

**EFFECTIVENESS OF HIERARCHICAL STRUCTURE FOR THE LOCAL
GOVERNMENT DECISION MAKING PROCESS: A CASE STUDY OF
ARUMERU DISTRICT**

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GOVERNMENT DECISION MAKING PROCESS: A CASE STUDY OF
ARUMERU DISTRICT**

**By
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**A Thesis Submitted to the School of Public Administration and Management in
Partial Fulfillment of the Requirements for Award of the Degree of Master of
Public Administration (MPA) of Mzumbe University**

2013

CERIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation/thesis entitled; **Effectiveness of hierarchical structure for Local Government Decision Making Process: A Case Study of Arumeru District**, in Partial Fulfillment of the Requirements for Award of the Degree of Master of Public Administration (MPA) of Mzumbe University

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ACKNOWLEDGEMENT

My Gratitude goes to our Almighty God for His Protection from the very first day of my enrolment to Mzumbe University to this point where I am finalizing my Degree by presenting my Research work.

My Supervisor Dr, Wilhelm Leonard Mafuru, your assistance and advice is highly appreciated, for sure this work was very difficult to complete but you made it easy for me. Thank you and May our Almighty God Bless you.

I would like to express my appreciation to the management and administration of Arumeru District with its two Councils of Arusha and Meru, Leaders of Moshono and PoliDivisions, Sokoni II, Mlangarini, Usa River and Poli Wards, as well as the Leaders of Sekei, Mlangarini, Tengeru and Usa River Villages for their assistance and cooperation shown to me on my data collection.

I would like to express my heartfelt appreciation to my sponsors, The President's Office, Public Service Management, for their financial support on my studies

Lastly, My Children Alvin and Alvina, my Sisters, My Parents, My friends and all relatives, I thank you so much for your moral and material supports. All these make my study easy and comfortable.

DEDICATION

This work is dedicated to my dearest children Alvin and Alvina, My Sisters Jeniffer, Daynes, Necta, Nice and Angelflower. My Parents Mr and Mrs Amos Simon Kaaya and my three brothers with their families.

ABBREVIATIONS AND ACRONYMY

NSGRP:	National Strategy for Growth and Reduction of Poverty
SEU:	Subjective Expected Utility
SPSS	Statistical Package for Social Science
DC	District Commissioner
DED	District Executive Director
WEO	Ward Executive Officer
DO	Division Officer
VEO	Village Executive Officer
FGD	Focus Group Discussion
ICT	Information Communication Technology
HOD	Heads of Departments
HOS	Heads of the Sections
DAS	District Administrative Secretary
CMT	Council Management Team
WDC	Ward Development Committee
VC	Village Council
VA	Village Assembly
CBO	Community Based Organization
NGO	Non Governmental Organization

ABSTRACT

This study was conducted to assess the effectiveness of hierarchical structure for local government decision making process. The study specifically examined the procedures in the local government decision making process , the existing organizational structure and regulations, and identified the specific challenges encountered in the hierarchical structure of the local government authority.

The study used case design research design with a sample of 136 respondents selected through convenience and purposive sampling techniques. Data were collected through questionnaires, interviews, FGD, and documentary review. They were analysed by using the Statistical Package for Social Science (SPSS) and Microsoft word.

Findings revealed that majority of respondents were not involved directly in decision making; this is due to the nature and structure of the organization management. Decision follows the hierarchy, procedures guiding the decision making of the local government gave the full council and the district executive director (who are at the top level of the hierarchy) mandate of being the final decision maker. Other figures in the management prepare the grounds for decision making, and if it happens that they made decision, then that decision will be for district executive director. Generally the hierarchical structure of local government authorities place full council at the top, followed by District Executive Director.

These two set goals and the direction of the organization and below them is the HOD'S and HOS's who are the supporting layers, they apply these goals into their areas and give the appropriate information flow for the management. involvement of HOD's in decision making is through the meeting like The Council Management Team (CMT), and the standing committees of district council. All procedures for decision making is limited to standing orders (2009) and the local government Act 1982 and the Local Government Act2002.The challenges for using hierarchical structure for local government decision making process are: Delay of information due to the absenteeism of some important decision makers, corruption as the power is much vested to few figures so they misuse it, Loss of document and Nepotism.

The study recommended that key persons for decision making be available or delegate other persons when absent, bureaucracy be reduced, corruption and nepotism be fought, care on documents keeping, and adjust customer chatter to fit customers' needs. Further studies were recommended to deeply investigate the challenges facing effective rational decision making, and to conduct a similar study to confirm the findings.

TABLE OF CONTENTS

CERIFICATION	i
DECLARATION AND COPYRIGHT	ii
ACKNOWLEDGEMENT.....	iii
DEDICATION	iv
ABBREVIATIONS AND ACRONYMY	v
ABSTRACT	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	x
LIST OF FIGURES	xi
CHAPTER ONE.....	1
INTRODUCTION	1
1.1 Background Information	1
1.2 Statement of the Problem	3
1.3. Research Objectives	4
1.3.1.Main Research Objectives.....	4
1.3.2. Specific Research Objectives	4
1.3.3 Research Questions	5
1.4 Significance of the study	5
1.5 Limitations of the Study	6
CHAPTER TWO.....	7
LITERATURE REVIEW	7
2.1 Introduction	7
2.2 Theoretical Literature Review	7
2.2.2 Decision Making	8
2.2.3 Decision making process.....	9
2.2.4 Structure	9
2.2.5 Organization Chart	10

2.2.6 Local Government Authority	11
2.2.7 Hierarchy	12
2.3 Understanding Decision Making.....	14
2.3.1 The Elements of Decision Making.....	17
2.3.2Types of Decision Making	17
2.3.3Theories of Decision making	18
2.3.4 Decision Making and Bureaucracy	20
2.4 Literatures from Earlier Studies	24
2.4.1 Decision making in Local Government Authorities.....	24
2.4.2. Village Council and Village Assembly	24
2.4.3 The ward Development Committee (WDC)	24
2.4.4 Standing Committees	25
2.4.5 Roles and mandates of standing committees.....	25
2.1 Conceptual Framework	29
2.6 Summary	30
CHAPTER THREE.....	31
RESE RCH METHODOLOGY.....	31
3.1 Overview	31
3.2 Research Design	31
3.3 Study Area.....	31
3.4 Study Population	33
3.5 Sample size and Sampling procedure.....	33
3.5.1 Sample Size	33
3.5.2 Sampling procedure and Technique	34
3.6 Data collection methods	35
3.6.1 Sources of Primary Data.....	35
3.6.2 Sources of Secondary Data.....	37
3.7. Data Analysis and Presentation	37
3.8 Summary	38

CHAPTER FOUR	39
RESEARCH FINDINGS AND DISCUSSIONS	39
4.1 Introduction	39
4.2 Description of the Hierarchical Structure of LGA	39
4.3 Decision making process and procedures	39
4.4 The role of hierarchical structure	42
4.5 Actors in decision making process	46
4.5.1 Responsibilities of the actors.....	47
4.6 Challenges in the hierarchical structure of local government decision making process	54
4.7 Summary	58
CHAPTER FIVE	60
CONCLUSIONS AND RECOMMENDATIONS	60
5.1 Conclusion.....	60
5.2 Recommendations	63
5.3 Recommendations for future researches	64
REFERENCES.....	65
APPENDICES	68

LIST OF TABLES

Table 3.1: Study population.....	33
Table3.2: Population and sample Size of the Study.....	34
Table 4.1 : Availability of rules and regulations in decision making process.....	46
Table 4.2 : Roles of lower level staff in decision making process.....	47
Table 4.3 Participation in full council and involvement in decision making.....	48
Table 4.4 : Official respondents' answers on decision making at the District.....	51
Table 4.5: Perceived reason for delay in decision making process.....	55

LIST OF FIGURES

Figure 2.2: Conceptual Framework.....	29
Figure 3.1: Location of Arumeru District in Arusha Region.....	32
Figure 4.1: Involvement of lower level staff in decision making.....	41
Figure 4.2: Involvement of subordinates in decision making process.....	42
Figure 4.3: Views of councilors regarding the role and usefulness of hierarchical structure.....	44
Figure 4.4: The role of hierarchical structure in decision making process.....	45
Figure 4.5: Views of ward executive officers with regard to hierarchical structure of decision making.....	49
Figure 4.6: Respondents' opinion on hierarchical structure in decision making process.....	54
Figure 4.7: Client service charter effect in decision making process.....	58

CHAPTER ONE

INTRODUCTION

Arumeru District is having two District councils named Meru and Arusha, all these work together to ensure effectiveness in operational of the government activities. In performing its activities Arumeru District follow rules and regulations for decision making. The rules and regulations gives guideline for decision making. The guideline requires participatory decisions. This participation is from the grass root to the full council which is the final decision making body in the District council. This study therefore aims at examining the effectiveness of the hierarchical structure for Local Government decision making process in Arumeru district.

1.1 Background Information

Max Weber described three types of authority which he calls ideal. These types of authority explain why individuals throughout the history have obeyed their rulers. He named them as; Traditional Authority, Charismatic authority and Legal Rational Authority. The third type, forms the basis for the modern bureaucracy, which holds the central role in ordering and controlling modern societies and can be applied in all type of administration. According to Weber, modern bureaucracy in the western arose when royal domains grew and required bodies of officials to oversee them. Therefore bureaucracy arose because people wanted to do things like battle fighting, educating people, collect tax, building roads, again it grew due to money economy, development of higher religion and burgeoning of science and rationality. All these activities were specialized and needed proper supervision so to achieve the goals of the society. (Stilman,2010)

The Modern Bureaucracy was characterized with many features like Hierarchy of orders, divisional of labor, specialization and impersonal rules. This study will concentrate on hierarchical feature of bureaucracy. The study will further analyze

how does hierarchical structure of organizations enhances the decision making in local government authorities.

Decision making is not only enhances the operations of the company or unit but also the flexibility and responsiveness to meet customer needs and to seize new opportunities. The rigid hierarchical and bureaucratic structures and the vertical information flows and rigid centralized information processing and decision making are no longer appropriate. (G.Sweeney 1989; 8)

In order for the organization to attain the competitive advantages, there should be an effective hierarchy of orders and commands and all procedures has to follow the hierarchical arrangements of the organization i.e from the top management to the lower levels, and each person at the hierarchy has to obey his/ her top leader.

In the local government authority as in any other organization the arrangement in the bureaucracy is on the hierarchy of orders and decisions. The arrangement is from the top level of management to the lower level where most clerical works are located.

Hierarchy shows the levels of decision making, who has the decision power over who, it also shows the managerial levels i.e who reports to who. This arrangement is therefore regarded as the tool for ensuring order, effectiveness and efficiency in decision making, it also bring compliance and respect at work place .However participation is being enhanced in hierarchical order.

Max Weber sees this structure as the tool to effective decision making while Kamenka (1989) seen it as the centrally directed, systematically organized and hierarchically structured staff devoted to the regular, routine and efficient carrying out of larger-scale administrative tasks according to policies dictated by rulers or directors standing outside and above the bureaucracy. It tends to become rule – bound, functionally specialized, elevating impersonality.

Basically, in the local authorities there has been a problem of making decisions effectively. Thus the whole process of decision making is characterized by red tape, slowness of procedures, reluctance to take a decision and unnecessary multiplication of people. Stilman, (2000) These characteristics might have been caused by number of reasons like, procedures given by the Client Service Charter, lack of competence and capacity to effect decisions and the structure itself. According to Sota (2008; 40) Competence mean the legal powers to make particular decisions as well as the extent to which the organization complies with the required government regulations governing a particular decision. Capacity refers to the financial, material and manpower or human resources that a local government authority has in order to effect its decision.

However the extent to which officials follow prescribed rules is very important. Clear rules relating to how decisions are made and how local government official conduct themselves are important for performance. Clear decision-making rules are typically seen as enhancing efficiency. The risk of making poor decisions and misusing public office is seen to be higher when the rules are not clearly adhered. The rules are also important in holding the office bearer accountable, rules and procedures will only be effective when there are control mechanisms to hold the civil servants accountable.

From the above history of decision making and the hierarchical structure,, facts indicate the concept has been common in all organizations it being private or public. As that is the reality, less has been known on the effectiveness of hierarchical structure in local government decision making process.

1.2 Statement of the Problem

The United Republic of Tanzania (2005) under the National Strategy for Growth and Reduction of Poverty (NSGRP) highlights that the structures and systems of governance as well as the rule of law should be democratic, participatory,

representative, accountable and inclusive for the development of the country. In this vein, the first goal is to develop structures and systems of democratic governance that are participatory, representative, accountable and inclusive (Fischhoff, 2008).

