

**TRANSFORMATIVE EFFECTS OF LOCAL GOVERNMENT AUTHORITIES
IN PROMOTING PUBLIC INVOLVEMENT IN DECISION MAKING
PROCESS IN TANZANIA:**

THE CASE OF MVOMERO DISTRICT COUNCIL (HEADQUARTERS)

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THE CASE OF MVOMERO DISTRICT COUNCIL (HEADQUARTERS)

By

Shose Liborious Ngao

**A Dissertation Submitted in Partial Fulfilment of the Requirements for Award of
the Degree of Masters of Public Administration (MPA) of Mzumbe University**

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CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by Mzumbe University, a dissertation entitled, **“Transformative Effects of Local Government Authorities in Promoting Public Involvement in Decision Making Process in Tanzania: The Case of Mvomero District Council”** in partial fulfillment of the requirement for award of the degree of Masters of Public Administration of Mzumbe University.

Major Supervisor

Internal Examiner

External Examiner

Accepted for the Board of Faculty of Public Administration and Management

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I, Shose Liborious Ngao, declare that this dissertation is my own original work and that it has not been presented to any other University for a similar or any other degree award.

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DEDICATION

My honest dedication goes to God, my beloved father the late Liborious Ngao, my mother Agustne Ngao, my brother and sisters.

ABBREVIATIONS AND ACRONYMS

UNDP:	United Nations Development Programmes
VEO:	Village Executive Officer
URT:	United Republic of Tanzania
NSGRP:	National Strategy for Growth and Reduction of Poverty
DPs:	Development Partners
LGAs:	Local Government Authorities
REPOA:	Research on Poverty Alleviation
URT:	United Republic of Tanzania
DPs:	Development Partners
TA OD/HR:	Technical Advisor, Organization Development/Human Resources Technical Advisor
SPSS:	Statistical Package for Social Sciences

ABSTRACT

This study was carried out to assess the transformative effects of LGAs in promoting public involvement in decision making process in Mvomero district, given that little research was carried out on transformative effects of LGAs in promoting public involvement in decision making process. The study specifically found out on public involvement in LGAs, determined the level of transparency and accountability, assessed the perception of public on LGAs, and found the specific challenges which hindered effective public involvement in decision making process.

The study used a case study research design with a sample of 100 respondents selected through convenience and purposive sampling techniques. Data were collected by using questionnaires, interviews and FGDs. They were analysed by using SPSS and Microsoft Word for text processing.

Findings revealed there was a policy or regulation which advocated public involvement but few employees and public servants were not aware of the policy. The public was involved in LGA meeting and activities more than three times. The way of involving the public was not constant. The public was involved satisfactorily in different activities other than financial. It was because the public was not satisfied with the manner financial transactions were being handled without their involvement. In other words there was less trust among public members. The district faced challenges like inadequacy of financial means, poor communication, and poor management.

The study recommended that new employees be made aware of the policy / Transparency in financial transactions, that public servants be held, communication be improved, corruption be fought and that further studies be conducted.

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CHAPTER ONE

INTRODUCTION

1.1. General Introduction

This chapter introduces the study on transformative effects of Local Government Authorities (LGAs) in promoting public involvement in decision making process in Tanzania. It also presents the general introduction, background information, and the statement of the problem, general and specific objectives of the study, research questions and lastly the significance of the study.

1.2. Background Information

Historically, the Sub-Saharan Africa, Tanzania inclusive is underdeveloped region in which most of their citizens are estimated to survive at below one US dollar a day to meet their daily needs (World Bank, 2008). Even after self-rule, the region has often encountered obstacles in distributing their power throughout their provinces due to scattered peasant population (World Bank, 2008). They were commonly experienced horrific yield that culminated to the rise of poverty and indeed, they preferred to stay away from the power of the central government authorities while putting emphasis on involvement in decision making.

Johnson and Kruse (2009) state that public involvement in “decision making lies at the heart of managerial behaviour in all organizations” including local government authorities. However, the lack of public involvement has been a root cause of failure in development programs in both rural and urban population (O’Sullivan, 2013). In the latest decades Tanzania has been sunk into the decentralization policy since independence but the latest reform of Local government authorities was of the midst 1990s that created direct democracy and good governance (Norman and Massoi, 2010). This provided a large room to the public by giving citizens the golden chance to have their interest heard and to influence public decision making process in terms of political

and financial accountability, democratic procedures, and public participation (Norman and Massoi, 2010).

Consequently, democratic decentralization reforms have become a priority in East Africa as it has been believed as a milestone for community development (Ngwilizi, 2001; Katorobo, 2004). Decentralization of power to LGAs (Urban and Rural Authorities) aimed at providing more power to the grassroots community at a specific local area. These reforms recognize that development must be woven around people, not people around development and it should empower people to move forward through public involvement in planning and implementation of development activities in the closet way, rather than disempowering people (UNDP, 1993; Norman and Massoi, 2010). Also, it has increased transparency and accountability that public involvement in decision making process helped to minimize government inefficiency, support as well as corruption to some extent.

Generally, in Tanzania LGAs have been the main centers and focus of development efforts made by the government at both central and local levels. The main emphasis has been on metamorphosing service delivery through shifting of power, authority and physical relocation of resources from central government to the public (Lukumai, 2006; URT, 2006). The power for public involvement was guided by the Local Government Act of 1982 where the village council is the executive body in running village affairs under Village Executive Officer (VEO) that is designed to mobilize public involvement in local development programmes. The Village Assembly that comprises all adults of 18 years and above makes decision on issues pertaining to their village. The quorum of the meeting is supposed to be above 50 percent. Some do not meet the quorum required by law, which is above 50 percent so that their decision can be considered to be people's voice and legal (URT, 2006).

Today, the government has clearly embraced the concept of good governance, as it is exemplified by the Local Government Reform Programme in which the policy measures included are to ensure a good functioning legal framework, to develop or invest in social as well as physical infrastructure and above all to decentralize the political administration by shifting responsibilities as well as financial resources to the local government level (Barkan, 2004). Given the fact that the government has embraced the concept of good governance, and little has been said on transformative effects of Local Government Authorities in promoting public involvement in decision making process.

However, other empirical literature studies pointed out negative effects of LGAs on promotion of public involvement in decision making has produced mixed conclusions (Asthana, 2003; Akin *et al*, 2005; URT, 2006). Therefore, in order to understand how LGAs has impacted the community in promotion of public involvement in decision making process in Tanzania context especially in Morogoro Municipality, this study was undertaken to clear the confusing debate by assessing the transformative effects of LGAs for strong accountability to civilians in Tanzania.

1.3. 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.

The United Republic of Tanzania (URT) in close collaboration with its development partners (DPs) and other stakeholders and actors, developed the second phase of the Local Government Reform Programme whose aim was to empower the people, through their LGAs by enabling them to make and implement decisions in line with locally determined priorities using financial, human and other resources which should be under

their control (URT, 2010). These reforms especially decentralization of power in which the central government decided to promote good governance and accountability at the grass root level by connecting people directly through their democratically elected leaders is an epicenter of the decentralization (Lameck, 2011).

Despite potential impacts of public involvement have proven efficient and effective in allocation of resources and governance in Tanzania, relatively little research was carried out on transformative effects of LGAs in promoting public involvement in decision making process (Mtumwani, 2006). Studies by Mtumwani (2006) and REPOA (2005) depicted that less was known on the efforts of LGAs in promoting public participation. Besides, Numbu (2007) similarly asserted that despite the existence of active LGAs, nothing was recorded as far as the involvement of the public was concerned. Moreover, there was no rigid transparency and accountability in decision making especially in public development programmes (Numbu, 2007). This was making the perception the public apathetic and less active. Based on that account, this study was deemed indispensable for assessing the transformative effects of LGAs in promoting public involvement in Tanzania, focusing on Mvomero district.

1.4. Research Objectives

1.4.1. General Objective

The overall objective of this study was to assess the transformative effects of LGAs in promoting public involvement in decision making process in Mvomero district.

1.4.2. Specific Objectives

Specifically, this study intended:

- i. To find out if there is public involvement in local government authorities,
- ii. To determine the level of transparency and accountability in public involvement in decision making process,
- iii. To assess the perception of public on LGAs toward promotion of public involvement in decision making process,

- iv. To ascertain specific existing challenges hindering effective public involvement in decision making process.

1.5 Research Questions

This study was steered by the following research questions:

- i. Is there public involvement in local government authorities?
- ii. What are levels of transparency and accountability in public involvement in decision making process?
- iii. What are the perceptions of public on LGAs toward promotion of public involvement in decision making process?
- iv. What have been the challenges of LGAs in achieving effective public involvement in decision making process?

1.6 Significance of the Study

This study is of paramount significance in the sense that people involved in policy making, academicians and researchers, once having learnt the importance of local government authorities in promoting people's involvement, may use this document as a source of literature for further documentation and policy initiation. In that sense, information in this proposed study is a drive towards formulation of participatory policies.

The study yielded information on how LGAs are promoting public involvement in decision making process. It provides information that can be used by numerous persons and organs to learn about public involvement. It is therefore useful in the sense that findings generated are helpful to bridge the existing gap in literature on this subject.

The formerly unknown contribution of LGAs in promoting public involvement in decision making process is now known through the conduction and materialisation of this study. In this regard, this study was complementary to the existing body of

knowledge. It also established the area and foundation for further scientific investigations.

1.7 Scope and Limitation of the Study

This study aimed at assessing the transformative effects of LGAs in promoting public involvement in decision making process in Mvomero district. The study limited itself to Mvomero district council workers. It was intended to document on involvement of public in the Mvomero district activities and or decision making issues.

The study selected Mvomero district council due to the fact that less was known on the involvement of public in its activities. Also, the selection of the area is due to limited financial resources which could limit the researcher to travel to remote districts and easily get the required data. Due to financial and time limitations, the study adopted a case study research design by selecting a sample size of ten percent to draw inferences.

1.8 Organization of the study

The rest of the chapters of this dissertation are organized as follow: Chapter Two looked at the theoretical literature review on LGAs in promotion of public involvement in Tanzania, its role and evidence from practice. Chapter Three contains both research method and approaches which include the research design, sampling methods and instruments and sampling unit, Sample size and its justification, data types and sources. Moreover, it highlights pilot study, data collection and data Analysis and Presentation. Chapter four contains an analysis of detailed information on the transformative effects of LGAs in promoting public involvement in decision making process in Mvomero district. Chapter five provides a summary of the study, a conclusive statement followed by recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1. Overview

This chapter presents the literature review on the subject matter in order to backup the findings of the study. It includes both theoretical literature related to transformative effects on LGAs in promoting public involvement in decision making process in Tanzania.

