of the surveyed wards of the Kiteto district council. The wananchi did not find any positive impact of the decisions made by the village councils while the village councils' members found positive impact of their decisions in terms of solving arising conflicts.

5.4.7 Facilitation of cooperation and communication within the village on socio-economic activities

The majority (i.e. more than 50%) of the wananchi disagreed while the village councils' members agreed that the decisions made by the village council always caused team spirit and community participation on various socio-economic activities (e.g. education, health, etc.) in the villages of the surveyed wards of the Kiteto district council. The wananchi did not find any positive impact of the decisions made by the village councils while the village councils' members found positive impact of their decisions in terms of causing team spirit and community participation.

5.4.8 Improving peace and security within the villages

The majority (i.e. more than 50%) of the wananchi disagreed that the decisions made by the village council always caused peace, safety and security of villagers and their properties in the villages of the surveyed wards of the Kiteto district council. The wananchi did not find any positive impact of the decisions made by the village councils while the village councils' members found positive impact of their decisions in terms of causing peace, safety and security of villagers and their properties.

“We are still behind in development of our villages as the results ineffective decisions we make in our village councils. Our villages could very far even than the municipalities and cities but we think we are not making right and successful decisions because of various difficulties we face as councils. If such difficulties are solved, our villages will really testify the development especially in terms of social services such as roads, hospitals, schools, water supply, etc.”(Interview Response from the surveyed village chairpersons and wards' executive officers on 06/02/2016).

Generally, it was even previously found that, the *mitaa* residents complained that, the village councils were not helping them to have passable roads, trenches, nearby health facilities, markets, education facilities, and reliable clean and safe sources of water,

transport problems, environmental problems and other socio-economic problems (Massoi& Norman, 2009). Additionally, the local government through village councils was not playing a crucial role in solving socio-economic problems and bringing development to the local people through decision making; such problems may include education, health and others touching the lives of the people (Mzenzi, 2013).

5.5 Knowledge of the Village Councils on their Roles in Decision Making

The village councils should have knowledge (professional and technical) and capacity and some power to be exerted and that knowledge would enable them to make right decisions and eventually prepare reports regarding their decisions, plans, budgets and management affairs of the councils and the village community at large (Concern, 2004)

The knowledge of the village councils on their roles in decision making was rated either low or/and moderate in the sense that, the wananchi in the surveyed wards of the Kiteto district council disagreed while the village councils' members agreed that; the village councils knew their roles in decision making. This means that, the surveyed wananchi and village councils' members rated low and moderate respectively knowledge of the village councils on their roles in decision making in the surveyed wards of the Kiteto district council.

After doing documentary review, various literatures portray the knowledge of the village councils to be still low regarding the responsibilities the councils have to their respective villages. For example, Mniwasa and Shauri (2001) maintained that, although the central government is decentralizing power to the lower levels of its management, the knowledge of the local councils (e.g. village councils) is still a challenge hence decentralization would have gone hand in hand with educating the village councils for their efficient and effective responsibilities in decision making for their respective local respective areas.

Studying about decision making under the tree; gender perspectives on decentralization reforms in service delivery in rural Tanzania, Masanyiwa (2014) found that the skills, experiences, and knowledge of the decision makers at the lower levels of the local government in Tanzania is still a challenge, the empowerment of local councils in decision making might be the problem due to their poor knowledge.

The policy and decision makers at the lowest levels of the local government including village councils do not act rationally and dispassionately for the public interest through their decision making as they lack skills and knowledge. These decision makers are supposed to be facilitated through training imparting various skills which are important in decision making (Mattee, 2007)

Most of the local government lower level councils including village councils did not have skills, experience, education, training and knowledge in making decisions regarding their respective areas of administration in terms of supervising and maintaining peace and tranquility, protecting public and private properties, planning, coordinating and promoting social and economic development, enacting and enforcing by-laws, managing village lands, regulating and monitoring the collection and utilization of revenue (Mniwasa & Shauri, 2001; Mattee, 2007; Masanyiwa, 2014). The above previous findings were even supported by the primary data collected in Kiteto D.C as presented below:

5.5.1 Knowledge on supervising and maintaining peace and tranquility

Although the village councils had the responsibility in maintaining peace and security for their respective areas, they have not been performing well due to their poor knowledge in decision making about strategies of ensuring the required peace, security and tranquility (Concern, 2004).