Given the above facts, studies on the decision making have been conducted by a number of researchers and academicians like (Stilman, 2010). However, facts from those studies have indicated that still there are number of problems resulting from ineffective rational decision making. Problems such as lower accountability and transparency in local government authorities, poor information flow, lack of participation and coordination, to mention just a few (Stilman, 2010) are said to be some of the bottlenecks of effective rational decision making.

Along with, the mentioned studies have not managed to give an assessment of the effectiveness of hierarchical structure for Local Government decision making. Specifically, there is no record indicating the procedures and process for decision making in Local Government authorities. Equally important, the roles of the hierarchical structure for local government decision making process have neither been heard nor recorded. This study bridge the gap while focusing on the effectiveness of the hierarchical structure in Local government decision making.

1.3. Research Objectives

1.3.1. Main Research Objectives

The overall objective of this study was to assess the effectiveness of hierarchical structure in local government decision making process.

1.3.2. Specific Research Objectives

- i. To examine the decision making process and procedures in local government authorities.

- ii. To examine the roles of the hierarchical structure for local government decision making process.
- iii. To identify and examine the responsibilities of the actors in the structure in relation to the local government decision making process.
- iv. To identify and assess the challenges in the hierarchical structure for local government decision making.

1.3.3 Research Questions

- i. What are the procedures and process for decision making in local government authority?
- ii. What is the role of the hierarchical structure in local government decision making process?
- iii. What responsibilities do the actors in the hierarchy have in relation to the local government decision making process?
- iv. Identify and assess the specific challenges in the hierarchical structure for local government decision making.

1.4 Significance of the study

The findings of this study gives the community awareness on how local Government decision making are made by identifying procedures and processes for Local Government Decision Making, It would be used by Arumeru district with its two councils and the government at large to make policy adjustment for decision making in local government. The findings of this study on the assessment of the effectiveness of hierarchical structure for Local Government Decision Making Process contribute significantly to the current limited literature on issues of organizational decision making. In this regard it serve as a benchmark for researchers and academicians in the field of management, Lastly this study provide data for researchers to investigate and use its results in other areas of focused interest.

1.5 Scope of the Study

The study is limited to Arumeru District in two District Council of Arusha and Meru. It covers process of decision making as from the Village level where Community are involved to the district level where all levels of management from the top (i.e Full council, DED,DC, DAS and the HOD) to the lower level i.e(HOS, DO's WEO's and VEO's) are involved to examine the process for LG decision making .

1.5 Limitations of the Study

The study was conducted in Arumeru District particularly in two District Councils named Arusha and Meru, which together form Arumeru District. Some villages were excluded purposely because the district is very wide. As explained above it has two councils, six divisions, 37 wards and 72 villages. Distributing questionnaire to all these villages and collect them in time would be very difficult, time consuming and cost full. To solve this problem researcher decided to point out few villages to represent other villages in Arumeru. However, researcher faced the challenges in obtaining data as some respondents were not willing to give their answers and some did not understood the topic. Therefore researcher did special training to make sure that the topic and the rationally of this study is well understood. However, the result of this study does not represent all Organizations in Tanzania.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Literature review is a critical summary of the readings on the topic under study, generally prepared in context or to identify gaps and weaknesses in prior studies so as to identify a new area of investigation (Polit, 1983:616). This chapter is intended to give an overview or act as a stopping stone to the study. The chapter is divided into two main sections, one is the theoretical literature review and the other is the Empirical literature review. While theoretical literature review underline the basis of thinking, Empirical literature review reports and keep the update of what is happening in the field.

Organizational structure, consist of activities such as task allocation, coordination and supervision which are direct towards the achievements of organizational aims. Organization structure affects organization actions in two big ways; It provides the foundation on which standards operating procedures and routines rest. Second, it determine which individuals get to participate in which decision making process, and thus to what extent their views shape the organizational actions. This study concentrates on the second part.

2.2 Theoretical Literature Review

2.2.1 Definitions of the Key Terms

The following words have been used in this report and has its meaning as explained below;

2.2.2 Decision Making

This means choosing among several alternatives. Peter F as quoted in Bose (2008) said; “Whatever manager do, he does through decision making. Therefore decision making is all about management, when the manager decide, it means he has come into the conclusion. Thus decision making involves choosing a particular course of action after considering all possible alternatives. Decisions are in most cases made by the management (the one which involves the organization). Managers made decisions which concerned with formulating policies, plans, establishing objectives because decisions are made to archive organization’s desired goals.

According to Rustom as quoted in Bose, “decision making can be defined as the selection based on some criteria of one behavior alternative from two or more possible alternatives” Every aspect of management is determined by decisions as the decisions in the organization is related to nature, objectives, structure, and the division of work. Decision making therefore involves the following;

- a. Process of choosing course of action from among the alternative course of action
- b. Application of intellectual abilities
- c. It is the end process preceding by deliberation and reasoning
- d. It may be negative and may just be decision not to decide
- e. Relates the means to the end.

Decision making can be of the following type; Programmed or Non Programmed which are repetitive and involves specific procedure and those which are not repetitive and does not involve specific procedure rather they are the result of certain incidental which have occurred in the organization respectively. Major or Minor decisions, Routine/Tactical and Strategic/basic decisions and Policy and Operating decisions.

2.2.3 Decision making process

This involves several stages/phases, it begin with identification of the problem and ending with the choice of the specific alternative or course of action. Decision making process, is the process which transform input into output. Therefore the process involves the following;

- a. Identification of the problem
- b. Making diagnosis of the problem
- c. Analyzing the problem
- d. Developing alternative solutions
- e. Converting the decision into effective action
- f. Follow up the decision

Generally, for effective decisions, decision maker has to define the goals for that decision, ensure that the decision contributes to the goal of the organization, has to involve the subordinates in the decision making process, adopt a diagnostic approach to decision making, evaluate the results, be flexible and revise the decision which do not yield the desired results. Bose (2008)

2.2.4 Structure

An organization structure is the manner in which subunits in organizations are inter-related and grouped. An organizational structure specifies how subordinates report to their superiors. This enhances coordination in the activities of the members of the group. There are various organization structures which include line, functional, product and matrix organizational structures. A major advantage of an effective organizational structure is that it reduces conflict between employees regarding who is to carry out certain jobs in the organization,(<http://smallbusiness.chron.com>) . It enhances efficiency decision making. According to Bose (2008), Organization structure denotes the pattern of relationship among position and job within

organization. It is the structure of human relationship or the network of horizontal or vertically dimension designed to achieve common goal.

Structure of the organization is shown in the organization chart. It shows the authority, responsibility and relationship between various positions in the organization. The structure is mainly concerns with allocation of tasks and delegation of authority; it can be set regarding the nature and objectives of the organization. There are several advantages of organization structure, among them includes the following;

- a. Helps in allocation of authority and responsibility
- b. Lays down the pattern of communication and coordination
- c. Create proper balancing of activities
- d. Facilitate growth of the enterprises
- e. It is adaptable to change

2.2.5 Organization Chart

This is the graphic display of the positions in the organization. It shows the relationship among departments in the organization and the relationship between the executives and the subordinates at the various level of management. Bose (2008).

Looking at Arusha and Meru district councils as any other LGAs, the highest authority is the Full Council. This is the major decision maker in the council, it does its functions through tree standing committee namely, Finance, Administration and Planning, Economic, Work and Environmental services and Education, Healthy and Water services.

DED carries the day to day functions of the council through the help of Heads of Departments, and Sections. At the Ward level, DED is assisted by the Ward Executive Directors (WEO) who are assisted by the Village Executive Directors.

This is the organization chart which shows the hierarchy of management and decision making at the LGAs in Tanzania.

2.2.6 Local Government Authority

Means District and Urban Authority. In Tanzania Local Government Authorities was established under Act No. 7 and 8 of 1982. Its system based on political devolution and decentralization of functions and finances within the framework of a unitary state. Local governments will be holistic, i.e. multi-sectoral, government units with a legal status operating on the basis of discretionary, but general power under the legal framework constituted by the national legislation. LGAs was created with the following objectives Will be autonomous in managing their administrative, personnel and financial affairs and determining their own priorities and Will operate in a more transparent and democratic manner, reflecting enhanced accountability to the people they are supposed to serve (Local Government Reform; Policy Paper on Local Government reform

Local government structure can be viewed in three perspectives which are; geographical divisions where the structure will mainly be the geographical arrangements of the LGA in Tanzania, administrative (the executive part) and the governance (the oversight part comprises of elected). As of the matter of this dissertation, concentration will mainly be at the second part of the structure.

The Regional Commissioner and the District Commissioner represent the executive (president) in their localities. Regional Secretary ensures that all central government directives given to the LGA are respected and honored. Section 29 (11) of Act no.13 2006 is to monitor sectoral trends, monitor quality and standards of service delivery in all councils.

The District Commissioner is the Chairman of the District Consultative Committee in their respective districts. They are the overseer the functioning and respect of all

directives and ensure the standard of services delivered by the council. As pointed out earlier, in accordance with the law (Act No.7 and 8 of 1982, the Minister responsible for Regional Administration and Local Government has power to enforce performance functions of every local authority in Tanzania. Furthermore, according to section 9 of Act No. 13, Local Government Laws (miscellaneous Amendments) 2006, District Authorities are required to prepare quarterly progress reports of its implementation of development plans to the District Commissioner and Regional Commissioner.

Council staffs offers technical support to the council and serves as the secretaries to various committee of the council. On the council meeting DED serves as the secretary, through the use of the technicians at the council who use to write the minutes of the meeting. The council staffs prepares several reports to the committee and to the council meeting, they also prepare the plans for the council as well as the budgets of their respectively departments which then are consolidated into the general council budget.

The Council Director is the accounting officer for that particular Local Authority, in these capacities, they wield strong power and influence over council decisions pertaining not only to financial matters but also in the area of planning, project evaluation, tendering and general administration (Concern 2004). In terms of governance, there are overlaps in the administrative and governance mechanisms.

Divisional Secretaries are responsible and accountable to District Administrative Secretary in duties relating to defense and security. They are responsible to the council on divisional development duties.

2.2.7 Hierarchy

According to Weber, this is the firm ordered system of superior and subordination in which there is supervision of lower offices by the higher ones. This system is found

in all kind of organizations, be it private or public. Hierarchy gives room for appealing to the higher authority in definitely manner.

Hierarchical structure separates superior from subordinates. Shows the limit of work to each actor in the hierarchy therefore, the authority is recognized and hence provides the systematic control of subordinates by superiors thus limits the opportunities for arbitrariness and personal favoritism. Stilman (2000)

Hierarchical structure in local government decision making process is not a new thing, there are number of theories of structural decision making. As pointed out by L. B. Mohr, the early theorists of organizational structure, Taylor, Fayol, and Weber "they saw that for the organization to be effective and efficiency, structure is very important.

Structure enhances organizational management since it gives clear definition of the roles of each actor in the structure, speaking of hierarchical structure, each person at the hierarchy knows exactly what activities are entrusted to him, and where to report and who are the subordinate, therefore decision making will follow the structure and stipulated rules guiding it. This is supported by Organizational theorists of the 21st century such as Lim, Griffiths, and Sambrook (2010)who proposing that organizational structure development is very much dependent on the expression of the strategies and behavior of the management and the workers as constrained by the power distribution between them, and influenced by their environment and the outcome. Weber insisted that, bureaucratic structures have a certain degree of standardization. They are better suited for more complex or larger scale organizations, usually adopting a tall structure.

Post –Bureacratic Organizations had a discussion which tried to refute the idea of bureaucracy and they describe an organization that is fundamentally not bureaucratic. In this organization, decisions were based on dialogue and consensus rather than authority and command, the organization is a network rather than the

hierarchy, there are no decision making rules. This type of management operated more in community organization in order to encourage participation.

However, Business organizational structures came about to simplify decision-making. Organization chart shows the hierarchy of authority, starting from the top decision maker, like the Full council in the case of Local government Authority, followed by the DED and other officers. This arrangement is purposely because the top leaders set the goals and directions of the company, the following layers of the officers in the hierarchy are the supporting layers who are tasked with applying these goals to their areas of responsibility, which are arranged in order of appropriate information flow from management.www.lienzo.biz.