2.2. Theoretical Literature Review

2.2.1. The Concept of Local Government

The term “local government” generally denotes the units of government that provide direct services to citizens at the lower intermediate and lowest levels. In a number of countries (as in the Italy of the city-states and in many other European countries of the time), the local government units were autonomous long before the state- government in its present form was constituted, and did not require authority to be devolved from higher government level.

The structure of sub national government varies according to the nature of the political system. Generally, local government units are the constitutional creation and responsibility of the provinces, districts and villages in most of developing countries. In the UK for example, Local Government Research (1988) conducted a research on public participation in local governments which concluded that Authorities clearly recognize the benefits of engaging the community and are increasingly trying to involve people in local decisions and developing services delivery. District and rural Councils seem the least active across the participation initiatives addressed especially the more innovative and resource intensive approach. Majority of authorities think that participation initiatives are often or fairly influential on final decision making (<http://www.local.regions.odpm.gov.uk>).

According to the findings of the UK Local Government Research the following are the knowledge gaps: that participation can improve the quality of decision making, that participation ensures the process of implementing a policy or action plans and that community participation can also be cost effective because it insures that services are delivered in the relevant way to the right people.

2.2.2. Local Government Reform Program

As stated by the United Republic of Tanzania [URT] (2010), the Government of Tanzania, in close collaboration with its development partners (DPs) and other stakeholders and actors, has developed the second phase of the Local Government Reform Programme which has to go by the name, Local Government Reform Programme II (Decentralization by Devolution) with the acronym LGRP II (D by D). It is billed to last from July 2009 to June 2014. Largely building on the success and experience of the first phase (LGRP I), LGRP II (D by D) is geared to further entrench D by D across all levels of Government (URT, 2010). The aim is to empower the people, through their Local Government Authorities (LGAs) by enabling them to make and implement decisions in line with locally determined priorities using financial, human and other resources which should be under their control. Local autonomy is therefore the focus during the programme period, 2009 -2014.

The activities contained in this document are implemented and managed by PMO-RALG and other MDAs including Regional Secretariats and Local Government Authorities as LGRP II (D by D) is fully mainstreamed in the government operations. The management is embedded in PMO-RALG and other MDAs (Ibid). The architecture of the programme indicating the implementation roles, functions, responsibilities and reporting relations is shown in the Programme document (Ibid).

A Team of Technical Advisors to support LGRP II (D by D) was said to be in place starting September 2010 (Ibid), involving a total number of 21 hired technical advisors. These are Chief Technical Advisor, Technical Advisor, Organization

Development/Human Resources (TA OD/HR), Technical Advisors Finance (International and National), Technical Advisor (Legal – International and funded by GTZ), Technical Advisor (Governance – International Experience), Information, Education and Communication Advisor, Technical Advisor, Monitoring and Evaluation, Technical Advisor, Information, Communication and Technology, 12 Inter regional technical advisors (TA OD/HR and Finance).

Given the capacity inadequacy at LGAs, substantial amount of the budget is set for capacity development at local government level. As agreed by the PMO-RALG Management and DPs, the LGRP II (D by D) is designed to focus on Local Government Authorities and lower local government level as lead actors of socio-economic development, improved service delivery and poverty reduction in their areas of jurisdiction. Other priorities which have been identified and agreed are the programme management and enabling environment for D by D (Norman, 2003).

From the above explanation, it is clear that the aim of the reform was to empower the people, through their Local Government Authorities (LGAs) by enabling them to make and implement decisions in line with locally determined priorities using financial, human and other resources which should be under their control. This implies that there is a certain degree of autonomy at the grassroots level. Thus, this study aims at examining the how Mvomero local government authority has succeeded in promoting public involvement in decision making process.

2.2.3. Decentralization

The term decentralization is the concept that sum up the field of power relations. Therefore, according to Warioba (1999), the term decentralization implies to those tasks and activities which are performed out of the heart. On the other hand, it is the process of reassigning of an authority, power and responsibility of the central government to local governments or quasi-independent government organizations and/or the private sector (World Bank, 2003). Alderfer (1967) recognizes decentralization as the process of

transferring administrative powers and responsibilities to subordinate authorities, whether offices, individuals or field units. This concept can be categorized into the following main folds and these types are distinguishable on the basis of differentiated features, policy implications as well as conditions for success.

These types are: first, De-concentration which can be referred as to purposeful entrustment of power and authority by the central government to the local authorities/governments of the same central government department. This means the deliberate mechanism of providing decision making power to citizens in the regions, districts and villages (Warioba, 1999). Second, devolution which can expressed as a transfer of decision making power and much policy making powers (development and social service policy) to democratically elected local representative authorities or to autonomous public enterprise (Norman, 2003).

In fact, decentralization by devolution usually transfers responsibilities for services to municipalities/district councils that elect their own mayors/council chairpersons, mobilize their own revenues and have independent authority to make investment decision priorities (World Bank, 2003). In this system, the local governments have clear and legally defined geographical borders over which they exercise their authority and within which they perform public functions (World Bank, 2003). It is this type of administrative decentralization that underlies most political decentralization.

Third, the delegation which is said to be more wide form of decentralization, that is, the central governments shift responsibility for decision-making process and administration of public functions to semi-autonomous units not wholly controlled by the central governments, but in due course remained accountable to it. To contextualize, the governments hand-over responsibilities when they form public enterprises or corporations, housing authorities, transportation authorities, special service districts, regional development corporations, or special project implementation units (World Bank, 2003). That is to say, these organizations possess a great deal of discretion in

decision-making processes. Since they are legally established, they may be excused from constraints on regular civil service personnel and may be able to charge users directly for services (Land *et al*, 2007).

2.2.4. Specific functions of decentralization

The objectives of decentralization in general are:

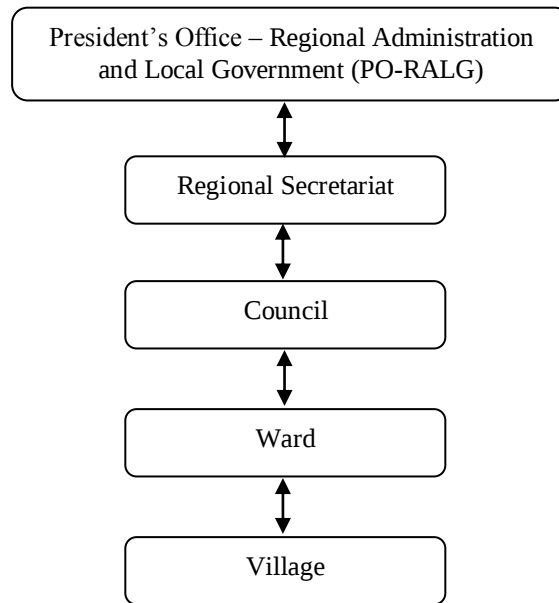
- i. To reduce the work load on the functions of government from one centre to various parts of a country or state and give them more time for the central government to consider strategic issues
- ii. To provide government services and facilities to every corner of a country or state as the political power will be evenly distributed to all parts. Thus, it can be a mechanism that can meet the needs of the poor and the disadvantaged,
- iii. To enable involvement of all citizens of a country and or state in governance process through political means and policy making,
- iv. To utilize human, financial and material resources parts in all parts of a country or state for public use,
- v. To take care of peculiar needs and or problems of each part of the country or state.

2.2.5 The organization structure of LGAs in Tanzania

The organization structure is defined as general descriptions of the organizational framework within which local public policies are devised and executed. It indicates the relationship among local officials/offices and between local and national offices, balances conflicting principles found in the local administrative authorities for good and accountable governance (Sosmeña, 1986). The establishment of the structure of local governments has been defined in the constitution of the United Republic of Tanzania of 1977 under article 145. This structure plays great role on the effect on how decisions are made, coordinated and carried out at the urban, district and sub-district levels. Also, it clearly distinguishes the structure, authority and power, and their extent in the overall

organization which the demand for promotion of local government democracy and provision of goods and services by the local population as shown below.

Figure 1: Formal structure for local government in Tanzania



Source: Mvomero district council (2012)

2.2.6. Local Government Authorities in Tanzania

In the URT context, the establishment of LGAs has been stipulated in the National Constitution in Chapter 8, article 145 (1) on establishment of LGAs already in Act no. 15 of 1984 section 50 which states that there shall be established local government authorities in each region, district, urban areas and the village (Banagwa, 2005). Basically, LGA is a system of local administration at the grass root communities that is organized to maintain law and order, provide some limited range of social services, and encourage cooperation and participation of citizens so as to meet up their basic needs.

In Tanzania, the power and authority are shared between the Central Government and local government authorities because it has a unitary system of government. Again,

LGA is part of the government of the country which operates at a local level, function through a representative authority or council and it is established by the law to exercise specific powers within a defined area of jurisdiction (Mustafa, 2008). Although, LGAs are required to have autonomous to discharge their functions conferred upon them, they cannot have fully autonomy as self-government within sovereign states as they would be fully sovereign states.

According to the Local Government Act No. 7&8 of 1982, it classified Local Government Authorities into the following categories: first, the urban authorities; they are responsible for the administration and development of urban areas ranging from Townships, Municipalities and Cities of Dar es Salaam, Mbeya, Tanga, Arusha and Mwanza. Second, the rural authorities are commonly viewed as District Councils. All Local Government Authorities are mandated to play two main functions of administration, law and order; and economic and development planning in their respective areas of jurisdiction (Warioba, 1999).

The local government system in Tanzania Mainland has had a chequered history. Dating back to 1926 when it was established by the colonial government, the system has gone through changes which partly reflect the changing national philosophy concerning the economic and social development of the country. The most dramatic change occurred during the period 1972-1984 when the government abolished local authorities along with all the institutions which were supporting the local government system including the Local Government Service Commission and the Local Government Loans Board. By the use of its deconcentrated field offices in the regions and Districts, the central government took over responsibility for the provision of and management of basic services and for planning and implementation of development projects at the local level (Ngwilizi, 2002).