Regarding the knowledge of the village councils on their roles in decision making about supervising and maintaining peace and tranquility, the majority (i.e. more than 50%) of the wananchi disagreed while the village councils' members agreed that the village councils knew their roles of making decision in supervising and maintaining

peace and tranquility. Since the wananchi are the ones who know the realities of their village councils, it would be true that, the knowledge of the village councils is low hence decisions made by them were not effective as such decisions demanded high knowledge of these councilors did not have.

Peace and tranquility in the local area was supposed to be observed and engaged on by the local authority but the local people complain on the lack of skills, experience and knowledge by local authorities in maintaining and ensuring calm conditions, peace, security and safety in the local areas (Mniwasa & Shauri, 2001). Apart from poor knowledge of the village councils in making the decisions about supervising and maintaining peace and tranquility in their respective local areas, the councils lacked the skills, knowledge and experience in making the right decisions on protection of public and private properties; planning, coordinating and promoting socio-economic development, enacting and enforcing laws, collecting and utilization of revenue (Masanyiwa, 2014)

5.5.2 Knowledge on protecting public and private properties

Regarding the knowledge of the village councils on their roles in decision making about protecting public and private properties, the majority (i.e. more than 50%) of both the wananchi and village councils' members agreed that the village councils knew their roles of making decision in protecting public and private properties in the village of the surveyed wards of the Kiteto district council. From this, it can be inferred that, the decision making on protecting public and private properties was effective as the village councils had knowledge used in decision making.

The above findings are even supported by the previous studies' findings. For example, the policy and decision makers at the lowest levels of the local government including village councils do not act rationally and dispassionately in protecting public and private properties through their decision making as they lack skills and knowledge (Mattee, 2007).

Masanyiwa (2014) also found that, there has been interference and grabbing of the public and private properties like land from either some individuals or people with the name of investors; they grab such properties without following orders and regulations and the village councils fail to act accordingly.

5.5.3 Knowledge on planning, coordinating and promoting social and economic development

Regarding the knowledge of the village councils on their roles in decision making about planning, coordinating and promoting social and economic development, the majority (i.e. more than 50%) of the wananchi disagreed while the village councils' members agreed that the village councils know their roles of making decision in planning, coordinating and promoting social and economic development in the village of the surveyed wards of the Kiteto district council.

The local councils are found to be facing the problem of poor skills, knowledge and experience in planning, coordinating, promoting and deciding on the socio-economic development of the local areas and this in turn caused poverty still exist in their respective areas in Tanzania (MKUKUTA Report, 2007)

5.5.4 Enacting and enforcing by-laws

The knowledge of the village councils on their roles in decision making regarding enacting and enforcing bylaws, the majority (i.e. more than 50%) of the wananchi disagreed while the village councils' members agreed that the village councils knew their roles of making decision in enacting and enforcing bylaws in the villages of the surveyed wards of the Kiteto district council.

The above findings are even supplemented by the previous researches e.g. Massoi and Norman (2009) maintained that, the by-laws, regulations and principles made by the village councils have not been effective and working as the councilors who made them lacked skills and knowledge in making them, these by-laws have caused problems rather solving problems to the people of the respective areas.

5.5.5 Managing village lands

The knowledge of the village councils on their roles in decision making regarding managing village lands, the majority (i.e. more than 50%) of the wananchi disagreed while the village councils' members agreed that the village councils knew their roles of making decision in managing village lands of the surveyed wards of the Kiteto district council.

The above findings are even supported by the previous studies' findings. For example, the policy and decision makers at the lowest levels of the local government including village councils do not act rationally and dispassionately in managing village lands through their decision making as they lack skills and knowledge (Mattee, 2007).