2.3 Understanding Decision Making

There is a need to talk of what a decision is prior to embracing the concept of decision making. A decision, as asserted by Fischhoff (2008) is a choice between two or more alternatives. If one only has one alternative, then there is no need of making a decision. An additional definition adds some richness to the idea of choice by introducing the idea of uncertainty. It has this to say about the word “decide”, the root of “decision”. Deciding implies arriving at a solution that ends uncertainty or dispute.

Trewatha & Newport (2001) cited in Nardini (2004) defined decision making process as a practice involving the selection of a course of action from among two or more possible alternatives in order to arrive at a solution for a given problem. As stated in this definition, decision making process is a consultative affair done by a committee of professionals to drive better functioning of any organization. Thereby, it is a continuous and dynamic activity that pervades all other activities pertaining to the organization (Ibid). It is an ongoing activity and thus it plays vital importance in the functioning of an organization (Castelletti and Soncini-Sessa, 2006). Since intellectual minds are involved in the process of decision making, it requires solid

scientific knowledge coupled with skills and experience in addition to mental maturity.

Further authors of decision making, have defined the concept as a process that be regarded as check and balance system that keeps the organization growing both in vertical and linear directions (Keeney and Raiffa, 1976). It means that decision making process seeks a goal. The goals are pre-set business objectives, company missions and its vision. To achieve these goals, company may face lot of obstacles in administrative, operational, marketing wings and operational domains (Keeney, R.L. and Raiffa H., 1976). Such problems are sorted out through comprehensive decision making process. No decision comes as end in itself, since it may evolve new problems to solve. When one problem is solved another arises and so on, such that decision making process, as said earlier, is a continuous and dynamic.

Decision-making is an essential part of management. In essence, Rational or sound decision making is taken as primary function of management (Castelletti and Soncini-Sessa, 2006). Every manager takes hundreds and hundreds of decisions subconsciously or consciously making it as the key component in the role of a manager. Decisions play important roles as they determine both organizational and managerial activities (Ibid). A decision can be defined as a course of action purposely chosen from a set of alternatives to achieve organizational or managerial objectives or goals (Nardini, 2004). Decision making process is continuous and indispensable component of managing any organization or business activities. Decisions are made to sustain the activities of all business activities and organizational functioning. Decisions are made at every level of management to ensure organizational or business goals are achieved (Nardini, 2004).

Decision-making is one of the defining features of leadership. It's core to the job description. Making decisions is what managers and leaders are paid to do Fischhoff (2008). Yet, there isn't a day that goes by, that you don't read something in the news or the business press that makes you wonder, "What were they thinking?" or "Who

actually made that decision?” That has possibly always been the case, but it seems exponentially more so in the opening decade of the new millennium where everything seems marked with, “too big, too fast, too much, and too soon (Fischhoff, 2008).

The reality seems to be that most organizations aren’t overrun by good decision makers, yet alone great ones. Stories of bad decisions and bad decision-making come much more readily to mind (Ibid). Some of that is due to our tendency of noticing and recalling all the times a thing doesn’t go as planned. For example, you’ve walked along side buildings more times than you could possibly count. Yet you remember vividly the one time you got nailed by a pigeon overhead. That’s how we are about bad decisions.

We all make decisions all the time. But the fact that we’re hard-wired to make decisions doesn’t by itself make us good decision-makers. Nardini (2004) suggests the below things which has to be considered before making any decision:

1. Realize when and why you need to make a decision.
2. Declare the decision: decide what the decision is, how you’ll work it, and who should be involved.
3. Work the decision: generate a complete set of alternatives, gather the information you need to understand the possibilities and probabilities, and ultimately make a choice that best fits your values.
4. Commit resources and act.

The actors responsible for decision making in the organization do face challenging tasks ahead of their management, this due to the fact that making decision is not a one day job, needs concentration and involvement of other actors to make that decision perfect one. In making it easier theories of decision making has to be used as the guiding mark, to the decisions; the theory as explained below will tell us how to make decision within our areas.

2.3.1 The Elements of Decision Making

Wilson and Alexis in Hutchinso (1970) identified six key elements to the decision making process which are (a) The state of Nature this is the relationship between choice the environment where the decision has to be made i.e environment which surrounds the decision maker. (b) The Decision Maker Himself; that is who is making the decision? Is it a group or individual, occupying position in the organization with powerful influence, (c) Goal or End to be served; The goal can be personal, institutional or combination, a condition that influences ordering and choice final alternative of that particular decision.(d) Relevant Alternatives; there should be numbers of alternatives which should be reviewed to serve the sample purpose of the decision, (e)The order of alternatives, they should be arranged to the order of preference so that the best can be sought. (f) The Final Choice itself; this is the final choice made among many alternatives.

Hutchinson (1970) propose that, it is important to classify the element in the order of preference because there are so many views on the elements of decision making.

2.3.2Types of Decision Making

According to Durbin (1994); Some decisions are difficult t o be made because they occur infrequently, they are Non programmed decisions. He therefore named the type of decision to be;

Programmed and Non Programmed

Decision which occurs repetitively is said to be programmed because, the decision maker knows exactly that decision will have to be made on the certain time, and these decision has the specific procedures on how to affect them. According to Bose (2008), Programmed decisions develop specific process of decision making which lays down the systematic procedures to be followed in future, For example decision on raising the price of commodity due to the rise of operational cost. On the other hand Non Programmed decisions are those decisions which are unique, non routine,

they doesn't have any formula or procedures. These decisions are the results of certain incidents which have occurred within or without the organization. For example, if the enterprise receives an unusually very large number of orders for its products in any particular year, the sales department may take the guidance of the Board of Directors for handling such large orders. Bose (2008)

Major and Minor Decision

These are decisions which involve large amount of money and small amount of money respectively. For example, a decision of buying company machine worth hundreds of money is a major decision. On contrary, a decision relating to the purchase of few reams of paper is a minor decision.

Routine and Strategic Decisions

There are those decisions which occur repetitively and require little deliberation; these are called routine or tactical decisions. For example, sending samples of a product to a Government test house. On the other hand, decision which requires lengthy deliberations and relate to policy matters are known as strategic or basic decisions. For example decisions relating to lowering the price of a product or installing of an automatic plant. Bose (2008)

The above explained types of decisions are just few of them; others are Policy and Operating decisions, Operational and Personal decisions, Individual and Group decisions, and Departmental, interdepartmental and enterprise decisions.

2.3.3 Theories of Decision making

There are many theories of decision making, many of which are for profit maximization, thus making decisions which will minimize cost and maximize profit. These theories are such as Marginal theory of decision making, mathematical theory or operations research theory, psychological theory and the theory of participation.

As the matter of this study, the researcher will concentrate on mainly two theories which are psychological and participation theories.

Psychological theory

This theory put emphasis on the customer satisfaction. According to this theory, decision maker is the administrative person, who selects number of alternatives to the solutions, the decision maker should integrate number of things economically and other factors before making decision. This means the decision maker should not just use the power to make decision; rather he should real concentrate in making sound decision for the betterment of the organization and its people. Shackle as quoted in (Bose,2008) is in the opinion that; “Decision making is the focal creative psychic event where knowledge through feeling and imagination is fused in action”(Bose, 2008)

Theory of Participation

Participation theory emphasis on human behavior, relationship and psychology. The theory gives attention on the involvement of the subordinates and their viewpoint to be given greater attention when making decisions. In doing this, subordinates will feel as being part of that decision, and this will help the organization to receive the view point from everybody in the organization instead of just concentrating with the top management.

The theory need a decision maker to develop research of all possible alternatives to the decision making, this will be easy when large number of people will be involved in developing the alternatives, and by doing this it means there will be a greater participation. The theory invites number of deliberations from more people so know the mind of all. It helps to know possible reaction to a particular decision which the manager has in mind.

2.3.4 Decision Making and Bureaucracy

Max Weber described three types of authority which he calls ideal. These types of authority explain why individuals throughout the history have obeyed their rulers. He named them as: Traditional Authority, Charismatic authority and Legal Rational Authority. The third type, forms the basis for the modern bureaucracy, which holds the central role in ordering and controlling modern societies and can be applied in all types of administration (Hummel, 2001).

According to Weber, modern bureaucracy in the West arose when royal domains grew and required bodies of officials to oversee them. Therefore bureaucracy arose because people wanted to do things like battle fighting, educating people, collect tax, building roads, again it grew due to money economy, development of higher religion and burgeoning of science and rationality. All these activities were specialized and needed proper supervision so to achieve the goals of the society (Stillman, 2010).

The typical hierarchical arrangement of lines of authority, communications, rights and duties of an organization, Organizational structure determines how the roles, power and responsibilities are assigned controlled and coordinated and how information flows between the different levels of management.

A structure depends on the organization objectives and strategy. In centralized structure, the top layers of management has most of the decision making power and has right and the control over departments and divisions. In centralized organizations like Local government structure, the decision making is distributed in the departments and divisions may have different degrees of independence.

According to Max Weber, the Modern Bureaucracy was characterized with many features like, division of labour and specialization, written document, Meritocracy, impersonality and the hierarchy of orders which will form the basis of this study. Hierarchical structure of the local government Authority is mainly functional arrangements of departments. All people with the same knowledge are grouped

under one department and their function is strictly on that particular professions. For example in Local government you will find departments like Engineering (these are only technicians), Administration department (for administrative issues only), Law, Finance and others as shown in appendix number IV.

Taylor as quoted in Bose (2008) is in the opinion that; Functional organization the whole activities of the organization are divided into various functions in accordance with the type of work involved, each functional area is put under the charge of one executive or specialist. If one wants to take decision relating to particular function, he has to consult the functional specialist. (Bose 2008)

Decision making is the process which the decision maker uses to arrive at a certain decision. Decision making process is a complex process in the higher hierarchy of management (Rabbani, and Rabbani, 1996). The complexity may be a result of many factors like, the interrelationship among decision makers, codes of moral and ethics, a job responsibility, and a probable impact on business. Decision making does not only enhance the operational efficiency and effectiveness of the company or unit but also the flexibility and responsiveness to meet customer needs and to seize new opportunities (Rabbani, and Rabbani, 1996). In this manner, the rigid hierarchical and bureaucratic structures and the vertical information flows and rigid centralized information processing and decision making are no longer appropriate (Sweeney, 1989) rather, there should be an effective hierarchy of orders and commands and all procedures has to follow the hierarchical arrangements of the organization i.e. from the top management to the lower levels, and each person at the hierarchy has to obey his/ her top leader and must be committed to his job.

The literature examining hierarchical decision making in organizations originated from the mathematical aggregation paradigm (e.g. Ashton, 1986). Brehmer and Hagafors (1986) broadened this literature by examining team decision making through the lens model framework. Brehmer and Hagafors (1986) were interested in studying hierarchical teams with distributed expertise. They were interested in the

weighting process undertaken by team leaders. Specifically, they were interested in determining whether team leaders would reduce their cognitive load in the decision making process by utilizing only the staff members' recommendation, rather than relying on the cues from the environment.

Borrowing from social judgment theory (Brehmer, 1986) and Brunswik's (1955) lens model, the authors built a model of hierarchical team decision making, and tested it via a laboratory simulation. Thirty high school students were paid to act as leaders of a hierarchical team in which three experts analyzed two cues each in making a recommendation to the leader. Similar to many of the other studies presented, the authors simulated the experts rather than use actual people in those roles. Each leader made 90 decisions and was provided with feedback on their accuracy following each trial.

The participants were divided into three different conditions in which the validity of the cues and the validity of the experts varied. In the first condition (i.e. equal cues, equal validity), each cue had the same correlation with the criterion and the experts each provided recommendations that were based on the optimal weights of the cues. In the second condition (i.e. unequal cues, equal validity), the experts still optimally weighted the cues. However, the correlation between the cues and the criterion differed across the three experts. In the final condition (i.e. equal cues, unequal validity), the cues were similar to the first condition, but the experts varied in their utilization of the cues.

This study produced two general findings. First, over repeated decision making cycles, leaders can and do learn how to begin approximating optimal weighting schemes in some situations. Whereas leaders are fairly good at interpreting the equal cue, equal validity situations, they are less successful in the other two conditions. Specifically, in the unequal cue, equal validity condition, the leaders did not learn to ignore the non-valid cues while they simultaneously undervalued the highly valid cues. Similarly, in the equal cue, unequal validity situation, the leader tended to

overweight the non-valid expert's recommendations instead of relying more on the cues themselves. Secondly, the researchers concluded that in situations in which the leader has both the advisor's recommendations and the actual cues, they use both in forming their decisions.