Local Government Authority as found in Local enactment of a set of local government Acts in 1982. The present system of local government was reintroduced in 1984. In the following year the Constitution of the United Republic of Tanzania was amended to effectively entrench local government in the country's system of governance. Under the present set up there are twenty two urban Councils (i.e. two city Councils, twelve municipal Councils and eight town Councils), ninety two (rural) District Councils and over 10,000 village Councils. Despite these positive interventions the reintroduced local government system did not meet the expectations of the people in terms of improved service delivery. Apart from the elected Councillors, the new local government institutions inherited the problems which were facing the earlier system of deconcentrated government administration (Ibid).

People in LGAs normally elect representatives who are believed to have a more personal concern and possibly more knowledge of problems in their areas than central Government officials who may be stationed many miles away. Apart from freedom of choosing one's own representatives, citizens are responsible to pay taxes in order to finance many services for their well being (Max, 1991).

The Government of Tanzania is undertaking various initiatives towards poverty reduction and attainment of sustainable social and economic development. The initiatives are founded within a very broad policy framework – based on the Vision 2025, which stipulates the vision, mission, goals and targets to be achieved with respect to economic growth and poverty reduction by the year 2025. The on-going decentralisation by devolution and reform process, including the Local Government Reform Programme, is fundamental to the strategy for poverty reduction in the country, now popularly known as MKUKUTA (Ngware, 2005).

The overall objective of Council Sector Reform Programme (CSRP) was to achieve a “smaller, affordable, well compensated, efficient and effectively performed civil service”. The programme has so far been implemented in two phases (i) restoration of

the structural preconditions to support fiscal stabilisation measures, including: the remove of ghost workers, staff retrenchment of establishment and payroll controls expected to bring employment and the wage bill to control; and (ii) institutional improvements, including: a redefinition of the role of government, restructuring for organisational effectiveness and efficiency, outsourcing certain services, decentralisation of services delivery, and managerial capacity building (ILO, 2002).

It is important to note that Public Service Reform now consists of a number of distinct but related reform programmes, each geared towards the same overall policy objectives, but covering different aspects of reform. At the centre of these reforms is the Public Service Reform Programme (PSRP) tasked with operationalising the government Public Service Management and Employment Policy, and currently concentrating on installing performance management systems throughout the public service. Charged with operationalising the Local Government Reform, and now concentrating on implementing Decentralisation by Devolution (D-by-D) policy is the Local Government Reform Programme. Currently, reform of local government involves the following five main areas: First, Fiscal decentralisation, second, administrative decentralisation; third, political decentralisation; fourth, service delivery function of decentralisation; and fifth, changed central-local relations (Ibid).

2.2.7. Functions of Local Government Authorities

2.2.7.1. Provision of Services and Participation

Nearly every country in the world has decide to implement decentralization policy toward LGAs formation so to provide various services such as education, health, water and sanitation and strengthening involvement participation in decision making process. When the administrative organs are so closer to the people that are supposed to be serviced with, it legitimizes the planning process. By doing so, it would allow faster development as participation can make plans more relevance to grassroots level peoples' priorities (Menizen-Dick and Knox 1999). The setting of LGAs of being closest to

stakeholders, it has ability to make governments more responsive to public needs and more accountable to them for better resource allocation and service delivery.

2.2.7.2. Collection and Use of Taxes and Levies

The establishment of LGAs has specifically meant to contribute significantly in booming resource mobilization. Also, they are required for the functioning of the grass root administration and for investments. These include mobilizing local taxation for increasing revenues as this is more under their control and boosting production through coordinated economic development programmes within their area of jurisdiction. This would ensure the more beneficial development and mobilization of productive forces, and ensure collection and proper utilization of the revenues (URT, 1982).

2.2.7.3. Facilitating the Maintenance of Law, Peace and Order

The Local Government Authorities have established to perform several basic function and duty within their areas. This is to ensure the enforcement of law and public safety of the people. This implies that the LGAs are intended for suppression of crime, the maintenance of peace and good order and the protection of public and private property lawfully acquired.

2.2.8. Public Involvement

Public involvement is commonly viewed as a process of redistribution of power that enable the grass root communities (Commons) to be deliberately included in political and economic process. To conceptualize, it is an approach in which they have and have-not (the public in general) have ability to determine how information is shared, goals and policies are set, tax resources are allocated, programs are operated, and benefits and patronage are parceled out (Arnstein, 1969). Public involvement is an indication of the existence of democracy by which interested and affected individuals, organizations, agencies and government entities are consulted and involved in the decision-making process in development programmes (Snyder *et al*, 2008). In a nutshell, it is the strategy for inclusiveness of citizens in their local authorities as bedrock of democracy.

Public involvement in the allotment of local authorities' funds can play a great role in improving the development outcomes due to the local communities have precise knowledge of their needs in accordance to the preferences and choices, and local conditions. Nevertheless, it strengthens accountability as the communities would be involved in planning, funding, delivering, and monitoring of public goods and services. From this perspective, more pressures exerted by governed would force public officers revolutionize their way of doing things as a result officers become more accountable for the choices they make on behalf of local communities. Indeed, McGee (2003) adds that inclusive governance systems induces local authority officers at grass-root levels more responsive to citizens and becoming more effective and efficiency in service delivery through building in involvement and accountability.

2.2.9. Episodes of Local Government Authorities in Tanzania

According to Mukandala (1998), administrative system of local government had mess history in Tanzania. It has tried to execute decentralization process in Tanzania within the per-colonial and post colonial days. The future normally dictated by the past and present events, in this view, this section takes stockpile of the synopsis of the LGA reform episodes in Tanzania since pre-colonial days where the colonial bureaucracy acted politically but acted as if to provide power to the local people to control their areas of jurisdiction. But this study confined itself more specifically to the period of post-independence era of 1961–2005. The purpose is to figure out trends and to draw out specific lessons from different episodes of policy strategies instituted in each reform regime that had direct or indirect significant substantial impact on political, socio-economical and administrative reform of LGAs in the country. The distinctive periods of reform phases have been identified and discussed in sequence in the following therein sections.

The history of Local Government Authorities in Tanzania can be traced back into pre-colonial times. During Germany and British rule, the decentralization was more focused on transferring autonomous responsibilities to certain planned activities in local

authorities rather than to the entire government administrative programs (Nelson, 2000). The aim of colonial decentralization in the Tanzania was simply to meet the needs of the colonial masters in Europe; that is to say in principle that, the local authority applied was top-down kind of locality administrative. As per this study more cognizance of the history of LGAs was given to post independence era for the sake of faster transformation of the present and the future life of the local communities.

i. The Earliest Era (1961-1972)

Soon after independence in 1960s, the government of Tanzania decided to pursue democratic administrative system in support of the nationhood development strategy while revisiting colonial native authorities' legacy. The aim was create conducive social and human resources development environment for reduction of poverty, ignorance and diseases (URT, 2000). To ensure its seriousness on the matter, by 1962 the Local Government Ordinance was amended to repeal the Native Authority Ordinance. In line with it, native authorities and chiefs were totally eliminated and most of these chiefs were integrated into the government as administrators (Shivji and Peters, 2003).

The main purpose of launching new local authorities was to replace the failed top-down by reintroducing bottom-up approach and at the same time, increasing the effectiveness and efficiency of the citizen involvement in decision making of their affairs as an idea that continued to be strongly applauded by the majority development practitioners including the policy makers in the country. This period was difficult to the government as financial and human resources were limited while the problems required to be solved were many. Disappointingly, due to limited resources planned programs and investments which were expected to ensure that the benefits would bring multiple effects to local communities failed to operate efficiently (Corbo and Fischer, 1995; Ray, 1998).

Likewise, it was on the same period which observed the mushrooming of top-down driven policies. Some of the policies were socialism and self-reliance policy which was launched in Arusha commonly known as Arusha Declaration of 1967. This policy

insisted on food production and the decentralization policy of 1972, which focused on transferring key authorities and responsibilities of the central government to the local communities (Mushi, 1995). Its intention was to bring equitable development to the people of Tanzania through increased community to participate in decision making process (URT, 2004).

ii. The Second Era (1972-1982)

In this period was viewed as decentralization, the ruling party –TANU (now CCM) in 1970s decided reorganized the government administration for the aim of obeying wit socialism development policy. Its objective was to give more power on decision making powers to the local communities on their affairs and more personnel and finances were employed for implementation of the programmes. To do so, the parliament enacted the decentralization of the government administration Act of 1972 to reaffirm power to its implementation and local government authorities were phased out. Instead, the district and regional development councils were created.

The policy was re-categorized itself into the following forms, namely deconcentration and devolution. During the period of deconcentration, rural development was centrally coordinated and managed at the district and regional levels (Max, 1991). Therefore, the regions and districts were highly obliged by the central government to plan and implement their development activities, and administering them efficiently for reshaping their local communities' destiny with minimal interference (Olsen, 2007). Actually, this policy did not ensure real decentralization because power and authority were consolidated at local communities while the central government continued dominates by recruiting qualified staffs and appointed regional and district head officials to run these administrative areas (Oyungi, 1998). Very unfortunately, it was intentioned more on economic arrangement and party supremacy.

Another the policy of decentralization administered by the URT was villagization (large-scale resettlement program) where people from scattered rural areas were resettled in villages of at least 250 households as a modernization (Nyerere, 1967). The exercise was mainly administered in 1974 with the purpose of allowing villagers to have full control over services and investments through involvement in decision making process for improvement of their socio-economic conditions. It was meant to reduce costs to the side of government in provision of basic services. In these villages, people were enabled to access various public services such as schools, health services, water and other basic products mainly from the state controlled Regional Trading Company.

iii. Restoration of Local Authorities Era (1982 – 1995)

Following the failure of the earlier decentralization policy that was attributed by decentralized structures incapacity, the Local Authorities existed were stopped while urban councils were amalgamated into nearest rural areas. At this time, the government has put more attention to rural areas development due to sluggish development continued to exist that caused greater variation in development between rural and urban areas.

Over concentration of rural development contributed greatly to weakening of situation in urban areas as a consequence of biased development. These worse conditions in urban areas resulted urban infrastructures to be shamble such that roads and buildings remained unchecked .i.e. no/less maintenances. Nevertheless, learners in primary schools lacked learning and teaching materials such as textbooks and water drainage systems were not working properly, whereas health centers and dispensaries remained without very important drugs. The situation was believed to be contributed by economic crisis and war with Uganda of the 1970s and 1980s respectively.