Masanyiwa (2014) also found that, there has been interference and grabbing of the public and private properties like land from either some individuals or people with the name of investors; they grab such properties without following orders and regulations and the village councils fail to act accordingly.

5.5.6 Regulating and monitoring the collection and utilization of revenue

The knowledge of the village councils on their roles in decision making regarding in regulating and monitoring the collection and utilization of revenue, the majority (i.e. more than 50%) of both the wananchi and village councils' members agreed that the village councils knew their roles of making decision in regulating and monitoring the collection and utilization of revenue of the surveyed wards of the Kiteto district council.

“Our village councils still do not know well to make decisions in supervising and maintaining peace and tranquility, protecting public and private properties, planning, coordinating and promoting social and economic development, enacting and enforcing bylaws, managing village lands, regulating and monitoring the collection and utilization of revenue. If they well, we would see the improved social and economic development in their respective villages”. I plan to insist the

concerned authorities to help them accordingly'' (Interview Response from the Kiteto District Commissioner on 16/02/2016).

It was even previously found that, the decision makers and various councils in the Tanzanian local government fail to make quick village development in the sense that they lack the knowledge on collection and monitoring revenue and taxes which would be used for the development in the respective villages (Eriksen, 1999).

5.5.7 Rating the knowledge of the Village Councils in decision making

The majority (i.e. more than 50%) of both the wananchi and village councils' members rated moderate the village councils' knowledge on their roles of making decision in protecting public and private properties; enacting and enforcing bylaws; regulating and monitoring the collection and utilization of revenue, for their respective villages.

The majority (i.e. more than 50%) of both of the wananchi rated low while the village councils' members rated moderate on the village councils' knowledge on their roles of making decision in planning, coordinating and promoting social and economic development; and managing village lands, supervising and maintaining peace and tranquility, for their respective villages.

The effective involvement and empowerment of decision makers has been poor because such decision makers are crowded with lack of resources, knowledge and experience and sometimes even their interest in decision making is poor (Olorunsola & Olayemi, 2011).

In the local government management, the knowledge of decision making especially to the local councils has been not promising and not brings the suitable outcome as the decision makers lack thought process, reasoning, knowledge and experience which are powerful drivers of decision making (Ngwilizi, 200

CHAPTER SIX

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

Chapter five presented the discussion of the study's findings. This chapter illuminates the summary, conclusions and policy implications of the study with limitations and areas for further research.

6.2 Summary of the study

The study examined the factors affecting Village Councils in decision making at Kiteto District Council. It was guided by three specific objectives which were exploring the factors affecting village councils in decision making; examining impact of decision making by the village councils; and finding out the knowledge of the village councils on the roles in decision making process. Sample size of the study was 117 respondents who have been chosen using different techniques. Data were collected using questioners, interviews and documentary review. The study observed that, the decisions made by the village councils of the Kiteto district councils were not effective and efficient. This is because the village councils were affected by a lot of ambiguous factors in their process of making decision. Furthermore, those factors observed do not have positive impact on the socio-economic development of the respective villages. Again the finding revealed that, the knowledge of the village councils on roles of making decision were rated very low in terms of supervising village affairs.

6.3 Conclusions of the study

The study found that, the village councils are affected by the various factors such as lack of enough knowledge and experience, lack of readiness, commitment, motivation and willingness of members to make decision. Again absence of enough freedom, absence enough meeting's time and inadequate required information were also observed as the factors affecting the decision making process in many village

members. In addition to that there were absence of recognition of structure in the whole process of making decision which also hinder effective decision making processes. Due to such identified factors, the village councils' roles in decision making was rated low in terms of supervising and maintaining peace and tranquility, protecting public and private properties, planning, coordinating and promoting social and economic development, enacting and enforcing bylaws, managing village lands, regulating and monitoring the collection and utilization of revenue.