This conclusion has several implications. One of the theorized reasons for pursuing a hierarchical team is to reduce information processing demands. However, if the leaders are considering both the advisors' recommendations and the cues, they are actually doing more work than if they had considered the cues themselves. Moreover, decision makers were not able to fully differentiate between the validity of the cues and the validity of the experts, and struggled in the process to weigh both raw input and personalized recommendations simultaneously (Brehmer&Hagafors, 1986). Brehmer and Hagafors' (1986) results demonstrated the successes and failures that leaders in hierarchical teams can experience.

However, due to their use of simulated staff members rather than actual people, they did not capture the richness of the full hierarchical team experience. Although Brehmer and Hagafors (1986) explored hierarchical teams with distributed expertise in 1986, it was almost 10 years before anyone attempted to develop a formal theory of the leader/staff decision making problem. Hollenbeck et al. (1995) attempted to broaden the understanding of hierarchical team decision making by creating and testing a theory of team decision making. Their paper expanded upon Brehmer and Hagafors (1986) and Ilgen et al.'s (1995) work on the team lens model by proposing the three core constructs of team decision making: informity, validity, and sensitivity.

After building the Multilevel Theory of team decision making (which we reviewed earlier), Hollenbeck et al. (1995) tested it in two laboratory studies. In both studies, the teams participated in a simulation in which each member of a four-person team was trained on a specific expertise. They were then presented with cues from the environment, which had to be interpreted by a particular staff member specializing

in a given area. Each staff member was responsible for creating a judgment based on these cues, which the leader used to make a decision. The researchers then compared the decision made by the leader with an optimal decision, which resulted in an accuracy score (calculated in terms of mean absolute error).

2.4 Literatures from Earlier Studies

2.4.1 Decision making in Local Government Authorities

Higher levels of local government are governed by elected members (Councilors), these are citizen representatives from each ward and special seats from the divisions. Election of the councilors is as per the local government election laws and regulations; the councilor includes also the member of the parliament elected from that area. Members of staff (hired by their respective councils through the Public Service Commission) offer technical support to the council and they serve as secretaries of the various committees of the councils because of their professional and technical knowledge.

2.4.2. Village Council and Village Assembly

In village level, there are two major organ of governance which are the village assembly (VA) and Village Council (VC). All adult members reside in that particular village are the members of the VA. The village assembly is headed by the elected chairperson who leads the village Councils of not less than 15 and not more than 25 members. All chairmen of Vitongoji are ex-officio. The Village Assembly is theoretically the supreme body at the village level but in practice is only there to elect the council every five years.

2.4.3 The ward Development Committee (WDC)

This is the committee responsible for development activities and planning in the ward and linking with the district level. The committee approves the operational budget which goes to several projects within its area. Members of this committee include all chairpersons of Village Governments in the Ward and all VEOs, The

Councilor of that Ward who act as the chairman to the committee and the WEO is the Secretary.

2.4.4 Standing Committees

Standing committees consist of members elected by the council. Act no. 6 of 1999 section 13 provides for the formation of three Stranding Committees in the District Council. The members of these committees should be the members of the council and are elected by the council. These committee are as mentioned below;

- a) The Finance, Administration and Planning Committee
- b) The Education, Health and Water Committee
- c) The Economic Affairs, Works and Environment Committee

2.4.5 Roles and mandates of standing committees

The committee is an organ between the council and the administration, but its neither administrative nor political body as its composition includes both politicians and the technicians. Committee works as the overseer to the work of the administrative departments. Therefore committee is not a body with decision making power, but stands to oversee the implementation of council decisions i.e efficient and cost effective management of local government affairs.

Each committee has its specific mandate and tasks. The mandates reflect objectives and goals of the council. For example The Finance, Administration and Planning Committee, have the following mandate:

- a. It plays an active part in preparing the budget,
- b. Assisting the sector committees and coordinating inputs from them.
- c. It carries out regular financial performance control.
- d. The committee looks into the management of tax registers as well as elaborating carefully designed investment plans, which incorporate activities of possible donors and NGOs dealing with the public service.

- e. It also has mandate to review and proposes any changes to the administration of the council.

The follow-up of the activities of the respective administrative departments is in every three months when the committees sit for its regular meetings.

As explained earlier, Finance and Administration committee is assisting the sectoral committees and coordinate inputs from them. Therefore the two committees have to forward their business to the finance and administration committee for it to forward into the Council. This is how the council business runs, each department plans goes through the three standing committee before being submitted to the full council. In case of emergencies or if there is any problem which requires political attention, ad hoc committees are formed with specific mandate to avoid mixing up issues and eventually encroach other areas reserved for standing/sector committees or assigned to the council or the Director.(REPOA)

2.5 The Challenges of Organizational Decision Making

The organizational decision-making process, at its best, involves the full utilization of all of the enterprise's people and resources (Rabbani, and Rabbani, 1996). Organizations that centralize their decision-making practices out of habit or a desire for control, do not fully utilize the talents of their people (Ibid). Non-profits and entrepreneurial for-profits don't always have the financial resources that they need but they are almost always staffed by innovative and resourceful employees (Daniel, David, and Robert, 2005). These staffs are the organization's greatest asset and yet our research and our experience clearly tell us that rampant decision-making confusion pervades most organizations. As a result, financial resources are wasted, employee attrition increases, mission is not achieved and the ability to scale is limited. Let's examine a key decision-making scenario that affects many organizations (Elsevier, 2008).

There are instances where cross-functional departments in an organization must come together to advance an overall decision making process (Hummel, 2001). Making a decision can have different implications for each respective group. Gaining agreement from all stakeholders is often a challenge. And when a company overall strategy depends on the support of all business units, effective, organization-wide decision-making is crucial (Rabbani, and Rabbani, 1996). While it is important to be able to achieve solid cross-functional decision-making, it is seldom accomplished due to the fact that different units are confused by who is the actual decision-maker.

Organizational change management is a growing discipline to help employees become better positioned to understand how the decision making process can affect individuals at a cognitive level. Performance improvement is intimately linked to this. As social sector organizations and companies seek to achieve their mission, change management solutions such as decision clarity are becoming increasingly important tools. Recent research by Hummel (2001) on decision-making brings new insight to this issue for non-profits. Is one's organization achieving its mission with effective decision-making that maximizes the potential of its people?

Many organizations need to effective use of hierarchical structure for decision making. Hierarchical organizational structure is common in private and public sector organizations, both large and small (Elsevier, 2008). Department heads and business unit managers report to vice presidents and general managers, who report to the president. Small businesses usually have fewer management layers than large organizations.

Although a hierarchical structure can coordinate the actions of thousands of employees, it has certain weaknesses:

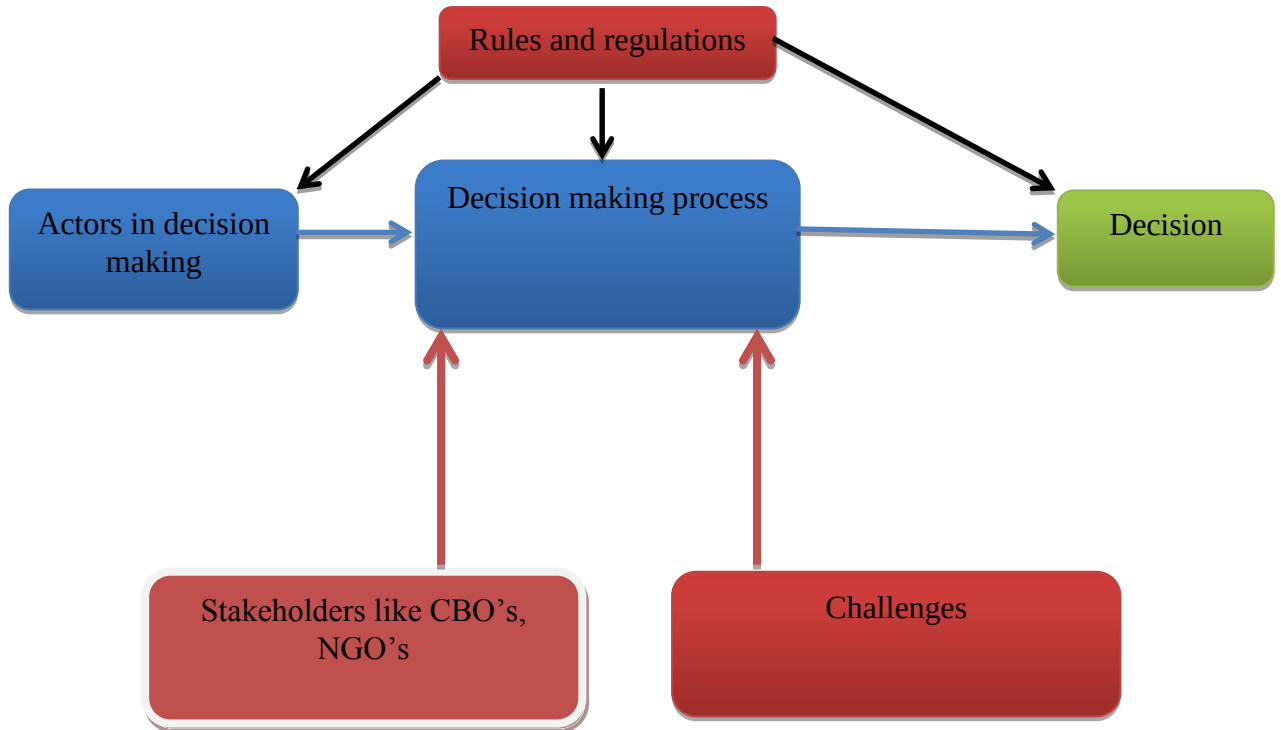
- Inflexibility: Hierarchical structures are often inflexible. In a May 2004 "Harvard Business Review" article, Harvard Business School professor John Kotter suggests that hierarchical organizations inhibit timely transformations,

which are essential if a business is to survive in a rapidly changing environment (Daniel, David, and Robert, 2005). He suggests that hierarchies work for standardized processes but they are not useful in dynamic environments. They are slow to react to new opportunities, which often require transformative change.

- **Slow Decision-making:** Decision-making is usually slower in hierarchical structures because responsibility and authority are concentrated in a few people at the top. The structure of an organization has a significant influence on employee behavior. The hierarchical system places limits on the responsibility and authority of individual employees, which reduces an organization's ability to adapt to dynamic business conditions.
- **Resistance to Creativity:** hierarchical systems can stifle creativity and innovation. The top-down decision-making structure means that business units are unable to respond rapidly to competitive threats. This is one of the reasons why nimble start-up companies, with few management layers, are often able to surprise their larger competitors and establish a profitable niche in the marketplace. For example, Microsoft did not have an immediate answer for Google's Internet search technology nor for the social media successes of Face book and Twitter (Elsevier, 2008). This implies that large companies can also be creative.

2.1 Conceptual Framework

Figure 2.2: Conceptual Framework



Source: Researcher's construct (2012)

Figure 2 depicts that decision-making process in local government is characterized by existence of different actors and stakeholders in different levels. The figure also shows that the process of making decision is not as smooth as it sounds but is faced by challenges. The actors involved start from the community level to the full council being the highest organ in decision making process. The process is participatory i.e. all actors and stakeholders participate in the process through different meetings. There are rules and regulations that guide the whole process of making decisions from participation of actors to the final decision.

It is conceptualized that decision-making process pass through the hierarchy structure due to existence of different actors who have different roles in the process. In some cases implementation of the initiated project will need to be done as per the requirements of the stakeholders especial when it happens that stakeholder is the funder of the due project.

2.6 Summary

This chapter is about the literature review, where by several concepts about decision making and hierarchical structure has been discussed, putting in consideration types and elements of decision making, theories of decision making. Decision making process in Local Government Authority has been explained and bodies of decision making in local government have been considered.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter presents various steps that were adopted by the researcher in studying the research problem along with the logic behind them. In essence, the chapter presents the research design, description of the study area and its rationale, the study population, the sampling frame and sample size, sampling techniques, types and sources of data, data collection methods, and the way data were presented and analyzed.

3.2 Research Design

Kothari (2004:31) defines a research design as “the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure”.