The rejuvenating of local governments in 1982 through the Prime Minister's Office was to strengthen decentralized government administration which was smoothened by effective democratic involvement in decision making and implementation at the village,

district and regional levels (Max, 1991). In principle, the local authorities were not authorized to raise revenue of their own expenses; instead they were allowed to collect revenues in their locality as agents of the Central Government in Dar es Salaam (Shivji and Peter, 2003).

As a result, they were solely forced to rely on the large extent on the support from Central Government to finance their expenditures. Essentially, the reform was thought to become a cornerstone for development of the local communities, but because whatever collected revenues were sent to central government. Therefore, whatever grants and subsidies they obtained from central government were very meager such that it couldn't support many development projects.

iv. Reforming Local Government (1996 to date)

The decentralization of the 1990s was facilitated by wind of changes in the world in terms of economic, social and political changes. These changes necessitated the adoption of multi-party system in Tanzania by 1992 Shivji and Peter (2003). It also resulted to the alteration of section 5 of the Eighth Constitution Act No. 4 of 1992 which put an end to one-party political system by amending Article 3 (1) of the Constitution that stated the United Republic is a democratic and socialist state adhering to a multi-party political system. The introduction of multi-party democracy policy was added in the Constitution of the United Republic of Tanzania of 1977 which increased space for the respect for freedom, rule of law, political transparency and good governance.

In the same period, the processes of re-transforming the civil service at the central government and the local authorities in the country have had impact on the former transferring more authorities to the latter. It was argued that the institutions at the local authorities' level have to be the providers and producers of the basic social services and goods. The reform entailed, among other things, to decentralize public service delivery in line with the devolution of political powers to lower levels.

However, the decentralization policy that was enacted through the Regional Administration Act (1997) which effectively initiated the decentralization process by scaling down the roles, functions and staffing at the regional level. According to the Act, urban and district authorities are allowed to interact directly with the central government ministries on issues of concern and interest in their areas of jurisdiction. They can work with other organizations located within their respective areas and with NGOs.

Despite of URT continued efforts to retransform its government administrative by bringing into the front position of public involvement in decision making process, there is alarming complains from the public that the local communities' expectations and local government authorities real performance are still in dilemma in transferring resources to the grass roots level. However, the theory advocate that the type of community basic services delivered (e.g. education, health, agriculture, water, environmental) determines the effective structure of LGAs (Sosmeña, 1986).

2.2.10. Development efforts through LGAs in Tanzania

The roles played by government have been changing ever since Tanzania gained independence in 1961. This section discusses these roles in six different phases. One identifies a swing pendulum like, from enabling to implementing and back to a more supporting role, where as today, development efforts are largely influenced by the good governance paradigm.

In the years immediately after Tanzania gained independence (1961 – 1967), little attention was given to the formulation of developmental strategies. Rather, the initial challenge to the leadership was to demonstrate to its people and the outside world its ability to govern (Barkan, 1994 p.8).

In this early post-independence period, government played a supportive role to the private sector, by maintaining macroeconomic stability and creating a capital-friendly environment. The Government sought to transform smallholder agriculture through the

improvement of basic farming and marketing practices by providing community development staff and extension services to change individual farmer behaviour and encourage commercialisation. Furthermore, to facilitate the adoption of modern farming techniques, the government also sought to regroup and resettle the farmers in village settlements and voluntary co-operatives. The private sector responded positively to the largely supportive environment created by the government. The role of the public sector was small in this phase, but this changed radically after the Arusha Declaration (World Bank, 2002 p. 117).

The period of 1967 – 1985 saw a major shift in the role of the government, as the traditional functions of providing economic and social infrastructure and maintaining law and order made way for a more active role of the state in production and commercial functions. Although the first President of Tanzania, Julius K. Nyerere, wrote a conceptual essay on African socialism in 1962, it was not until the Arusha Declaration in 1967, that a national strategy for development was articulated within this ideological framework.

The ruling party, the Tanganyika African National Union (TANU), there as proclaimed an ideology based on socialism and self-reliance through which different development objectives were to be realized. The policy of socialism was based on the view that capitalism was not an appropriate model for development (Nyerere, 1968 p. 15-17). On the other hand, it attached great importance to the concept of self-reliance. It was not possible, Nyerere argued, to develop the country on the basic of capital alone. He said that investors, countries or industries were not the basis that socialist society could be built upon. Instead, the basis for development, as stated in the Declaration, was agriculture. The goal was to produce food crops in order to create self-sufficiency in food, and to produce export crops, this raising government income for the necessary investment in health or education (Nyerere, 1968p.15-17). So, socialism and self-reliance formed the cornerstones of Tanzania's development.

In practice, the implementation of the policy of socialism and self-reliance resulted in the state ownership of all significant manufacturing and financial enterprises. Under the ‘villagisation’ campaign, massive relocations of the rural population took place to achieve the objective of having the entire rural population live in permanent Ujamaa – villages so as to facilitate and rationalize the provision of basic services to the rural economy. The role of the Tanzanian government was to support the farmers through extension services by supplying fertilizer, tools, knowledge etc. By 1975 more than 5000 Ujamaa-villages had been created, and more than 3 million people were actually forced to move, as many farmers initially resisted to voluntarily live in these villages (Barkan, 1994p. 5, 8;).

But the ‘villagisation’ programme did not lead to the expected growth in agricultural production. Of the 5000 Ujamaa-villages created by the mid-1970s, only 400 had developed sufficiently to the stage at which co-operative farming was acknowledged as being economically justified (O’Neill, 1990 p. 14). Major problems included the indifference of farmers to become involved in communal production, the lack of promised tools, fertilizer, etc., the slow improvement of rural services and the serious environmental degradation that resulted from collective farming. As a result, the agricultural sector showed a decline in growth rate from an annual average of 3.1 percent at the time of the Arusha Declaration to 0.2 percent in the following 10 years. Besides, out-migration increased, as the population in urban centres more than doubled between 1967 and 1978 (McHenry, 1994 p. 175).

The nationalization of almost all major means of production led to an enormous increase in government administration. The resulting growth of public expenditure far outstripped Tanzania’s revenue growth. This can be explained by the decline in tax base as a result of falling real income growth and rising tax evasion to circumvent controls. Therefore, fiscal deficit as a proportion of GDP more than doubled, from 6.3 percent during 1966-1973 to 13 percent during 1974-1979. Furthermore, the parastatals faced several major

problems that undermined their performance: overstaffing, poor planning, poor management, lack of technical expertise inappropriate technology (Barkan, 1994).

The major pillars of the development strategy of the Tanzanian government in 1979 was nationalization and ‘villagisation’ that encountered severe constraints in that a major break in the Tanzanian economic growth occurred. This was triggered by a costly military conflict with Uganda where Misenyi district area was invaded; the break-up of the East African community; and the subsequent foreign exchange shortages, the second oil crisis and a recession in the world economy, economic growth dropped by about 4.5 percentage points.

The decline in economic performance in Tanzania manifested in a currency overvaluation and severe problems with balance of payments caused by declining export volumes and commodity export prices; rising import prices and rising debt-service obligations, as both domestic and foreign debts ‘accumulated’ a widespread shortage of foreign exchange and goods; a general deterioration of both social and physical infrastructure and an increasing and unsustainable budget deficit, caused by decreasing tax revenues as the government’s revenue base (GDP) eroded, leading to excessive government bank borrowing and increased dependence on external sources of finance (World Bank, 2002 p. 11-12).

In 1986 to 1992 the government launched two programmes to deal with the macro-economic crisis, the two-year National Economic Survival Program (NESP) in 1981, followed by a three-year structural Adjustment Program (SAP) in 1982. Generally, NESP and SAP measures were aimed at restoring economic growth and sustaining it through increasing output of food and cash crops. The methods employed included: increasing foreign exchange earnings and improving their utilization, increasing industrial exports, reducing the import content of industrial production, and controlling government expenditure. Therefore, in 1986, a Structural Adjustment-agreement was signed with the IMF which suggested policies aiming at dismantling the existing state-

controlled economic set-up and emphasizing the role of external assistance as a precondition for a recovery that would lead to renewed economic growth (Barkan, 1994 p. 22, 30).

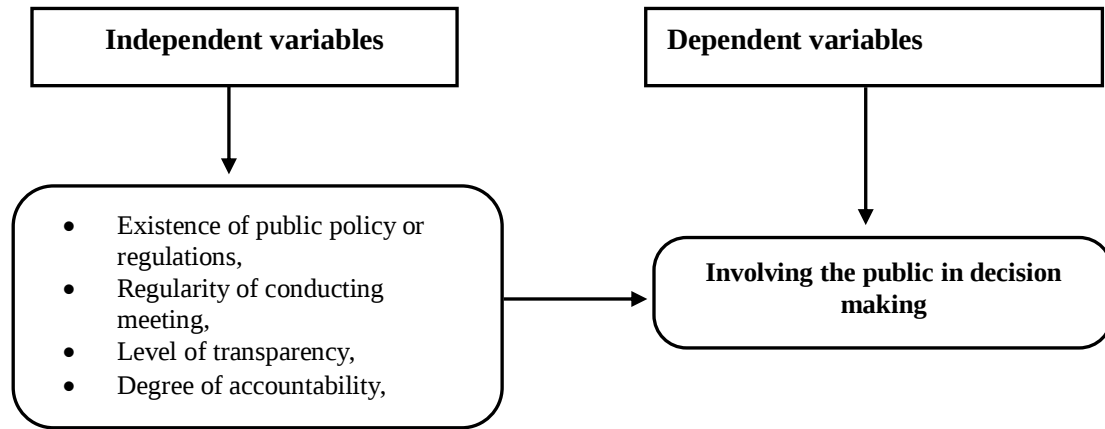
Today three major policy papers defined the role of government in the development process. The first paper sees government as defined and written about in the Tanzania Development Vision 2025. The second sees it as part of the Heavily Indebted Poor Countries (HIPC) initiative, defined by the Poverty Reduction Strategy Paper (PRSP). The third views government as guiding the process of decentralization, government introducing the Local Government Reform Programme (LGRP). These national development policy papers form the framework in which local government operates. They are therefore, very important in shaping the environment for good governance.