It is therefore concluded that, On the first objective which require to explore out the factors affecting village councils in decision making process the finding reveal presence of negative impact on the socio-economic development of the respective villages in Kiteto district councils since more than 50% of the respondents disagreed on village councils to have enough knowledge and experience in decision making. Also the respondent's rate more than 50% by disagreeing village councils to have readiness, commitment, motivation and willingness in decision making while about 66% of respondents said village councils did not have enough freedom in making their decision. The finding showed also that more than 86% village council did not, have enough resources for decision making. In addition to that about 78% of the respondents verified they don't have enough meeting's time for making decision and about 85% of the respondents said there are no adequate information which will help them to make decision. Respondents 83% shows there is no required information which assists village members to make decision and respondents 83% argued the structures which help the members to make decision is not available.

Base on the second objective which a researcher had an interest of finding impact of decision made by Village councils it is concluded by exposing out that there are very great impact as a lot of Developments programmes within the village get stunted. A lot of effects have been happened as respondents 63% agreed that once the meeting is done a lot of problem are solved like Transport Problem within the village. About 67% said when meeting is held health problem are minimized within the community and respondent 66.7% said the education problems are solved in a better way. Again respondents 56% accepted village councils overcome water problem after holding a

meeting. Respondent 60% said village councils solve problem of environmental degradation after holding a meeting while respondents 60% said the conflicts which are abruptly emerged may be solved if meeting are held. Again respondents 71% believed that the leader will organize the cooperation on economic activities to enhance development after meeting and respondents 73% said accept peace and security to be solved.

On the side of the objective which entails to find out if there is General knowledge of solving problems for village councils, it is concluded that, there are no adequate knowledge for these village council. This is verified by the finding as more than 50% respondent's said the village council did not know their role in decision making in supervising peace and security. The respondents 28% said village council does not have knowledge of protecting village properties. Again respondent more than 50% verified that village councils do not have knowledge of making decision especially on Planning and coordinating and respondents 60 % argued that don't have experience on making bylaws. Apart from that respondents 50% exposed that they don't know about the knowledge of revenue collection and in General respondents more than 50% voted on low level of having knowledge in making any decision within village councils. Therefore it is true to verify that the Village council do not have Knowledge on decision making process.

6.4. Recommendations

This study was done only in one district council of Kiteto which is rural and remote. It had a small sample of population of more than one type of respondents. The same research study can be done in more than one district councils, both rural and urban areas, using large sample of population and one type of respondents if the results can be the same or different.

It is recommended that, the local government and other stakeholders should look for the ways forward to solve such challenges in order to smooth decision making process of the village councils in district councils in Tanzania. The differences in the responses of the wananchi and village councils' members in some findings are not yet

settled. It is recommended that, further study can be done in order to settle the differences in terms research methods' applications.

Regarding the findings of the study, it is recommended that the central government in corporation with local government and other multi-stakeholders look for the ways of reducing or eliminating the factors and challenges affecting the village councils in decision making in their respective villages. More education and training to the village councils is advised to be done. The government should have capacity building on teaching the village councilors on the advertising and placating report on the board. Also the central Government should make sure it provides resources to village council so as to facilitate the making of decision. Furthermore the councils should arrange time since they have been selected by the citizens they hence being responsible for the the same citizens.

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APPENDICES

APPENDEX I

INTERVIEW GUIDE FOR THE DC, DED, VILLAGE CHAIRPERSONS AND VILLAGE/WARD EXECUTIVE OFFICERS

1. How do you rate (low, moderate or high) the knowledge of village council in decision making?
2. Are there any factors which affect the village council in decision making?
What are they?
3. Are there any results (positive/negative) of decisions made by the village council? What are they?
4. How do you rate (low, moderate or high) the knowledge of village council on their roles in decision making? I.e. does the village council know their roles in decision making?
5. What are the roles of the village council in decision making?

APPENDIX II

QUESTIONNAIRE FOR THE VILLAGE COUNCIL MEMBERS

Dear Sir/Madam,

I kindly request for your cooperation in responding this Masters' research questionnaire as a recipient of the decisions made by the village council. The topic addressed here is “*Factors Affecting Decision-Making in the Village Councils of Kiteto District Councils*”. I request your free and comfortable response to this question in achieving the objectives of this study. Your responses will be always kept confidential and used purposely for academic reasons and not otherwise.