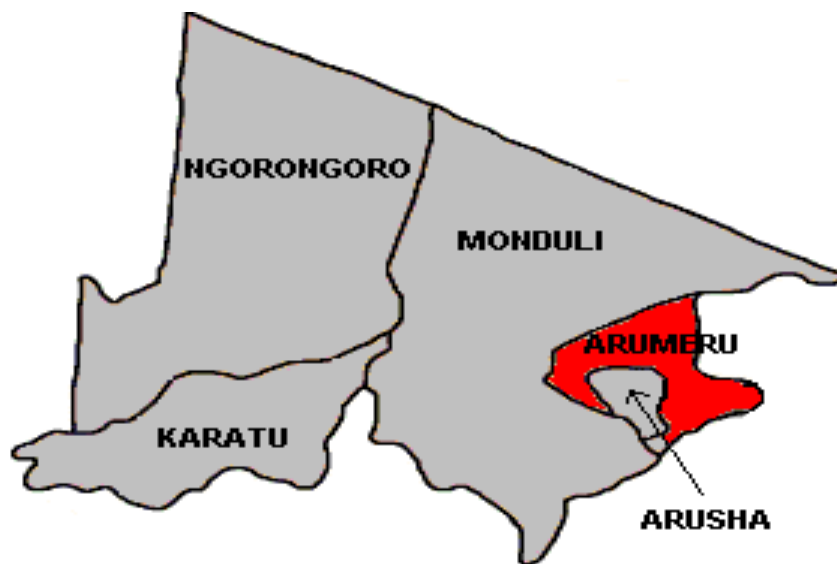
This study used case study design because this research design provides rich details about cases of a predominantly qualitative nature. A case study generally aims to provide insight into a particular situation and often stresses the experiences and interpretations involved in the study.(Saunders, *et al*, 2003). Moreover a case study seeks insights that will have a more generalized applicability beyond a single or few cases under the study (Babbie, 1998). In this study the researcher used various methods of data collection including interviews, questionnaires and focus group discussion to obtain in depth information about the study.

3.3 Study Area

This study was conducted in Arumeru District, Arusha Region. Arumeru District is among the five districts in Arusha region. The District is located in the eastern side of Arusha town, 10 kilometers away from town. It is bordered to the north and west

by the Monduli district, to the east by the Kilimanjaro region and to the south by the Arusha and the Monduli district (www.viafrica.org/sites). Administratively the District is composed of two district councils which are: Arusha and Meru district councils. Each Council has three (3) divisions, which gives a total of six (6) divisions and 39 wards with 146 Villages. According to 2002 Tanzanian National census Arumeru was having a total population of 516,814 people.

Figure 3.1 : Location of Arumeru district in Arusha region



Source: Wikipedia

The rationale for selecting Arumeru district was due to the fact that the hierarchical structure in all local government authorities and other organizations is the same as supported by Elsevier (2008), hierarchical organization structure is common in private and public sector organizations both large and small. For this reason the researcher selected Arumeru district as the representative of other public organizations (Districts). Also the researcher selected Arumeru district because it is the area which the researcher is experienced and it was easy to access important data on the study and overcome financial constraints.

3.4 Study Population

Cohen (2000) shows that population is a group from which the researcher expects to get useful information and draw conclusions for the study. In this study the targeted population consisted people who are believed to have useful information relating to the study, they include government officials in Arusha and Meru Districts Councils, and all leaders from the District to the Village levels as shown in the table below;

Table 3.1: Study population

Titles of Respondents	Population
District Executive Directors	2
District Commissioner	1
District Administrative Secretary	1
Heads of departments	26
Heads of Sections	12
Divisional Officers	6
Ward Executive Officers	39
Village Executive Officers	146
Village Chairpersons	146
Councilors for Arusha District Council	29
Councilors for Meru District	26
Total	434

Source: Researcher's construct (2012)

3.5 Sample size and Sampling procedure

3.5.1 Sample Size

With regard to sample size Manheim (1977:270) asserts that a sample is a part of the population which is studied in order to make inferences about the whole population. The selection of the sample for this study based on the statement found in Rwegoshora (2006) asserting that the study of a very large population would require a long time, a large number of interviews, large amount of money, and uncertainty of data collected by numerous investigators. In order to save the limited time, money

and reduce the number of interviews, this study was limited to a sample of one hundred and thirty-six (136) respondents. This sample was found to be convenient to researcher in answering the research objectives.

Table3.2: Population and sample Size of the Study

Titles of Respondents	Total Population	Sample size	Percentage
District Executive Directors	2	2	100
District Commissioner	1	1	100
District Administrative Secretary	1	1	100
Heads of departments	26	13	50
Head of sections	12	9	75
Divisional Officers	6	4	66.6
Ward Executive Officers	39	20	44.4
Village Executive Officers	146	33	20.6
Village Chairpersons	146	33	20.6
Councilors from Arusha District Council	29	10	34.5
Councilors from Meru District Council	26	10	38.5
Total	434	136	

Source of Population size; Human Resource Department Arusha and Meru District Councils

Source of Sample Size; Researcher's construct (2012)

3.5.2 Sampling procedure and Technique

Convinient Sampling

Shaughnessy ,*et al*, (2000) cited in Adam and Kamuzora (2008:139) maintain that convenience or accidental sampling procedure involves selecting respondents primarily on the basis of their availability and willingness to respond. Thus, the researcher selected respondent on their basis of their readiness to provide data for the realisation of this work. Under this sampling technique, the researcher selected 100 respondents, these were the, WEO'S, VEO'S, Village Chairperson's and some of the Councillors.

Purposive Sampling Technique

Adam and Kamuzora (2008:138) maintain that the decision with regard to which element or item should be included or excluded in the sample rests on the researcher's judgement and intuition. The researcher chooses only those elements which she/he believes will be able to provide the required data. Therefore the major criterion for including an element in the sample is the possession of expertise or experience about the problem under investigation (Ibid). Under this technique thirty six (36) respondents were selected to constitute the sample size. The selection of these respondents based on the fact that they had certain knowledge on the subject under investigation i.e. they were working as decision-making board or committees in their respective departments. Researcher selected DC, DED, DAS, HOD'S, HOS'S, DO'S and some of the councillors.

3.6 Data collection methods

3.6.1 Sources of Primary Data

Primary data are those collected afresh and for the first time and thus happen to be original in character (Kothari, 2004:95). The researcher collected these data directly from respondents through the use of questionnaire interviews and focus group discussion.

Questionnaire

Researcher used questionnaires which contained mostly close ended and some open ended questions to limit the respondents not to give irrelevant information to the topic in study. This was the main tool of data collection to facilitate the collection of quantitative data from top leaders and some lower level leaders of the local government management, some questionnaire was translated into Swahili to make it easy for lower level government officials to well understand the question and freely give the required information. (Please see attachment III, appendix 3). This

technique was purposely used because it enhanced respondents to be free and have enough time to digest the questions and finally offer the required answers. Apart from that, the technique was convenient to the researcher as it saves time and resources and it avoids personal bias by the researcher.

Interview

Interviews were arranged to allow respondents to freely provide their views related to the problem that under investigation. The purpose of applying this method was to supplement (obtain qualitative data, which could not be obtained through questionnaire) the questionnaire method of data collection so as to obtain the qualitative data, which was not collected through questionnaires.

An interview was semi-structured; i.e. some of the questions and topics were predetermined. Other questions arose during the interview session and thus the method appeared to be informal and conversational, but was controlled and structured. Interviews were used to collect data from respondents who did not have time to fill in questionnaires but can express themselves verbally. Under this method, interview was conducted with councillors and some top and lower level leaders of the local government.

Focus Group Discussion

The study used the Focus Group Discussion, because its purpose is to obtain in-depth information about effectiveness of hierarchical structure for local government decision making process. The focus group discussion obtained more detailed information in the study area since it involved discussion with village leaders of Mlangarini, Sekei, Tengeru and Usa River Villages in Meru and Arusha district councils. Moreover, another focus group discussion was conducted with district council officials. In total five focus group discussions were conducted with a total of 55 participants.

3.6.2 Sources of Secondary Data

Secondary data are those obtained from literature sources or data collected by other people for some other purposes (Adam and Kamuzora, 2008:138). Researcher used documentary review in order to access accurate data standing orders (1990), *Mkataba wa huduma kwa mteja* (2013), Local government Act (1982), Employment and Labour Relation Act (2006) on the procedures for decision making in Local government,

3.7. Data Analysis and Presentation

Once the questionnaire or other measuring instruments was administered, the mass of raw data collected must be systematically organised in a manner that facilitates analysis (Mugenda and Mugenda, 1999:115). In order to facilitate data from questionnaires, interviews and documentary sources, findings were extracted and presented to answer the research questions.

Quantitative data were analyzed by using the Statistical Package for Social Science (SPSS) software to compute percentages, tabulation and cross-tabulation of responses. Variables were defined in the SPSS variable view window, and thereafter data were entered and analyzed descriptively in the SPSS data view window.

Qualitative data were analyzed manually by the researcher by taking notes during discussion and later arranging the points according to topics outlined in FGD guide. During the discussion the researcher wrote down all important points and put them into comprehensive account immediately after the discussion. This helped to avoid recall biasness, which could result from writing the account much later. All important quotes were written down and the age of the person who was quoted was recorded. For reasons of privacy and freedom of talking no names were recorded.

3.8 Summary

This chapter covers on methodological aspects employed to collect information. . The chapter describes how data were collected, what method was used in data collection and why. It highlights the research design, population of the study, sample and sampling procedures, data collection instruments and data analysis. Research methodology describes how information were gathered. For this study interview, questionnaire, documentary review, focus group discussion, books and Internet were used to make sure that researcher got enough information and data required.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents research findings and discussions. It provides detailed information on the effectiveness of hierarchical structure in local government decision making process.

4.2 Description of the Hierarchical Structure of LGA

According to the report made by REPOA (2008), 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, thus Local Government Authorities are recognized by the Constitution of United Republic Of Tanzania as the autonomous bodies with legal status which have discretionary powers over local affairs within the unitary system of the Republic of Tanzania. Constitution therefore stipulated the establishment of local government Authorities in each Region, District, Urban area and Village of the United Republic.

4.3 Decision making process and procedures

According to the information from the focus group discussion, decision-making process in the local government authorities involves all stakeholders from the community to the top officials. Through D byD Community in their respective villages is responsible to prioritize their needs and propose their projects. From the village level the decision is passed on to the ward level composed of ward councilor, ward executive officer, village executive officer, and village chairperson. At this level all government officials working in that respective ward are also involved

in decision-making process. From the ward level decision is taken on to be discussed by the council management team composed of district executive director and heads of department. The final decision is made by the full council composed of ward councilors, all heads of department, district executive director, Member of Parliament in the respective constituency and district commissioner. District executive director and heads of departments are involved to give clarification where necessary but the decision is made by the ward councilors. All other participants in the full council are involved as listeners.

There is long hierarchy to follow in decision-making process in the local government. The process takes too much time for the decision to be implemented. Sometime it takes even a year or more to start implementation of what community has decided or suggested. All this happens because things have to pass in different levels and meetings” said one village executive officer in a focus group discussion.

In an interview, one district executive director said that there is no delays in decision making procedure but normally officials in the lower level and especially in the wards and village complains of the delays because they don’t consider the steps that have to be followed in decision making process. He acknowledged the time taken for decision to be made and implemented to be long but he didn’t consider it as delays. He rather considered it as procedures that have to be followed to make effective and informed decisions.

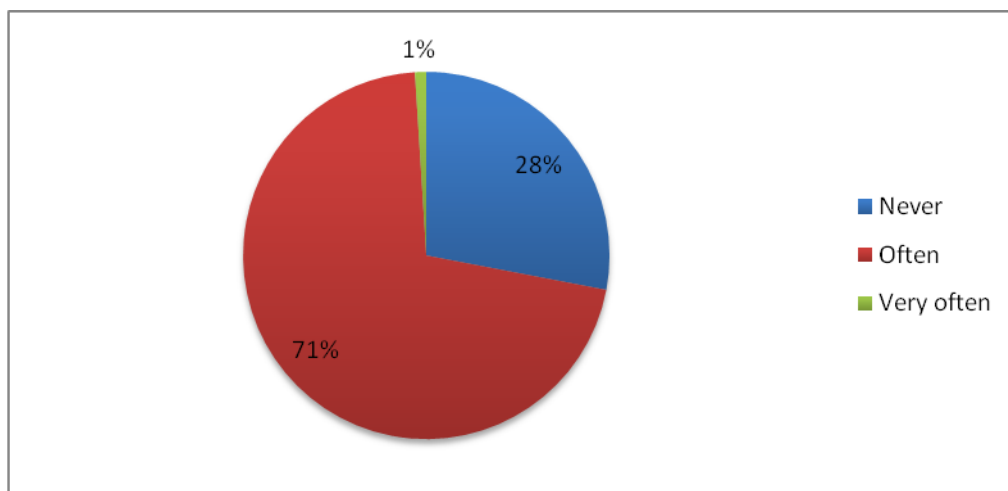
You know some people see it as delays because they don’t know how many steps and meetings have to be held for final decision to be made, he said.