The government has clearly embraced the concept of good governance, as is exemplified by the LGRP in which the policy measures included are to ensure a good functioning legal framework, to develop or invest in social as well as physical infrastructure and above all to decentralise the political administration by shifting responsibilities as well as financial resources to the village level.

But on the other hand, in practice, these positive aspects might not materialize due to problems existing in other areas of the implementation environment at the village level. For example, is parliament in Tanzania really able to make use of the increased accountability and transparency at village level in the formulation of concrete targets and goals stated in the development papers? Are village governments able to take on the ascribed responsibilities? So, it is not the formulation of objectives, strategies and reforms and their presentation in policy papers that lead to development. For that reason, this research will focus on the structure and capability of the politico-administrative framework, responsible for the implementation of the different reforms and strategies at village level.

2.2.11. Conceptual Framework

Figure 2: Conceptual Framework



Source: Researcher's Construct (2012)

The conceptual framework of this study categorized variables in two major groups: independent and dependent variables. In plain words, the conceptual framework shows how factors such as: the regularity of conducting those meetings, the level of transparency, and the degree of accountability; these are seen as the transformative effects of LGAs in promoting public involvement. This means the LGAs are the steers of public involvement.

Since the goal of this study was to assess the transformative effect of LGAs in promoting public involvement in decision making considering Mvomero district as a focal area, this study mainly aim at providing a relationship on how transparency, accountability, policy formulation can lead into public involvement in decision making for effective organization management.

2.3. Empirical Literature Review

A few studies have been conducted in the area of governance (Katabaro, 2011; Shivji and Peter, 2003; Nelson, 2000 and Mustafa, 2008). A study by Katabaro (2011) assessed the performance of the village governments with respect to good governance in Missenyi District. Its findings revealed that the attendance of meetings by villagers

(respondents) was poor as 50.0 percent of them were sometimes attending and sometimes not and 24.0 percent never attended. There was less participation of the public which was caused by unmotivated public involvement. However this was contrast to the local government Act of 1982 which stipulates on massive participation of villagers in village meetings.

The causes of poor villagers' attendance included poor leadership, not taking any action on various agreed issues, lack of concern, not knowing the agenda before the meeting, and above all the lack of transparency among village leaders. Various mechanisms namely: writing posters, being notified by the sub-village chairman, and announcement in churches and mosques, were used to notify villagers about the forthcoming meetings (Nelson, 2000 and Mustafa, 2008). To this point, villagers suggested the improvement of call for meetings, announcement of agenda before the meeting the happening of the meeting, and educating the community on the relevance and importance of village meetings.

A similar investigation by Shivji and Peter (2003) assessed the process of planning and implementing village development projects. Information revealed that in average respondents or village dwellers were not regularly attending village meetings. Meetings were to be conducted yearly. At village council level 30 meetings were planned to be held yearly. In those village meetings also, the quorums were not met since no meeting reached 50 percent of participants. The same study indicates that although there was a good order of conducting the village meeting, this did neither influence nor change the village government performance. However, there was irregularity in conducting village meetings which also had no influence on village government performance. Thus, the unreliability of sources of income for village government has a negative relationship with the performance of the village government. This meant that having unreliable sources of income does not have a good relationship with the village government. If there are insufficient sources of income it may result to poor village government performance.

Moreover, Numbu (2007) in his study conducted in Kinondoni Municipality revealed that despite LGAs are actively working for public interest, there was little performance and lower information accounting for public participation and their contribution in decision making. Equally important, less could be known on what really the LGA was doing to ensure effective public involvement. This was also true as Matanyako (2008) in her doctorate thesis which affirmed that there is little role inputted by LGAs in participatory decision making requiring public attention. The same study by Matanyako (2008) showed that there is a negative attitude by the public towards LGA stemming from the fact that the public is not satisfied with the manner financial transactions were being handled; there was no public involvement in financial affairs. In other words there was less trust among public members which made the public to have a negative attitude towards LGA.

Although the above studies were conducted, less was talked on the transformative effects of local government in promoting public involvement. The reviewed studies as undertaken by Shivji and Peter (2003), Nelson (2000) and Mustafa (2008), did not demonstrate the how LGAs promote public involvement mainly in decision making processes. There was therefore a gap as far as literature was concerned and thus a need to undertake a study of this nature so as to examine the issues of public involvement in Mvomero district.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Overview

This section portrays the methodology which was adopted during data collection. The rest of the chapter is organized in the following sub-sections: the study area, description of the study area including the location, population size, climate and major economic activities. It also includes research design, sampling procedures, data collection methods and instruments, pre-testing of the questionnaires, data reliability and validity and lastly, data analysis and presentation.

3.2. Study Area and Rationale

This study was conducted at Mvomero District Council. The council is composed by nominated councilors from 17 wards. The management team comprises eight heads of department headed by the Executive Director. The council has 2907 employees. Major economic activities include industrial of primary and secondary level, subsistence and commercial farming, small scale enterprise and commercial retail and wholesale (Morogoro Municipal Council, 2010).

The rationale for selecting the Mvomero district stemmed from the ground that it is a Local government sector that dealt with the public in the provision of public services. Along with that, there were no existing records indicating whether a similar study was ever conducted at the district.

3.3. Geographical Location and Population Size

Mvomero is one of the six districts of the Morogoro Region of Tanzania. It is bordered to the north by the Tanga Region, to the northeast by the Pwani Region, to the east and southeast by Morogoro Rural District and Morogoro Urban District and to the west by Kilosa District.

According to the 2002 Tanzania National Census, the population of the Mvomero District was 260,525. The Mvomero District is administratively divided into 17 wards these are: Bunduki, Diongoya, Doma, Hembeti, Kanga, Kibati, Kikeo, Langali, Maskati, Melela, Mhonda, Mlali, Mtibwa, Mvomero, Mzumbe, Sungaji, Tchenzema.

3.3.1. Climatic Condition of the Study Area

Despite the variation of climatic conditions throughout the year, the weather conditions are attractive because the area is high above sea level. Mvomero experiences average daily temperature of 30°C with a daily range of about 5°C. The highest temperature occurs in November and December, during which the mean maximum temperatures are about 33°C. The minimum temperatures are experienced in June and August when the temperatures go down to about 16°C. The mean relative humidity is about 66 percent which sometimes drops down to 37 percent. The total average annual rainfall ranges between 821mm to 1,505mm. A long rain occurs between March and May and short rains occur between October and December each year.

3.3.2. Economic Activities

Generally, about 75 percent of the resident's practices subsistence farming as the major source of income and about 30 percent of the population are engaged in livestock farming under indoor livestock keeping or zero grazing. The main staple foods in the study area are maize, rice, tomatoes, legumes, bananas, cassava and horticultural crops and the excess is sold to get cash. Subsistence and commercial farming and Small and medium enterprises include commercial wholesale and retail. Other activities include i. However, due to policy of parastatal privatization, few industries are operating (MMC, 2009).

3.4. Research Design

The quality of any research depends on thorough thoughtful on research design. In statistics sense, research design is defined by Kothari (2004:31) as formalized procedure for data collection and analysis given accurately research objectives. In general, it decides on logical sequence of the research as Mouton (1996) adds that research design is an arrangement on how to organize the research objective which has been planned. Therefore, this study used a case study research design in investigation. According to Kombo and Tromp (2006), a distinguishing character of a case study is that it attempts to examine contemporary phenomena on its real life context. The authors further argue that case study becomes particularly useful when one seeks to understand some particular problem or situation in great depth and where one can identify cases rich in information. Yin (1984) shows that components of case study questions are what, when, where and how?

The rationale for choosing case study research design stemmed from the fact that this study aimed at conducting an in-depth investigation of a single unit which is Mvomero District Council. There was a need to obtain deep information on public involvement in decision making in Mvomero district.

3.5. Study Population

The study was carried out in Morogoro Region, Mvomero District Council. Four departments were purposively selected for investigation out of six departments. These six departments which were: administration and human resources, community development, agriculture and livestock, planning and economy, education and culture, and health. The selection of only four departments was based on the fact that it would take much time to examine all departments of the district council. Thus, the four departments were selected to present other departments.

Mvomero District Council was selected purposively on the rationale that there were records which indicated that there were plenty of complaints as far as unsatisfactory public involvement was concerned (Mtumwani, 2006); yet no record was available to indicate a study that was already undertaken to examine the nature or extent to which the public has been forgotten in issues relating to participation.

3.6. Sampling Procedures

3.6.1. Convenience sampling technique

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 respondents from their respective strata on the basis of their readiness to provide data for the realisation of this work. Under this sampling technique, the researcher selected eighty (80) respondents who were willing to cooperate with her. They participated in the study through filling in questionnaire sheets.

3.6.2. 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 judgment and intuition. The researcher chooses only those elements which he believes will be able to deliver 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).

This sampling procedure was thus used to purposefully select twenty (20) respondents who were believed to be possessors of information on issues related to the contribution of LGAs in promoting public involvement in decision making process. They participated in the study as interviewees.

3.6.3. Sampling Unit

This study considered employees of the district as sampling units for assessing the transformative effects of LGAs in promoting public involvement in decision making process in Tanzania with respect to Mvomero district Council.

3.6.4. Sample Size and its Justification

Sampling is the process of selecting units (e.g people, organizations) from a population of interest so that by studying the sample we may fairly generalise our results back to the population from which they were chosen (Trochin, 2006).

The sampling frame of the study consists of employees working at Mvomero District council headquarter within four departments out of six departments which had 250 employees who are considered as sampling frame in this study. Mvomero district council contains six departments which are: administration and human resources, community development, agriculture and livestock, planning and economy, education and culture, and health. This study used one hundred respondents (100) respondents as total sample size which was considered representative of the study population. The sample sizes between 80-120 respondents are sufficient for socio-economical studies in Sub-Saharan Africa (Matata et al, 2001). This sample size was convenient number for analysis that enabled accuracy results (Bailey, 1994).

3.7. Data Collection

3.7.1. Primary Data Collection

Primary data were collected through structured interview schedule which were accompanied by personal observations of physical events to solicit responses from individual respondents. In addition to semi-structured interview, informal discussions (Focus Group Discussions-FGDs) with key informants were used as another source of primary data. A structured questionnaire was used to collect data from respondents. A questionnaire was adopted to collect information from respondents.