SECTION A: PERSONAL INFORMATION

Please put the appropriate number in the box given from the table below:

S/No.	Information	Option	Appropriate Number
1.	Sex	1. Male	
		2. Female	
2.	Age	1. 18-28	
		2. 29-39	
		3. 40-50	
		4. 51-61	
		5. Above 61	
3.	Education Level	1. No School	
		2. Standard Seven	
		3. Form Four	
		4. Form Six	
		5. Certificate	
		6. Diploma	
		7. Bachelor Degree	
		8. Post Graduate	
4.	Village	1. 2. 3. 4. 5.	
5.	Position in the Village Council	1. Village Executive Officer 2. Village Chairperson 3. Village Council Member 4. Other	

SECTION B: FACTORS AFFECTING VILLAGE COUNCIL IN DECISION MAKING

Please tick the bracket of the appropriate number in the questions below:

A. As a member of the village council, I have enough knowledge and experience in decision making for our village

1. Strongly Disagree ()
2. Disagree ()
3. Neutral ()
4. Agree ()
5. Strongly Agree ()

B. As a member of the village council, I have readiness, commitment, motivation and willingness in decision making for our village

1. Strongly Disagree ()
2. Disagree ()
3. Neutral ()
4. Agree ()
5. Strongly Agree ()

C. As a member of the village council, I have enough freedom (i.e. free from any interference/resistance) in decision making for our village

1. Strongly Disagree ()
2. Disagree ()
3. Neutral ()
4. Agree ()
5. Strongly Agree ()

D. We have enough resources in our village council (e.g. time, finance, etc.) for making decision

1. Strongly Disagree ()
2. Disagree ()
3. Neutral ()
4. Agree ()
5. Strongly Agree ()

E. We have enough meeting's time in our village council for decision making

1. Strongly Disagree ()
2. Disagree ()
3. Neutral ()
4. Agree ()
5. Strongly Agree ()

F. Our village council is free from corruption and bribery in decision making for our village

1. Strongly Disagree ()
2. Disagree ()
3. Neutral ()
4. Agree ()
5. Strongly Agree ()

G. The village council of our village has enough and required information in decision making for our village

1. Strongly Disagree ()
2. Disagree ()
3. Neutral ()
4. Agree ()
5. Strongly Agree ()

H. We village council recognize village structure in making decision for our village

1. Strongly Disagree ()
2. Disagree ()
3. Neutral ()
4. Agree ()
5. Strongly Agree ()

I. Are there any factors that affect the decision making of the village council in your village?

1. Yes ()
2. No ()

J. Please identify the factors which affect the decision making of the village council in your village (***You can tick more than one factor***)

1. The village council Lacks knowledge and experience in decision making ()
2. The village council Lacks freedom in decision making as they get interference and resistance from the other tops and village assembly ()
3. The village council faces corruption and bribery in decision making ()
4. The village council Lacks readiness, commitment, motivation and willingness in decision making ()
5. The village council has poor recognition of the village structure in decision making ()
6. The village council lacks enough and required information in decision making ()

7. The village council lacks limited resources such as time, finance, etc. in decision making

()

8. The village council faces conflicts from political leaders due to their differences of interests in decision making

()

9. Other Factors *(please mention them if any)*

()

SECTION C: IMPACT OF DECISION MAKING BY THE VILLAGE COUNCIL

Please tick the bracket of the appropriate number in the questions below:

K. The decisions we made as the village council always solved transportation problems in our village

1. Strongly Disagree ()

2. Disagree ()

3. Neutral ()

4. Agree ()

5. Strongly Agree ()

L. The decisions we made as the village council always solved the health problems (i.e. construction of health facilities) in our village