This information from the focus group discussion and interviews revealed that all decisions are made in a participatory manner. In each level decisions are made through meetings being ward development committee, district management team and full council. However, the participants are different in these levels so as their power and authority in making final decisions. The full council meeting is the final meeting in making decisions related to community projects and programs and

this gives the councilors the power and authority of making ultimate decisions. Due to hierarchical nature observed in this decision making process, this study found out that different district officials have different views on the process and procedure of decision making. Officials in the ward and village level see the hierarchical nature as delaying the process of decision making because their participation ends in the ward level while the top district officials and councilors see it as just a procedure to follow in making decisions and no delays.

This study also looked on the procedure and process of decision-making within the district council i.e. decisions that affects only the district council employees. Among the surveyed respondents, 28% said they are not involved in decision making but are just receivers of what has been decided by their superiors, 71% said they are often involved and only 1% said are very often involved as indicated in figure below

Figure 4.1: Involvement of lower level staff in decision making



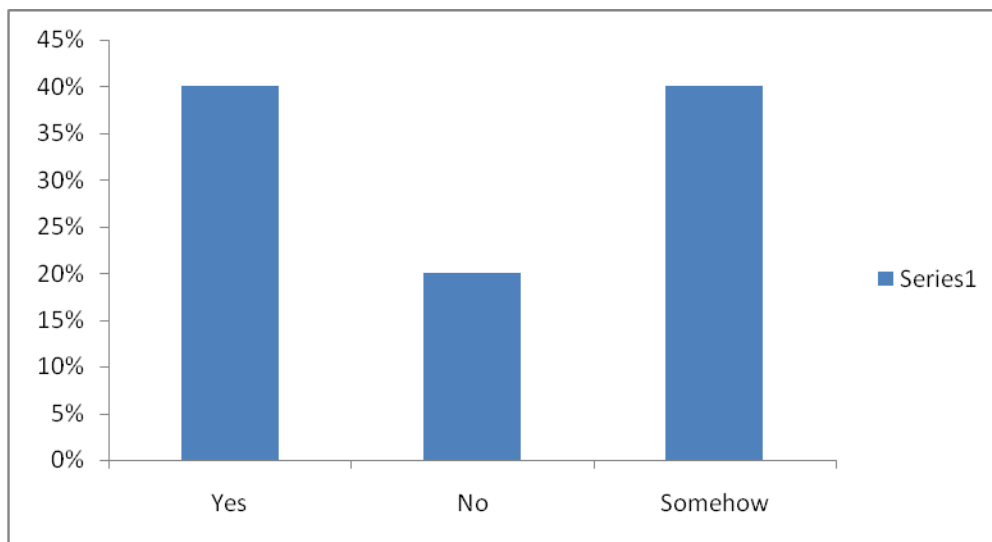
Source: Researcher's construct (2012)

All these respondents were lower level officials i.e. they were neither head of departments nor district executive directors but Heads of the Sections, WEO's and VEO's. In FGD with these lower officials it was revealed that decisions pertaining

their matters let it be request for annual leave or any other absence from job and other issues are decided by their superiors.

A survey with top officials(DED,DC,DAS and HOD's) about whether or not the process of decision making involves subordinates yielded the following results: 40% said yes the process involves subordinates, 20% said no, the process does not involve subordinates and 40% said the process somehow involve subordinates but not always. This result is presented in the figure below.

Figure 4.2: Involvement of subordinates in decision making process



Source: Researcher's construct (2012)

4.4 The role of hierarchical structure

The role of hierarchical structure was examined using questionnaire, interviews and focus group discussion. During the focus group discussion with village leaders it was revealed that hierarchical structure delays the implementation of decisions. One ward executive officer said, "the final decision is made after a long process and meetings, this delays implementation of decisions". Participants would like to see things happening quickly. However, they all agreed that the hierarchical structure

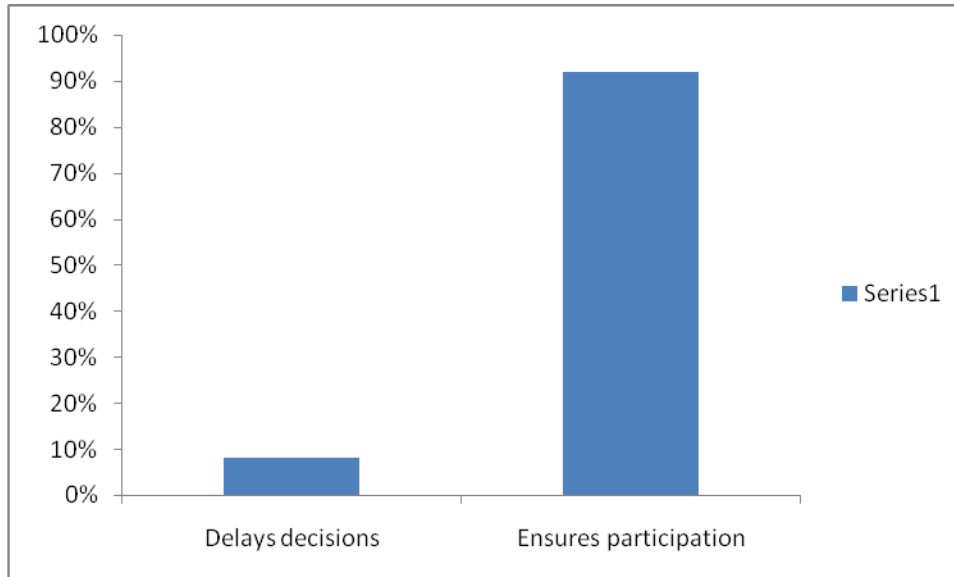
ensures that all levels of administration in the local government authority is involved in decision making although others are just passively involved and have no power to influence decisions made by their top officials. Another FGD with lower level officials in the district council revealed that hierarchical structure normally delays decisions.

There is no quick decision in any office here, if you are asking for something let's say overtime allowance, fuel for going to the field or anything related to this, the decision has to go via different people and finally you get an answer very late and sometime too late to do what you wanted to do. What I could say is that, hierarchical structure not only delays the decision but also affects the performance of employees when you cannot do what you planned in time,
said

one official from health department.

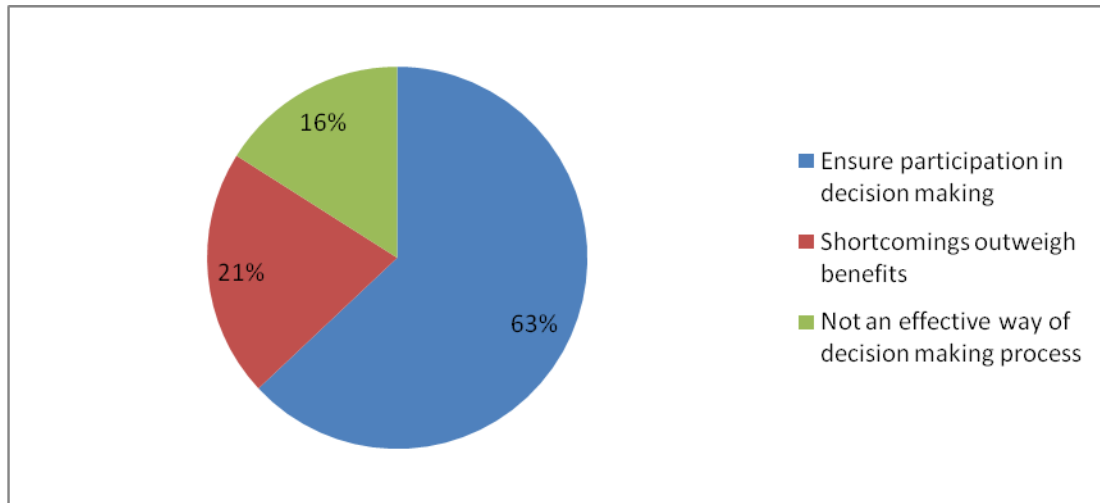
The interview with councilors revealed that hierarchical structure has a big role in ensuring that decision-making follows the government guidelines and no one is left behind in decision-making process. However, this interview revealed that the internal decisions in the district council are a responsibility of district executive director and heads of department. A questionnaire conducted with councilors yielded the following results; 92% said that hierarchical structure ensures that all decisions made involves all parties required including the community through their representatives, 8% said hierarchical structure delays projects and decisions that are meant for the community as presented in the figure below.

Figure 4.3: Views of councilors regarding the role and usefulness of hierarchical structure



In interview with lower level leaders, all respondents said that hierarchical structure delays decisions and implementations of decisions. However, 35% of respondents said that hierarchical structure helps to make informed decisions as the decision passes through different levels. Among the top leaders who participated in that interview, 63% said that hierarchical structure has a big role in ensuring participation in decision-making and ensure that the process of decision-making is horizontal rather than vertical. Other 21% said the shortcoming of hierarchical structure outweighs its benefits while the rest 16% said the hierarchical structure is not an effective way of decision-making structure as illustrated in figure 5.

Figure 4.4 : The role of hierarchical structure in decision making process



Moreover, this study looked on the availability of rules and regulations in decision making process. Table 1 below presents the finding of the survey questionnaire conducted among councilors of both Meru and Arusha district council. They both said there are rules and regulations that have to be followed in making decisions. These rules and decisions are the ones that require decision making process to pass in different levels. In an interview with one agricultural officer from Meru district said that sometime people would not like decisions making process to pass through different meetings because it takes time but the rules and regulations in the local government authorities' requirement is contrary to peoples' wishes.

Table 4.1: Availability of rules and regulations in decision making process

Rules and regulations available	Frequency	Percent
Yes	15	75.0
No	01	5.0
Don't know	04	20.0
Total	20	100.0

Source: Field data (2013)

Basing on these results, the role of hierarchical structure in decision-making in local government authorities is perceived differently by different district officials as well as village and ward leaders who are also the key stakeholders in decision making. The decisions within the district council i.e. decisions that affects only staff who works right at the district council are made by top officials and the hierarchical structure in making these decisions is believed to delay the process as well as implementation of the decisions and thereby affect the performance of the staff. Most district top officials see hierarchical structure as an effective way of ensuring good functioning of the district council authority and the government at large. This correlates with Saaty and Vargas (2012) idea that hierarchy is a vital component that helps the organization or institution to function at its fullest potential.

4.5 Actors in decision making process

In this study responsibilities of actors in decision-making process were identified through questionnaire, focus group discussion and interviews. As highlighted earlier in this chapter, 28% of lower levels officials in the district council reported to have never been involved in decision making process, 71% were often involved and 1% reported to have been very often involved in decision making process.

The one who were involved in decision making said, their involvement was as Decision Makers in those minor issues on their departments and Wards, They also make decision partly i.e prepare the grounds for final decisions, and some made decision on behalf of DED, HOD, and DC. They said, this happens when the key figure delegates his authority to the lower level, it also happens when the key actor minutes the issue to be decided to the lower level management. An interview with the HOD revealed that when the action to be taken involves his department but for the welfare of the whole Council, that action will be taken by the concerned HOD but for the DED.

Results from focus group discussion show that subordinates had different roles in decision making. The most common was to make decisions on behalf of or partly. Information from interviews with officials indicated that sometime the subordinates were conducting meetings and submit the proceedings to the district executive to take the final decision. On the other hand, the head of department would make decision in several matters concerning their departments, but whatever decision made will be signed on behalf of the District Executive Officer. These data are presented in the below table;

Table 4.2 : Roles of lower level staff in decision making process

Roles	Frequency	Percent
Make decision	19	29
Make decision partly	09	14
Make decision on behalf of	20	30
Don't know	18	27
Total	66	100.0

Source: Field data (2013)

4.5.1 Responsibilities of the actors

Community

In decision making process the responsibility of the community as identified in focus group discussion was to set priorities for their needs. This priorities influence the process of decision making in other levels. Community is not full involved in decision making, their role is to identify projects and the rest of decisions remains with other levels. In this study community as actors in decision-making was only mentioned in village and ward focus group discussion but neither in any other interview, survey nor other focus group discussion.

Village council

The village council is made of at most 25 members under supervision of village chairperson and village executive officer. During the focus group discussion with

Village and ward leaders the village council was mentioned to be responsible for approving all village decisions. After being approved by the village council the decision is taken to the ward development committee. Respondents in the village level i.e. village executive officers and village chairpersons were asked during the survey if village council can influence the decision making process to the end. All respondents in this level said that village council has no much power as other levels to influence decisions. When asked if they have ever participated in the full council meeting, only 12% said yes while the rest said they are not part of the full council members. Among the 12% who had ever participated in the full council, none said to have given any kind of input in the decisions made by the full council rather than being just the listeners. Table below presented the results from the survey regarding participation in the full council and involvement in decision making.