3.7.2. Secondary Data

There is no single source that has complete advantage, instead many sources are highly recommended for information harmonization. Then, secondary data was sourced from different archival materials such as journal articles and official reports both published and unpublished relevant documents. These sources were Mvomero district Official reports, Mzumbe University Library and from electronic sources i.e. internet blogs.

3.8. Methods of Data Collection

3.8.1. Interviews

Interviews were arranged to allow respondents to freely provide their views related to the problem that was being investigated. According to Kothari (2004) the method is suitable for interview investigation. Both structured and unstructured interview guides were prepared before to guide the free flow of conversation. The purpose of applying this method was to supplement the questionnaire method of data collection so as to obtain the qualitative data which was not collected through questionnaires.

Interviews were 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 to be carefully controlled and structured. Interviews were used to collect data from respondents who did not have time to fill in questionnaires but could express themselves verbally. However under this method, interviews were conducted to ten (10) respondents to deeply collect qualitative information pertaining to the problems.

3.8.2. Questionnaire Survey

Both qualitative and quantitative information were collected by using of structured questions from targeted study population. Questionnaires were used to collect quantitative information from respondents (workers of Mvomero district council). Most questions of the questionnaire were in closed style and only one question was open-

ended. They were distributed to a total number of ninety (90) respondents and each one was given a copy. They were distributed to a small number of people for pre-testing before distributing them to respondents for data collection exercise.

All questionnaires distributed were returned.

3.9. Data Reliability and Validity

It is noted that to obtain correct data from the field survey in developing world remained questionable as they may affect social scientific research accuracy because of deficiency proof (Ndanshau, 1996). In this respect, as information and data were fundamentals on research, more interest was to ensure that several efforts were undertaken. First, questionnaires were pre-tested during pilot study before actual data collection to counter check the degree of accuracy of data to be gathered. Second, participant observation and in-depth interview application that allowed the researcher to participate fully in some activities and the late method, allowed the respondents to respond freely to the posed questions that enabled clear misconceptions of concepts.

3.10. Data Analysis and Presentation

Analysis is referred as a procedure for bringing order to data, organizing content where there is no pattern and basic descriptive units (Patton, 1987:144). Data collected was both qualitative and quantitative. These data were initially cleaned, edited, coded and entered in a computer system called Statistical Package for Social Sciences (SPSS) software before analysis. Descriptive statistical analysis employed cross-tabulations and frequency distributions to determine distribution of the respondents. They were presented in tables and figures showing frequencies and percentages.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF THE FINDINGS

4.1 Overview

This chapter is organised into different sections which are: descriptive statistics of respondents, public involvement in LGAs, levels of transparency and accountability in public involvement in decision making process, perceptions of public on LGAs toward involvement in decision making process, and the challenges hindering LGAs in achieving effective public involvement in decision making process.

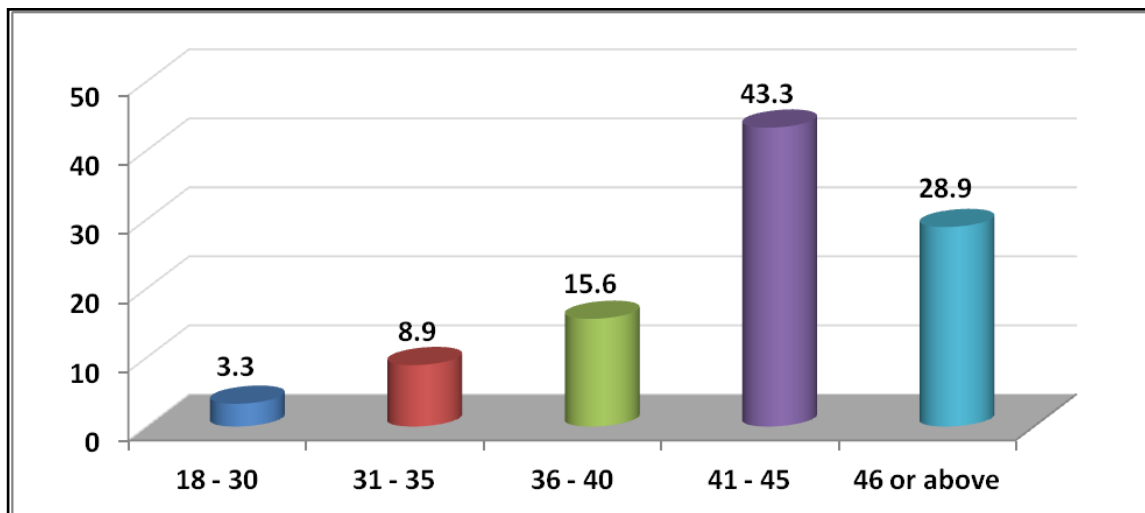
4.2 Descriptive Statistics of Respondents

This section covers the age groups, gender, and education levels of respondents.

4.2.1 Age Groups of Respondents

This study examined the ages of respondents as presented in Figure 4.1.

Figure 4.1: Respondents by Age Group



Source: Field data (2013)

Results in Figure 4.1 show that 3.3% of respondents were of the age group ranging from 18 – 30 years, 8.9% of respondents were of the age group ranging from 31 – 35 years,

15.5% of respondents belonged to the age group ranging from 36 – 40 years, 43.3% of respondents belonged to an age group ranging from 41 – 45 years, and 28.9% of respondents belonged to a group of 46 years or above.

Results in Figure 4.1 therefore imply that most employees at Mvomero district council were above the age of 36 years. Results also imply that there were a few young employees.

4.2.2 Gender

The study subsequently examined respondents by gender as presented in Table 4.1.

Table 4.1: Respondents by Gender

Answers	Frequency	Percent
Female	34	37.8
Male	56	62.2
Total	90	100.0

Source: Field data (2013)

Results in Table 4.1 show that 37.8% respondents were females and 62.2% respondents were males. These results imply that majority respondents were males. Also, the results presage that although there were issues of gender consideration at Mvomero district council, majority workers were males.

4.2.3 Education Levels of Respondents

In the section of descriptive statistics of respondents, the study also examined the education levels of respondents as presented in Table 4.2.

Table 4.2: Respondents by Education Levels

Level	Frequency	Percent
A. Level	4	4.4
O. Level	3	3.3
Tertiary education	83	92.2
Total	90	100.0

Source: Field data (2013)

Results in Table 4.2 indicate that 4.4% respondents had A. level education, 3.3% respondents had O. level (form four) education and 92.2% respondents had tertiary education. These results presage that majority employees of Mvomero district had tertiary education. Results in Table 4.2 also presage that the district was rarely employing people with lower levels of education for its daily activities or either was encouraging its employees to further education.

4.3 Is there public involvement in local government authorities?"

The first research question of this study was: "Is there public involvement in local government authorities?" In this research question the researcher expected to get information on how the public was being involved in the activities of the district which were pro-people's development. In this research question, various questions were posed to respondents as presented next.

4.3.1 Availability of Advocating Policy or Regulation

The researcher asked respondents to indicate whether there was any district policy or regulations which advocated public involvement. Results are presented in Table 4.3.

Table 4.3: Availability of Advocating Policy

Answers	Frequency	Percent
No	2	2.2
Not sure	2	2.2
Yes	86	95.6
Total	90	100.0

Source: Field data (2013)

Results in Table 4.3 show that 2.2% respondents said “No” to indicate that there was no policy or regulation which advocated public involvement, 2.2% respondents said they were not sure of the existence of a policy or regulation which advocated public involvement, and 95.6% said “Yes” to indicate that there was a policy or regulation which advocated public involvement. These results connote that there was a policy or regulation which advocated public involvement as majority respondents confirmed. The same results also imply that the policy or regulation existed but a few district employees were not aware of its existence. This was consistent with the information that was availed by interviewees when the researcher asked them whether there was a policy or regulation which stipulated about public involvement and answered that the regulations existed but only new employees were not yet aware of it.

4.3.2 Public Involvement in Accordance with the Policy

Respondents were asked to indicate whether the public was involved in accordance with the available policy and or regulation. Results are presented in Table 4.4.

Table 4.4: Public Involvement in Accordance with the Policy

Answers	Frequency	Percent
No	24	26.7
Not sure	12	13.3
Yes	54	60.0
Total	90	100.0

Source: Field data (2013)

Results in Table 4.4 show that 24 (26.7%) respondents said “No” to mean that the public was not involved in accordance with the policy, 12 (13.3%) respondents were not sure whether the public was involved or not in accordance with the policy, and 60.0% respondents said “Yes” to indicate that the public was not involved in accordance with the policy/regulation.

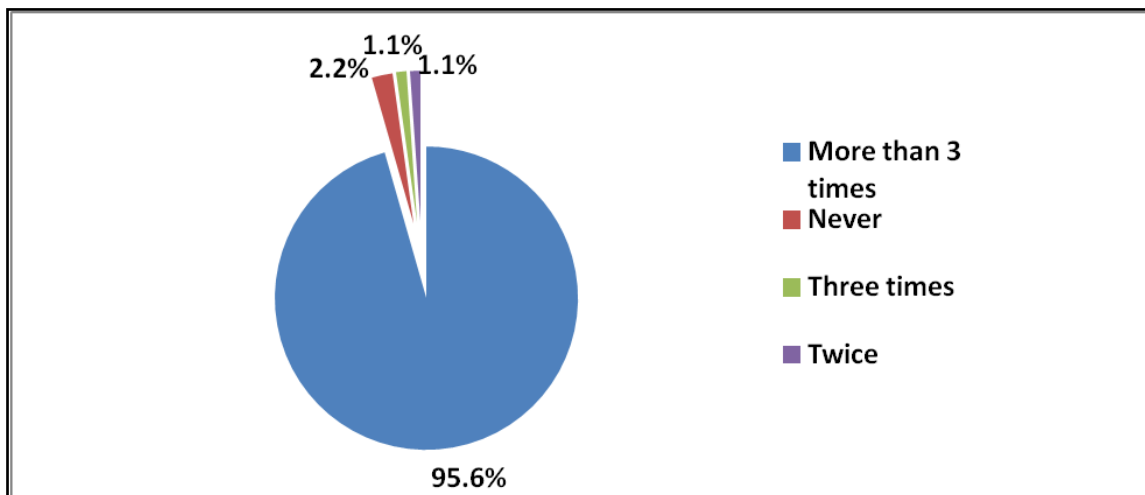
Results in Table 4.4 suggest that majority respondents were aware of public involvement in accordance with the available policy/regulation. Results also presage that the few respondents who were not aware of public involvement in accordance with the available

policy/regulation might happen to be not aware of the regulation or policy through which they were involved in accordance with, or either they had never been involved by the district council in issues concerning the public.