1. Strongly Disagree ()

2. Disagree ()

3. Neutral ()

4. Agree ()

5. Strongly Agree ()

M. The decisions we made as the village council always solved the education problems (i.e. construction of nursery/primary/secondary schools) in our village

1. Strongly Disagree ()
2. Disagree ()
3. Neutral ()
4. Agree ()
5. Strongly Agree ()

N. The decisions we made as the village council always solved the problem of water availability (i.e. reliable, clean and safe water) in our village

1. Strongly Disagree ()
2. Disagree ()
3. Neutral ()
4. Agree ()
5. Strongly Agree ()

O. The decisions we made as the village council always solved environmental problems (i.e. preventing pollution, degradation, creating dams, etc.) in our village

1. Strongly Disagree ()
2. Disagree ()
3. Neutral ()
4. Agree ()
5. Strongly Agree ()

P. The decisions we made as the village council always solved arising conflicts in our village

1. Strongly Disagree ()
2. Disagree ()
3. Neutral ()
4. Agree ()
5. Strongly Agree ()

Q. The decisions we made as the village council always created team spirit and community participation on various socio-economic activities (e.g. education, health, etc.) in our village

1. Strongly Disagree ()
2. Disagree ()
3. Neutral ()
4. Agree ()
5. Strongly Agree ()

R. The decisions we made as the village council always created peace, safety and security of villagers and their properties in our village

1. Strongly Disagree ()
2. Disagree ()
3. Neutral ()
4. Agree ()
5. Strongly Agree ()

SECTION D: ROLES OF THE VILLAGE COUNCIL IN DECISION MAKING

Please tick the bracket of the appropriate number in the questions below:

S. Do you know your roles in decision making as a member of the village council?

1. Yes ()
2. No ()

T. How do you rate your knowledge as a member of the village council on the roles of making decision for your village?

1. Low ()
2. Moderate ()
3. High ()

U. As a member of the village council, I know my roles of making decision in supervising and maintaining peace and tranquility in for our village

1. Strongly Disagree ()
2. Disagree ()
3. Neutral ()
4. Agree ()
5. Strongly Agree

V. As a member of the village council, I know my roles of making decision in protecting public and private properties for our village

1. Strongly Disagree ()
2. Disagree ()
3. Neutral ()
4. Agree ()
5. Strongly Agree ()

W. As a member of the village council, I know my roles of making decision in planning, coordinating and promoting social and economic development for our village

1. Strongly Disagree ()
2. Disagree ()
3. Neutral ()
4. Agree ()
5. Strongly Agree ()

X. As a member of the village council, I know my roles of making decision in enacting and enforcing bylaws for our village

1. Strongly Disagree ()
2. Disagree ()
3. Neutral ()
4. Agree ()
5. Strongly Agree ()

Y. As a member of the village council, I know my roles of making decision in managing village lands

1. Strongly Disagree ()
2. Disagree ()
3. Neutral ()
4. Agree ()
5. Strongly Agree ()

Z. As a member of the village council, I know my roles of making decision in regulating and monitoring the collection and utilization of revenue for our village development

1. Strongly Disagree ()
2. Disagree ()
3. Neutral ()
4. Agree ()
5. Strongly Agree ()

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APPENDIX III

QUESTIONNAIRE FOR THE WANANCHI IN KITETO DISTRICT COUNCIL

Dear Sir/Madam,

I kindly request for your cooperation in responding this Masters' research questionnaire as a recipient of the decisions made by the village council. The topic addressed here is “*Factors Affecting Decision-Making in the Village Councils of Kiteto District Councils*”. I request your free and comfortable response to this question in achieving the objectives of this study. Your responses will be always kept confidential and used purposely for academic reasons and not otherwise.