Table 4.3 Participation in full council and involvement in decision making

Participated in full council	Involved in decision making		Total
	Yes	No	
Yes	0	12	12
No	0	88	88
Total	0	100	100

Source: Field data (2013)

Ward development committee

Decisions from the village council are passed on to the ward development committee. During focus group discussion and interviews, ward development committee was mentioned as among the most key actors in decision-making process.

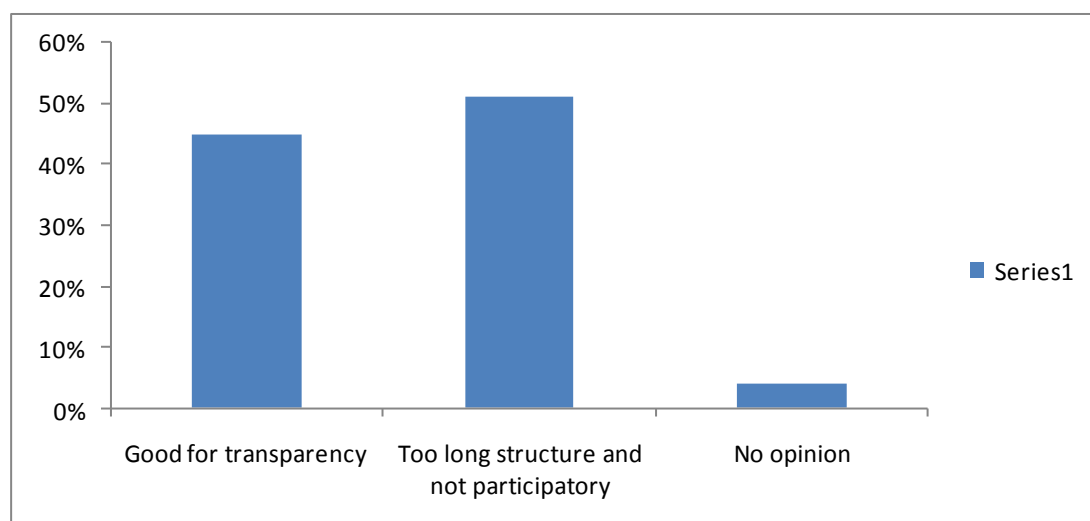
Additionally, the focus group discussion revealed that at village and ward level decision-making involves also all personnel hired by the district council with their job stations in the villages and/or wards. However, some decisions are made by

voting; in this case personnel who are hired by the district council are not allowed to participate in voting.

Our decision making team also involves all professionals who have been allocated by the district council to work here but when it comes to voting they are not allowed because they are not people's representatives, said one ward executive office.

These two levels i.e. village and ward levels are involved in local government authority decision-making process especially in decisions, which affect the community. For decisions that affect the staff and/or matters within the district council, these two levels are not involved. Asked about their views in the hierarchical structure followed in decision making process, 45% of ward executive officers said the structure is good in terms of ensuring transparency in decision making. 51% said the structure is too long and not participatory as it is claimed while 4% were indifferent as illustrated in the figure below.

Figure 4.5 : Views of ward executive officers with regard to hierarchical structure of decision making



Source: Researcher's construct (2012)

Council Management team

These actors were identified in interviews, focus group discussion as well as the survey. Council management team is composed of head of departments, district executive director and representative from the district commissioner office. All decisions in the local government authorities must go through the council management team (CMT). Some decisions starts from this team and passed on to the higher levels. Decisions within the district council are made by this team e.g. the decisions to purchase vehicles or any other equipment for the council are made by this team led by the district executive director. According to the interviews with lower level officials and the district executive director, CMT forms the central part of decision-making structure of the local government. The district executive director makes the final decision after being discussed by the CMT. However, the full council must approve most decisions that involve budgeting and by-laws.

Standing committee

According to the interview with lower level officials and the district executive directors, another actors in local government authority are the standing committees. In an interview with Arusha rural council's executive director he said; "we have three standing committees placed in between the council management team and the full council. These committee have no mandate to make decisions but they can give advice". During the focus group discussion with council officials (both top and lower levels) it was revealed that the role of these committees is to work on decisions made by the CMT and then pass on the decisions to the full council for approval.

Full council

The full council was mentioned in all methods of data collection i.e. interview, survey and focus group discussion. All councilors who participated in an interview mentioned full council as the highest organ in decision-making in the local

government authority. Moreover, 100% of all district council officials mentioned the full council as among the key players in decision-making process in the local government authority. However, 23% of these officials could not mention where full council is placed in decision-making structure. In an interview with head of departments, it was revealed that the actual task of the council is not to make decisions but to approve decisions, which have been made from the lower levels.

This study also looked on the actors involved in making daily decisions i.e. decisions that do not pass through meetings. A focus group discussion with lower level and top-level officials in the district council revealed that, this kind of decisions are made by the head of departments on behalf of the district executive director. However, a survey questionnaire with VEO and the Village Chairpersons, WEO and lower officials gave the following results as presented in table below:

Table 4.4 : Official respondents’ answers on decision making at the District

Answers	Frequency	Percent
District commissioner	05	5
District Executive Directors	50	51
Divisional Officers	05	05
Heads of departments	20	20
Sometime all	19	19
Total	99	100

These results infer that some decisions are made in a participatory manner from the lowest level in the community to the highest level i.e. the full council although some organs have more power and chance to influence decision than others. But this participation includes only actors who possess certain positions in the hierarchy and the specific members of the due committee like the HOD’S, DED and respective councilors.

The above results present actors in decision making process in terms of organs involved in the process.

Internal decisions are made either individually by the heads of departments or in collaboration with lower levels depending on the nature of decision to be made.

District executive director has the ultimate decision regarding the internal affairs in the council. This study went further to look on the individual actors involved in decision making process. Data obtained from the district council organography and interview with two district executive directors revealed those actors as:

The Councilors

They mainly compose the Full council. These are the political figures in the council; they are the final decision maker in the Council, whatever is being done in the council it believed to be for the citizen and the councilor are the representatives of the citizen. They Pass the budget, initiate the development projects and supervise them. Therefore their function within the hierarchy is to make final decisions and to oversee the running of the council; they are the key decision maker in the council.

District Executive Director (DED)

He is the administrative figure, doing the administrative functions like coordination, Planning, organizing, supervising, directing all the activities of the council. He approves the budget and all other daily transactions of the council. Approves the budgets before it is passed by the full council. In the hierarchy DED is second to the council, all other local government staffs reports to the DED, he is therefore the eye to the running of the council, a decision maker to the operation of the council.

During the meeting DED is the secretary to all council meeting and after the meeting he is the one to make follow up of whatever plans passed by the meetings. The Council Director is the accounting officer for that particular Local Authority, in these capacities, they wield strong power and influence over council decisions pertaining not only to financial matters but also in the area of planning, project evaluation, tendering and general administration (Concern 2004).

Heads of departments and Sections

These are the assistants to the DED, they perform technical functions respectively to their professionals, they also do administrative works specific on their departments. Being technicians they prepare reports regarding their activities for DED. They are the decision maker on matters patterning their departments, except for the major decision which will involve the whole council; this will have to be decided by DED.

WEO's and VEO's

These are the decision maker at their respective areas it being Ward or Village. Their decisions are on the village Assembly, and through the Ward Development Committee and the General meeting respectively. They also do administrative works within their areas.

Village Assembly is theoretically the supreme body at the village level but in practice its only major function is to elect the council every five years.

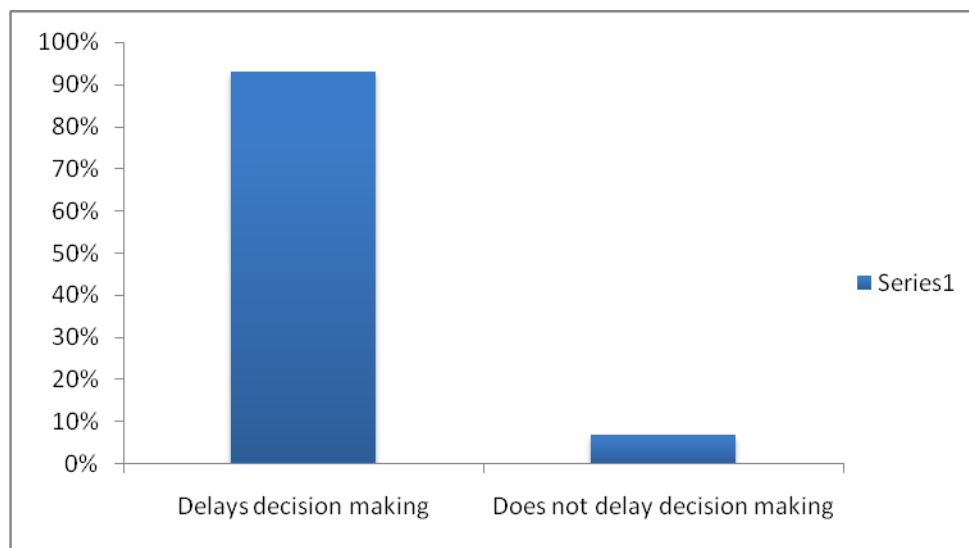
The local government authority act (1982) deals with establishment and Composition of the District Authorities, i.e Establishment of District Authorities, Township Authorities, and the Village Authorities. This Act again brought in another chain/ Rank of Management and Decision making. For Example the ward decisions are made through the Ward Development Committee, everything in the ward should pass through the committee for it to bless, this is the same to the village where the final decisions in the Village is made by the Village General assembly. Village members are involved in that way to share their views on the due matters and finally decision is passed for the top leaders to implement. In general this Act gives out the establishment and composition of local government authorities and hence brought in another chain of command.

Authority act (1982) stipulates .

4.6 Challenges in the hierarchical structure of local government decision making process

As mentioned earlier in the conceptual framework of this study, the hierarchical structure in decision making process is faced by many challenges. The survey with top and lower level officials including those in the village and ward level identified many challenges associated with the hierarchical structure in decision making. More than 90% of lower officials said the hierarchical structure delays the decision making procedure and implementation of decisions as illustrated in figure below. Sixty five percent (65%) related the hierarchical structure with the decreased performance of the local government authorities. However, more than 70% of the respondents in the survey said the hierarchical structure aids the transparency and participatory nature of decision-making process.

Figure 4.6: Respondents' opinion on hierarchical structure in decision making process



Source: Researcher's construct (2012)

In this respect hierarchical structure seem to delay the process of decision making as well as implementation of decisions but at the same time increases the transparency

and participation in decision making process. This study has revealed that, although all sectors and levels are involved in decision making, some levels have more power and authority than others. The lower levels in the villages and ward are just initiators of what have to be done but the ultimate decision remains with higher levels especially the council management team and the full council. Some actors remain as consumers of decisions although they are claimed to be participants in decision-making process.

This study went further to look on the reasons for the delay in the decision making process in the local government authorities. The results are presented in the table below.

Table 4.5: Perceived reason for delay in decision making process

Reason for the delay	Frequency	Percent
Absenteeism of some important decision makers	62	46
Delay of information	20	15
Corruption	7	5
Loss of documents	7	5
Nepotism	10	7
Other reasons	30	22
Total	136	100

Source: Field data (2013)

Absenteeism of important decision makers was mentioned by more than twelve respondents as one of the reasons, which delays decision making process. Because the hierarchical structure requires certain people to make decisions and some officials are vented with more power and authority in decision making, absence of those people contribute to the delay in making decisions.

Delay in information was another factor that was said to delay or slower the decision making process. Decisions require certain information to ensure that officials or the actors are making informed decisions. Delay in the needed information normally results into delay in decision making.

Loss of documents was also mentioned in the factors that delays decisions. Decisions go through long hierarchy so as the documents needed to reach to the final decision. If it happens that documents get lost at certain level in the hierarchy, definitely it results into delay in decision making.

Corruption and nepotism were also mentioned as issues that delays decision making process in the local government authorities.

Those who said others mentioned the reasons for delay of decision making as being the coverage area of the district being very large. This makes it difficult to gather important data on time. Another respondent said that, government procedures on the model of communication delay the information. She said; “Means of communication in Government Offices is the letter, now how long does it take for the letter written to Veo Mungushi (One of the interior village in Arusha DC) asking him to attend an important meeting at the District, it won’t be a surprise for VEO to receive that letter after the due meeting” . Other reasons were financial constraints, low salary for government official which makes them look for something else to support life instead of concentrating to his/her job.