4.3.3 Incidence of Public Involvement in any LGA Meeting or Activity

Respondents were asked to indicate how often they happened to be involved in any LGA meeting or activity. Findings are presented in Figure 4.2.

Figure 4.2: Incidence of Public Involvement



Source: Field data (2013)

Results in Figure 4.2 depict that 95.6% of respondents said the public was involved in any LGA meeting or activity for more than three times, 2.2% of respondents said the public was never involved in LGA meeting or activity, 1.1% of respondents said the public was involved in LGA meeting or activity for three times, and 1.1% of respondents said the public was involved any LGA meeting or activity at least twice.

Results in Figure 4.2 connote that the public was involved in LGA meeting and or activities more than three times. The results also connote that a few respondents were not aware of how often the public was involved in LGA meetings or activities either due to their status of being novice or being not aware of public involvement in LGA

meetings and activities. During interviews, when asked about how often the public was involved in LGA meetings and activities, interviewees answered that there were some improvements in the involvement of the public in decision making process as compared to the previous time when they were rarely involved. The government through LGA has managed to change the system and they started to involve the public not only in decision making process on issues concerning them.

4.3.4 How the Public Was Involved in LGA Meetings/Issues

Respondents were also asked to indicate how the public was involved in LGA meetings and issues. Results are presented in Table 4.5.

Table 4.5: How the Public is Involved in LGA Meetings

Answers	Frequency	Percent
Don't know	3	3.3
Through other ways	5	5.6
Through public servants only	3	3.3
Through the board	2	2.2
Through the public itself	77	85.6
Total	90	100.0

Source: Field data (2013)

Results in Table 4.5 display that 3.3% respondents said they did not know how the public was involved in LGA meetings, 5.6% respondents said the public was involved through other groups, 3.3% respondents said the public was involved through public servants only, 2.2% respondents said the public was involved through the board, and 85.6% respondents said the public was involved through the public itself.

With regard to Table 4.5, results imply that for most of the time the public was involved through public themselves or by directly communicating them any issues that regard them. The results also imply that the public was rarely involved in LGA meetings through other channels. During interviews, interviewees were invited to explain the channels through which the public was involved by the district council in different meetings. Their answers indicated that the way of involving the public is not constant.

Sometimes they are involved through delivering the information to public servants and then the public servants inform the public as target persons. Sometime the public may also be involved through the board.

4.4 Levels of Transparency and Accountability in Public Involvement in Decision Making Process

The second research question of this study was: “What are levels of transparency and accountability in public involvement in decision making process?” In this research question the researcher expected to understand the level of transparency which existed at Mvomero district council. In this research question, various questions were posed to respondents as presented subsequently.

4.4.1 Area of Information in which There Was Satisfactory Level of Transparency

The research asked respondents to show the area of information in which there was satisfactory level of transparency. Results are presented in Table 4.6.

Table 4.6: Area of Information where there is Satisfactory Transparency

Answers	Frequency	Percent
Activities	82	91.1
Don't know	1	1.1
Financial	2	2.2
Other	1	1.1
Public meeting	4	4.4
Total	90	100.0

Source: Field data (2013)

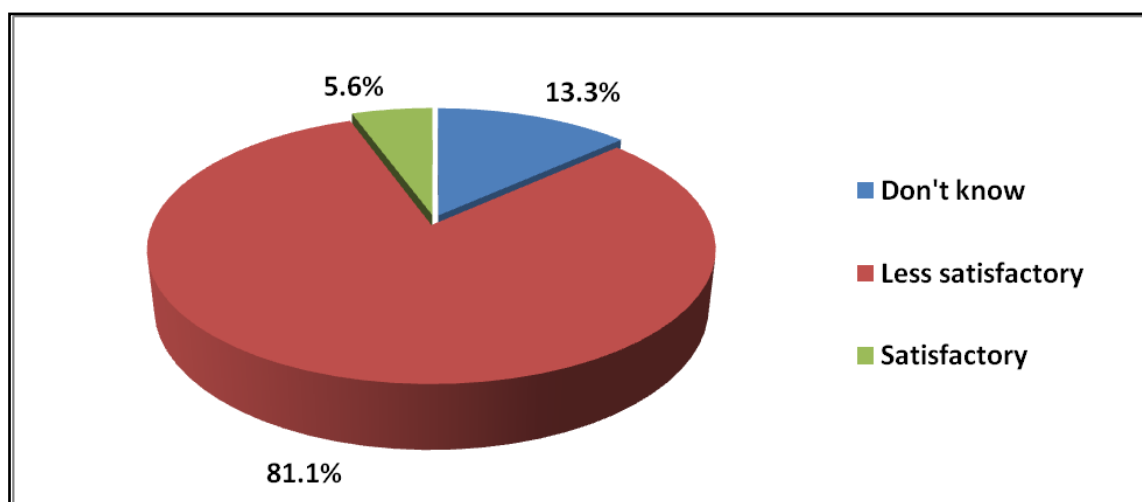
Results in Table 4.6 reveal that 91.1% respondents said “activities”. These were activities related to education, HIV/AIDS to mention just a few. 1.1% respondent did not know the area of information in which there was satisfactory transparency, 2.2% respondents said “financial” was the area of information in which there was satisfactory transparency, and 1.1% respondent said public meeting was the area of information in which there was satisfactory transparency.

Results in Table 4.6 connote that the public was involved satisfactorily in different activities other than financial issues where they were involved unsatisfactorily. When the researcher asked interviewees to highlight the area in which the public was satisfactorily involved, their answers indicated that the public was not satisfactorily involved in all areas. Interviews highlighted that the public was satisfactorily informed and involved in different projects that were undertaken by the district council for the benefit of the public. However in financial affairs, there was less involvement in the management of financial affairs of the projects to be implemented. These findings were consistent with those availed by Norman (2003) maintaining that the public often has obstacles on involvement in the financial affairs related to development programmes.

4.4.2 Level of Transparency in Financial Transactions

The researcher also asked respondents to indicate how the level of transparency was in financial transactions. Figure 4.3 shows the results.

Figure 4.3: Transparency in Financial Transactions



Source: Field data (2013)

Figure 4.3 shows that 13.3% of respondents did not know how the level of transparency in financial transactions was, 81.1% of respondents said the level of transparency was

less satisfactory and 5.6% of respondents said the level of transparency in financial transactions was satisfactory.

Results in Figure 4.3 therefore presage that although the public was involved in financial affairs of the district council that also concerned the public, there was lower level of transparency in financial transactions. This was consistent with the findings of a study undertaken by (Norman, 2003). During interviews, the researcher similarly asked interviewees to give a detailed explanation of how the level of transparency was in financial transactions. Interviewees' answers indicated that the level of transparency in financial transactions was very poor since the public was not involved in financial management of their development programs and was not even told transparently on the expenses undergone for a particular project. Most of the issues concerning financial transactions are done within their offices and remain a secret of office workers only, without informing public members who are the beneficiaries of the tasks handled.

4.4.3 Level of Transparency in Daily Activities Run by the District

The researcher asked respondents to show how the level of transparency was in as far as the daily activities run by the district were concerned. Related results are presented in Table 4.7.

Table 4.7: Level of Transparency in Daily Activities

Answers	Frequency	Percent
Don't know	3	3.3
Less satisfactory	65	72.2
Satisfactory	22	24.4
Total	90	100.0

Source: Field data (2013)

Table 4.7 shows that 3.3% respondents were not aware of the level of transparency, 72.2% respondents said the level of transparency in the daily activities was less satisfactory, and 24.4% respondents indicated that the level of transparency was satisfactory.

These results imply that there were different assessments of respondents with regard to the level of transparency in the daily activities run by the district for the benefit of the public. Results also imply that although there happened to be a certain level of transparency in the daily activities, it was not satisfactory. This means there were some other areas of activities which were opaque to the public. With regard to the level of transparency in the daily activities of projects/programs, interviews revealed that making the public aware of the activities which were being implemented was not a problem. There was satisfactory transparency whereby local leaders such as ward executive officers, village executive officers were aware of the activities which were being handled in different areas like health, HIV/AIDs and other projects. **These findings are in consistence with those recorded by Numbu (2007) asserting that there was inadequate transparency of financial transactions held by LGAs.**

4.4.4 Level of Accountability in Public Service at Mvomero District

Equally important, the researcher asked respondents to indicate how the level of accountability in public service was at Mvomero district. Relevant findings are presented in Table 4.8.

Table 4.8: Level of Accountability in Public Service

Answers	Frequency	Percent
Less satisfactory	70	77.8
Not aware	3	3.3
Satisfactory	17	18.9
Total	90	100.0

Source: Field data (2013)

Table 4.8 illustrates that 77.8% respondents said the level of accountability in public service at Mvomero district was less satisfactory, 3.3% respondents were not aware of the level of accountability at the district council, and 18.9% respondents said the level of transparency was satisfactory.

The results presented in Table 4.8 suggest that there was also poor accountability among public servants at Mvomero district council. Information compiled from interviews also indicated that there the level of accountability was less satisfactory although it happened that some employees were asked to explain themselves for their wrong doings and sometime suspended. This information also was consistent with that availed by Norman and Massoi (2010).