SECTION A: PERSONAL INFORMATION

Please TICK the appropriate number in the box given from the table below:

S/No.	Information	Option	Appropriate Number
1.	Sex	3. Male	
		4. Female	
2.	Age	6. 18-28	
		7. 29-39	
		8. 40-50	
		9. 51-61	
		10. Above 61	
3.	Education Level	9. No School	
		10. Standard Seven	
		11. Form Four	
		12. Form Six	
		13. Certificate	
		14. Diploma	
		15. Bachelor Degree	
4.	Occupation	16. Post Graduate	
		6. Farmer	
		7. Employed by Government/Private Sector	
		8. Entrepreneur/Business	
		9. None of the Above	

5.	Village	5. 6. 7. 8. 9.	
----	---------	----------------------------	--

SECTION B: FACTORS AFFECTING VILLAGE COUNCIL IN DECISION MAKING

Please tick the bracket of the appropriate number in the questions below

AA. The village council has enough knowledge and experience in decision making for our village

- 6. Strongly Disagree ()
- 7. Disagree ()
- 8. Neutral ()
- 9. Agree ()
- 10. Strongly Agree ()

BB. The village council has readiness, commitment, motivation and willingness in decision making for our village

- 6. Strongly Disagree ()
- 7. Disagree ()
- 8. Neutral ()
- 9. Agree ()
- 10. Strongly Agree ()

CC. The village council has enough freedom (i.e. free from any interference/resistance) in decision making for our village

- 6. Strongly Disagree ()
- 7. Disagree ()
- 8. Neutral ()
- 9. Agree ()
- 10. Strongly Agree ()

DD. The village council has resources (e.g. time, finance, etc.) for decision making in our village

- 6. Strongly Disagree ()
- 7. Disagree ()
- 8. Neutral ()
- 9. Agree ()
- 10. Strongly Agree ()

EE. The village council has enough meeting's time in decision making for our village

- 6. Strongly Disagree ()
- 7. Disagree ()
- 8. Neutral ()
- 9. Agree ()
- 10. Strongly Agree ()

FF. The village council of our village is free from corruption and bribery in decision making for our village

- 6. Strongly Disagree ()
- 7. Disagree ()
- 8. Neutral ()
- 9. Agree ()
- 10. Strongly Agree ()

GG. The village council of our village has enough and required information in decision making for our village

- 6. Strongly Disagree ()
- 7. Disagree ()
- 8. Neutral ()
- 9. Agree ()
- 10. Strongly Agree ()

HH. The village council of our village recognizes village structure in decision making for our village

- 6. Strongly Disagree ()
- 7. Disagree ()
- 8. Neutral ()
- 9. Agree ()
- 10. Strongly Agree ()

II. Are you satisfied with decision making of the village council in your village?

- 1. Yes ()
- 2. No ()

JJ. How do you find the decision making of the village council in your village?

- 11. Very Dissatisfied ()
- 12. Dissatisfied ()
- 13. Neutral ()
- 14. Satisfied ()
- 15. Very satisfied ()

KK. Are there any factors that affect the decision making of the village council in your village?

- 3. Yes ()
- 4. No ()

LL. Please identify the factors which affect the decision making of the village council in your village (***You can tick more than one factor***)

- 10. The village council Lacks knowledge and experience in decision making ()
- 11. The village council Lacks freedom in decision making as they get interference and resistance from the other tops and village assembly ()

12. The village council faces corruption and bribery in decision making
()

13. The village council Lacks readiness, commitment, motivation and willingness in decision making
()

14. The village council has poor recognition of the village structure in decision making
()

15. The village council lacks enough and required information in decision making
()

16. The village council lacks limited resources such as time, finance, etc. in decision making
()

17. The village council faces conflicts from political leaders due to their differences of interests in decision making
()

18. Other Factors (*please mention them if any*) ()

SECTION C: IMPACT OF DECISION MAKING BY THE VILLAGE COUNCIL

Please tick the bracket of the appropriate number in the questions below:

MM. Do you think there is a relationship between decision made by the village council and the development made in your village?

1. Yes ()

2. No ()

NN. Do you think there is a relationship between decision made by the village council and the land conflicts in your village?