All these problems are said to be the results of the administrative structure due to the fact that, when the key person in decision making is not present it means all actions to be taken by him will not be taken. This was revealed by one respondent in Arusha DC who said; “When DED and DT are not present no cheque is being signed, and the bad thing is that, they sign by their names not by the title” In doing his information is delayed and hence poor performance of the LGA.

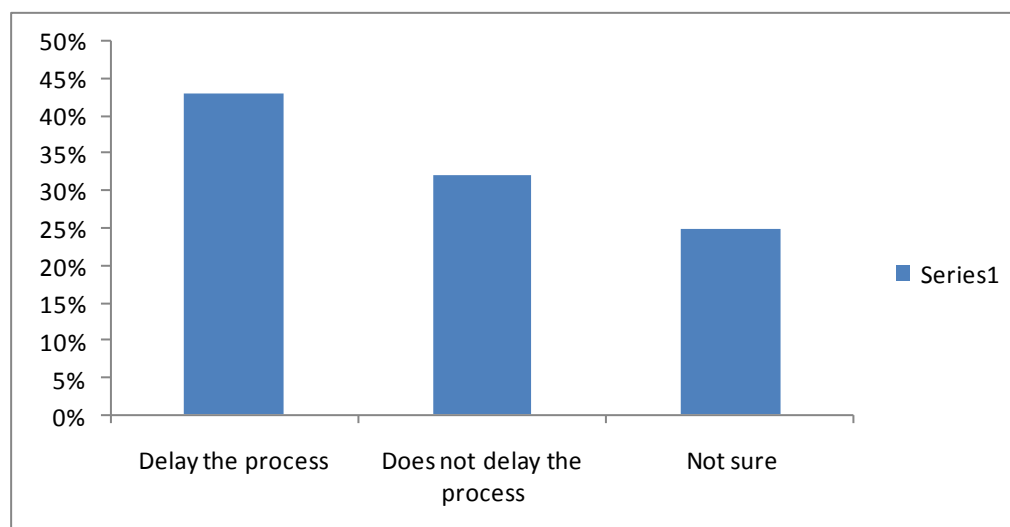
However, the structure gives more power to few actors especial the top leaders are so powerful than subordinates. Sometimes they misuse their power by demanding corruption for the needy person. They also use their power to give favor to the one they are related and the friends. If the administrative structure could be encouraging up down and down up communication all these couldn’t be happening.

Client service charter

Client service charter was mentioned in a focus group decision as another challenge . The charter was mentioned by 43% of all respondents as delaying decision making process. The survey results are presented in the figure below. Most of these respondents came from lower levels in the decision making hierarchy. Top level officials including heads of departments and the district executive director mentioned the charter as something that gives a client right to know when his/her query will be taken care of and also hurry up the process of decision making in the local government authorities.

Client service charter is the contract which gives interpretation on quality of services given by the District Council as per the Law no.7/192 (Arusha district council client service charter 2013) The Charter explains that, decision making regarding any problems will be taken care basing on the present Organization Structure from the Village, Ward, Division and the Council. This means the problem is channeled through the Hierarchical structure from the Village to the DED/ DC as per the attached organization chart

Figure 4.7: Client service charter effect in decision making process



Source: Researcher's construct (2012)

4.7 Summary

This chapter provides study findings. Quantitative response was analyzed and presented in tables, percentages and figures. Qualitative response were analyzed by the researcher and presented in this chapter as explanations. In addition, the chapter discusses the results. It was observed that, rules and procedures for LGA decision making, plus the long hierarchy structure, and client service charter which gives up to three days for the matter to be dealt with delays information and hence delayed decisions. Different respondents had different views regarding the role and importance of hierarchical structure in decision making process in the local government authorities.

Despite the claims that the hierarchy structure delays decision making and implementation of decisions, this study revealed that most respondents believed that the hierarchy structure aids the transparency and gives all actors a chance to participate in decision making. However, some actors were passively involved in

the process and they had no much say in the process of decision making other than being the listeners and implementers of the decisions. The hierarchy gives more power to some actors than others.

Having mentioned all those challenges, yet average time spent to find decision could not be measured except for the client service charter which gives up to three days for a solution of a problem to be found. During the interview with Village Chairperson, and other officials, it was revealed that much time is spent from the project initiation, to the budget allocation and implementation of the due projects. Observing the normal budget session in Tanzania beginnings from January in the lower level to end of June when Parliament finalizes all process and pass the budget.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

It is with a view of finding a solution to the problem that the research is conducted. In actual fact, the research findings ultimately have to be utilised or consumed by interested parties. As that is the purpose of this research, recommendations have been yielded in this chapter. The chapter carries the conclusion, recommendations and areas for further researches

5.1 Conclusion

Findings revealed that , There were procedures which were adopted for decision making at the district level, all decisions are through the meeting whereby three committees are involved in making discussion of several issues related to their departments and then the information discussed is passed through the Full council for decision making, thus Full council is the major decision making body at the council, Other professional at the district works as the technical supporter to the council

Other people at the lower level management like the WEO's and VEO's saw these procedures as cumbersome and delay the information and thus decisions are also delayed. Decisions at the district level is said to be participatory, that means leaders are participating through meetings, therefore involvement is through meetings, Heads of Departments do make decisions on the matters affecting their departments, but it depends on the nature of the problem and on whether a decision to reach required high level management decision making.

The participatory nature of decision making did not include lower level management at the Village and Ward, rather the Village had their own government where they conduct their meetings and pass decisions, Some of the rules which stipulated decision making were, but not limited to standing orders. The roles of

hierarchical structure for local government decision making was looked upon in different ways, some respondents regard the hierarchy as the best model of management where by decisions pass through the hierarchy and thus ensures all levels of administration in LG is involved in decisions, it helps to make informed decisions for LGA's. Others viewed it as delaying the decisions and hence affect the performance of the Council as one cannot do something in time.

The actors in the hierarchy are the community, VC, WDC, CMT, Standing Committees, and the Full Council. All these works to make sure that final results of the council is attained, involvement is through participation. Everything begins from the community and ends to the Full council. The challenges which faced decision making were: Delay of decision due cumbersome procedures, and when decisions are delayed, implementation of the said project is also delayed and sometimes affects the performance of the individuals in the hierarchy. Another challenge which was raised was empowerment of few officials compared to others, in the hierarchy top leaders are having much power that the lower leaders who are there for initiating the projects. This situation was seen as encouraging corruption incidences.

Therefore this study concludes that, decision making in LGA's is of participatory in nature. Presence of hierarchical structures ensures involvement of all administrative levels in LG, However, decisions at the Local government are delayed because of procedures stipulated in Standing Orders, Local government Act (1982) and the Client service charter. Delays of decisions inhibited the progress of their economic activities. Hierarchy seems to prolong the decisions due to many actors involved in the process. Moreover, the actors involved in decision making process have different authority and power to influence decisions. Most actors in the lower level especially in the village and ward levels including the community had less influence in decision making process although they are the most affected.

The hierarchical structure as it stands depicts that decision making process is bottom up i.e. decision starts from the bottom in the community all the way up to the full council. However, the practice , authority and power to influence decision is contrary as the lower levels become receivers of what has been decided by the top level.

Decision within the council was made by the head of departments and/or district executive director. The head of departments were entitled to make decision on behalf of the district executive director. These decisions did not follow the long hierarchy or meetings but again there were complaints of delays despite the short hierarchical structure involved in these decisions. Lower level staff claimed to be left behind in making decisions that affect their career or their responsibilities. Delays in decision making was also said to result into poor performance of local government authority staff as they were forced to wait until decision is made, which could result into delays in their daily activities.

Most respondents from the ward and village levels questioned the participatory nature of the hierarchical structure claiming that the hierarchy involves them in decision making process but at the end the decision is made at the district level without their presence or participation and that decision can be contrary to what they decided earlier. In this case, this study has revealed that the lower levels lay grounds for decision making but the ultimate decision remains at the district level and the full council. However, most of the time the full council does not make decisions, rather they approve decisions made by the district management team and the standing committees.

There were many other challenges ineffective decision making, and on the basis of these, a number of recommendations have been put forward.

5.2 Recommendations

- (i) Findings have revealed that there was a delay in decision making as the result of processes to be followed, the rules and procedures are very long, one has to pass through the whole hierarchy. It is recommended that the hierarchy should be minimized and let everything begin from the community and straight to the council instead of passing through these other levels of management at the Ward. Also the hierarchy is suggested to work in a more participatory manner; both up bottom and bottom up communication should be encouraged.
- (ii) Findings have also indicated that top leaders are the one vested with powers rather than the lower level leaders. It is therefore recommended to encourage bottom up and up bottom communication to make each person feel the necessity of the other one. Each actor in the hierarchy should also have equal power on decision.
- (iii) Corruption: findings have also revealed that there were issues of corruption which affected decision making, if you doesn't know anybody and you real wish your issue to be dealt with quickly, the best option was to facilitate the one who is handling your problem. The study recommends that the district finds the ways to alleviate corruption and nepotism which inhibit the rights of the deserving persons.
- (iv) Findings also revealed that the client service chatter had weaknesses in fitting customers' needs, the days indicated for decision to be mate give the loophole to the concerned management to delay the decision. This study recommends that the chatter to be adjusted to fit the needs of customers. It should contribute to the time management and emphasize on rapid services for everyone.

5.3 Recommendations for future researches

- (i) A comparative study is also recommended to deeply investigate the challenges facing the hierarchical structure for LG decision making process.
- (ii) Eventually, it is recommended that a similar study be conducted with local government officials at any council in other areas of Tanzania to confirm the findings
- (iii) Study on the autonomous of the LGA should be done to confirm its autonomy.

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APPENDICES

Appendix I

MZUMBE UNIVERSITY

A SAMPLE OF QUESTIONNAIRE TO OFICIAL OF MERU AND ARUSHA DISTRICT COUCILS

Instructions:

Please fill the questionnaire in the space provided in front of each question. In where there is a box put a tick (✓) in appropriate answer. There is assurance of confidentiality from all answers that will be provided. This work is part of fulfillment of the Masters Degree in Public Administration.

1. What do you understand by decision making
.....
.....
2. What are the procedures and the process for LG decision making?.....[]
3. Do you participate in decision making?

Yes ()[]

No ()
4. If the answer no.3 “Yes”, how do you participate?
5. What are the roles of the hierarchical structure for local government
decision making
process?.....[]
6. Do the lower level management being involved in decision making?

Yes ()

No ()[]

I do not know ()

7. If your answer is “Yes” from No 6, how are they involved?.....
8. Who are the actors for decision making in LGA?
 - a).....
 - b).....
 - c).....
 - d).....
 - e).....
9. What roles do they have in decision making?.....
10. What are the challenges in the hierarchical structure for Local government Decision making process?
 - a).....
 - b).....
 - c).....
 - d).....
11. What do you think has to done in order to overcome those challenges?.....

Thank you for your cooperation!

7. If your answer is “Yes” from No 6, how are they involved?(Kama jibu namba 6 ni Ndiyo wanahusishwaje?.....
8. Who are the actors for decision making in LGA?(Nani ni wafanya maamuzi katika Serikali za Mitaa?
- a).....
- b).....
- c).....
- d).....
9. What roles do they have in decision making(Je watendaji hao wana kazi gani katika swala zima la kufanya maamuzi?.....
10. What are the challenges in the hierarchical structure for Local government Decision making process?(Kuna changamoto gani katika muundo wa urasimu kwenye Serikali za Mitaa haswa katika swala la kufanya maamuzi?
1. [
-]
- 2.....
- 3.....
- 4.....
- 5.....
11. What do you think has to done in order to overcome those challenges?(Unafikiri nini kifanyike kuweza kukabiliana na changamoto hizo?)
- 1.....
- 2.....
- 3.....
- 4..... []

Thank you for your cooperation! (Asante kwa ushirikiano wako)

Appendix III

MZUMBE UNIVERSITY

A SAMPLE OF INTERVIEW AND FOCUS GROUP DISCUSSION GUIDE

- i. What are the procedures and processes for LG decision making process?
- ii. What is the existing organizational structure and regulations for decision making?
- iii. How are decisions being made in LGA?
- iv. Do you have Client Service Charter in your organization?
- v. What are the challenges in following the organization hierarchy of decision making?
- vi. What are your views on the operation of the hierarchical structure in relation to the decision making process in LGA?