1. Yes ()
2. No ()

OO. The decisions made by the village council always solve the transportation problems by initiating passable roads during all seasons of the year in our village

6. Strongly Disagree ()
7. Disagree ()
8. Neutral ()
9. Agree ()
10. Strongly Agree ()

PP. The decisions made by the village council always solve the health problems by initiating construction of health facilities (e.g. dispensary) in our village

6. Strongly Disagree ()
7. Disagree ()
8. Neutral ()
9. Agree ()
10. Strongly Agree ()

QQ. The decisions made by the village council always solve the education problems by initiating construction of education facilities (e.g. nursery/primary/secondary schools) in our village

6. Strongly Disagree ()
7. Disagree ()
8. Neutral ()
9. Agree ()
10. Strongly Agree ()

RR. The decisions made by the village council always solve the problem of water availability by initiating availability of reliable, clean and safe water in our village

- 6. Strongly Disagree ()
- 7. Disagree ()
- 8. Neutral ()
- 9. Agree ()
- 10. Strongly Agree ()

SS. The decisions made by the village council always solve environmental problems by initiating various programmes of preventing pollution, degradation, creating dams, etc in our village

- 6. Strongly Disagree ()
- 7. Disagree ()
- 8. Neutral ()
- 9. Agree ()
- 10. Strongly Agree ()

TT. The decisions made by the village council always solve arising conflicts by initiating several methods of solving them in our village

- 6. Strongly Disagree ()
- 7. Disagree ()
- 8. Neutral ()
- 9. Agree ()
- 10. Strongly Agree ()

()

UU. The decisions made by the village council always cause land conflicts between farmers and pastoralists in our village

- 1. Strongly Disagree ()
- 2. Disagree ()
- 3. Neutral ()
- 4. Agree ()
- 5. Strongly Agree ()

VV. The decisions made by the village council always caused team spirit and community participation on various socio-economic activities (e.g. education, health, etc.) in our village

- 6. Strongly Disagree ()
- 7. Disagree ()
- 8. Neutral ()
- 9. Agree ()
- 10. Strongly Agree ()

WW. The decisions made by the village council always caused peace, safety and security of villagers and their properties in our village

- 6. Strongly Disagree ()
- 7. Disagree ()
- 8. Neutral ()
- 9. Agree ()
- 10. Strongly Agree ()

**SECTION D: ROLES OF THE VILLAGE COUNCIL IN DECISION
MAKING**

Please tick the bracket of the appropriate number in the questions below:

XX. Does the village council know their roles in decision making for your village?

- 1. Yes ()
- 2. No ()

YY. How do you rate the knowledge of village council on their roles in decision making for your village?

- 1. Low ()
- 2. Moderate ()
- 3. High ()

ZZ. The village council knows their roles of making decision in supervising and maintaining peace and tranquility in for our village

- 6. Strongly Disagree ()
- 7. Disagree ()
- 8. Neutral ()
- 9. Agree ()
- 10. Strongly Agree ()

AAA. The village council knows their roles of making decision in protecting public and private properties for our village

- 6. Strongly Disagree ()
- 7. Disagree ()
- 8. Neutral ()
- 9. Agree ()
- 10. Strongly Agree ()

BBB. The village council knows their roles of making decision in planning, coordinating and promoting social and economic development for our village

- 6. Strongly Disagree ()
- 7. Disagree ()
- 8. Neutral ()
- 9. Agree ()
- 10. Strongly Agree ()

CCC. The village council knows their roles of making decision in enacting and enforcing bylaws for our village

- 6. Strongly Disagree ()
- 7. Disagree ()
- 8. Neutral ()
- 9. Agree ()
- 10. Strongly Agree ()

DDD. The village council knows their roles of making decision in managing village lands

- 6. Strongly Disagree ()
- 7. Disagree ()
- 8. Neutral ()
- 9. Agree ()
- 10. Strongly Agree ()

EEE. The village council knows their roles of making decision in regulating and monitoring the collection and utilization of revenue for our village development

- 6. Strongly Disagree ()
- 7. Disagree ()
- 8. Neutral ()
- 9. Agree ()
- 10. Strongly Agree ()

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THANK YOU VERY MUCH FOR YOUR COOPERATION.