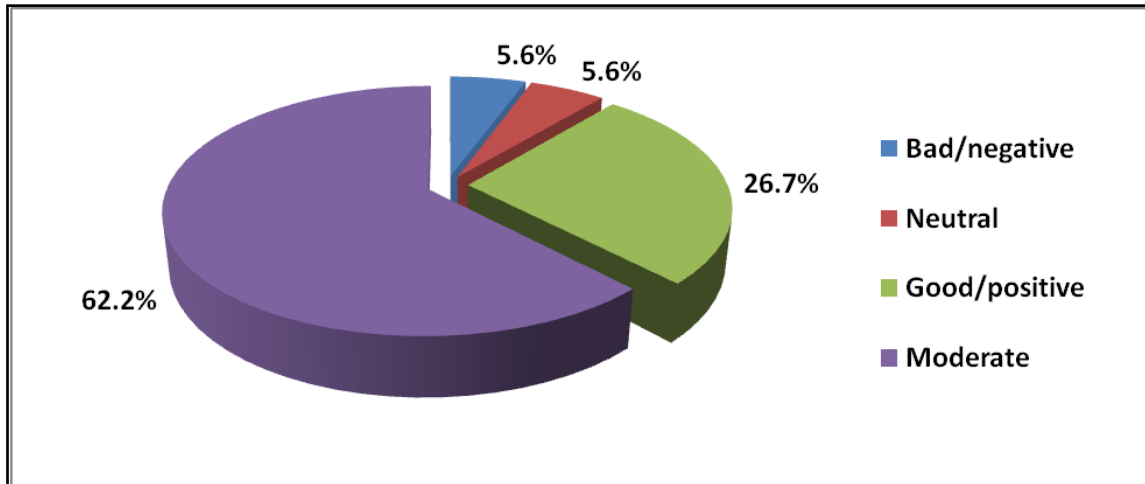
4.5 Perceptions of Public on LGAs toward Promotion of Public Involvement in Decision Making Process

The third research question of this study was: “What are the perceptions of public on LGAs toward promotion of public involvement in decision making process?” In order to get answers, various questions were asked to respondents as presented next.

4.5.1 Public Attitude on LGA and the Promotion of Public Involvement

In examining the perceptions the public, the researcher firstly looked at the attitude of the public on LGAs toward the promotion of public involvement in decision making. Results are presented in Figure 4.4.

Figure 4.4: Public Attitude



Source: Field data (2013)

Figure 4.4 exhibits that 5.6% of respondents had a bad or negative attitude towards the promotion of public involvement in decision making by LGA, 5.6% of respondents were neutral, 26.7% of respondents had a good or positive attitude towards the promotion of public involvement in decision making by LGA, and 62.2% of respondents had a moderate attitude towards the promotion of public involvement in decision making by LGA. Information collected from interviews also indicated that public attitude was neither bad nor good. As highlighted in interviews, it was because the public was not satisfied with the manner financial transactions were being handled without their involvement. In other words there was less trust among public members which made the public to have a moderate attitude towards LGA. This was consistent with Matanyako's (2008) study.

4.5.2 Public Contentment with Involvement in Decision Making

In the same vein, the researcher asked respondents to show whether they were satisfied content with the manner in they the public was being involved in decision making process. Results are presented in Table 4.9.

Table 4.9: Public Satisfaction vis-à-vis Involvement in Decision Making

Answers	Frequency	Percent
Neutral	15	16.7
No	13	14.4
Yes	62	68.9
Total	90	100.0

Source: Field data (2013)

Results in Table 4.9 show that 16.7% respondents were neutral; that is they did not display what they thought of whether the public was content with the manner in they were being involved in decision making process, 14.4% respondents said “No” to signify that the public was not satisfied with the manner in they were being involved in decision making process, and 68.9% respondents said “Yes” to mean that they accepted that the public was satisfied with the manner in they were being involved in decision making process.

With regard to results in Table 4.9, a compilation of interviews indicated that the public was not satisfied with the manner they were being involved. This is because the district council could not involve them in some areas such as financial issues. In some areas such as project implementation there was contentment and in some areas such financial management of public projects they were discontent. This was also consistent with studies carried out by [Numbu \(2007\)](#) and [Matanyako \(2008\)](#).

4.6 Challenges of LGAs in Achieving Effective Public Involvement in Decision Making Process

The fourth question of this study was: “What have been the challenges of LGAs in achieving effective public involvement in decision making process?” In this research question, the researcher assumed that there were some challenges which were hindering the effective public involvement in decision making process. In order to answer this research question, respondents were asked different questions of which results are presented subsequently.

4.6.1 Challenges Hindering LGAs

The researcher asked respondents to indicate what they thought were the challenges which hindered Mvomero district council in achieving effective public involvement? Results are presented in Table 4.10.

Table 4.10: Challenges Hindering LGAs

Answers	Frequency	Percent
Poor communication	72	80.0
Lack of modern channels of communication	58	64.4
Inadequate involvement of the local communities	52	57.8
Corruption	21	23.3
Inadequate financial means	17	18.9
Poor management	1	1.1
Total	90	100.0

Source: Field data (2013)

Results in Table 4.11 show that 80.0% respondents said poor communication was the challenge which hindered the district council in achieving effective public involvement in decision making process, 64.4% respondents said the other challenge which faced LGA in achieving effective public involvement in decision making process was the lack of modern channels of communication, 57.8% respondents said the other challenge was inadequate involvement of the local community, 23.3% said the challenge which faced LGA in achieving effective public involvement in decision making process was corruption, 18.9% respondents said the inadequacy of financial means was the challenge which hindered the district council in achieving effective public involvement in decision making process, and 1.1% respondent said poor management was the challenge which hindered the district council in achieving effective public involvement in decision making process.

Results in Table 4.10 suggest that there were a number of challenges which hindered the district council in achieving effective public involvement in decision making process. Although there might happen to be other challenges, poor communication was leading. However, these results are consistent with the information availed by (Lukamai, 2006). Information collected from interviews showed that communication was a problem at

Mvomero district council. There even no notice board which could be easily accessed by the public for getting the information about different activities being undertaken for their benefit. Moreover, there no other channels of communication such as radio stations, and television stations which were used for disseminating the information to the public.

Results in Table 4.11 deduce that there were a number of challenges which hindered Mvomero district in effectively involving the public in decision making process. However, corruption appears to be one the problems which justify the lack of transparency in financial transactions at the district council.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Overview

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 is thus organised as follows: summary, conclusion, recommendations and areas for further researches.

5.2 Summary

This study was carried out to assess the transformative effects of LGAs in promoting public involvement in decision making process in Mvomero district. The study specifically found out if there was public involvement in LGAs, determined the level of transparency and accountability in public involvement in decision making process, assessed the perception of public on LGAs toward promotion of public involvement in decision making process, and found the specific challenges which hindered effective public involvement in decision making process.

The study used a case study research design with a sample of 100 respondents selected through convenience and purposive sampling techniques. Data were collected by using questionnaires, interviews and FGDs. They were analysed by using SPSS and Microsoft Word for text processing.

Findings revealed that most employees at Mvomero district council were above the age of 36 years. There issues of gender consideration among employees at the district council of whom majority were males. The education levels of most the public servants was tertiary education. There was a policy or regulation which advocated public involvement. But a few employees and public servants were not aware of the policy. Findings also indicated that the public was involved in LGA meeting and or activities

more than three times. There were some improvements in the involvement of the public in decision making process as compared to the previous time when they were rarely involved. The way of involving the public was not constant. Sometimes they were involved through delivering the information to public servants and then the public servants informed the public as target persons.

The public was involved satisfactorily in different activities other than financial issues where they were involved unsatisfactorily. However in financial affairs, there was less involvement in the management of financial affairs of the projects to be implemented. The level of transparency in financial transactions was very poor since the public was not involved in financial management of their development programs and was not even told transparently on the expenses undergone for a particular project. But on the side projects which were implemented there was transparency in activities. There was satisfactory transparency whereby local leaders such as ward executive officers, village executive officers were aware of the activities which were being handled in different areas like health, HIV/AIDs and other projects. There was also poor accountability among public servants at Mvomero district council.

Findings also indicated that public attitude was neither bad nor good. It was because the public was not satisfied with the manner financial transactions were being handled without their involvement. In other words there was less trust among public members which made the public to have a moderate attitude towards LGA. The public also not satisfied with the manner they were being involved. In some areas such as project implementation there was contentment and in some areas such financial management of public projects they were discontent.

In handling public activities, the district council faced some challenges like inadequacy of financial means, poor communication, and poor management. On the side communication there was even no notice board which could be easily accessed by the public for getting the information about different activities being undertaken for their

benefit. Moreover, there were no other channels of communication such as radio stations, and television stations which were used for disseminating the information to the public. Other challenges included lack of modern channels of communication, inadequate involvement of the local community and corruption.

5.3 Conclusion

This study concludes that public involvement in decision making process was taking place at Mvomero district with deficiencies in areas of financial transactions but also with contentment in areas of project activities implementation. There were different channels of public involvement but which could not deliver all information, such as financial to the public. There were also a number of challenges which hindered effective public involvement in issues concerning their development and the existing financial opacity. As a result of these a number of recommendations have been put forward for action.

5.4 Recommendations

- i. Making new employees aware of the policy/regulation: findings indicated that some employees especially the novice were not aware of the policy/regulation which advocated public involvement in decision making. For this reason it is recommended that the district council take the responsibility of making its new employees aware of the existing policies and regulations just as they become appointed to their job positions.
- ii. Transparency in financial transactions: findings revealed that there was very less or likely no transparency in financial management of the project that were being implement for the benefit of the public. It is recommended as the funds is for public projects and the public has the right to be involved, the district council should also involve the public not only in making them aware of the project activities but also informing them very transparently about the funds that are to be used and how. The whole management of financial transactions concerning the public should be made known to the public.

- iii. Holding public servants accountable: findings have revealed that there was little accountability. This study recommends the district hold accountable any public servant and any public member who will not undertake their responsibilities in accordance with the rules and regulations of the district.
- iv. Improving communication: communication was a problem in reaching the public and informing them what was going on concerning their development activities. This study recommends that the district increase means of communication in order to effectively disseminate information to the public.
- v. Corruption: it was also revealed that corruption was a growing problem at the district council which resulted to poor transparency in financial management. The study recommends that the district holds accountable any public member or public servant who will be found defalcating the funds of the public.

5.5 Areas for Further Studies

The study has shown some challenges inhibiting to effectively involve the public in decision making process. In this respect, more research is needed to deeply investigate the causes of the challenges and their effects on the implementation of public programmes/projects.

Finally, the researcher recommends that a similar investigation be carried out with LGAs in other areas of Tanzania to confirm the findings.

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APPENDICES

Questionnaire for Community Members

Appendix I: Questionnaire Respondents

Dear respondents,

I have sent this questionnaire to you with a view to request for your collaboration in my academic research project through answering to questions herein. The purpose is to collect data on “transformative effects of LGAs in promoting public involvement in decision making process in Tanzania”. Any information you provide in this sheet is for academic purposes and will be treated confidentially.

Thanks.

A. Personal Particulars

1. Age range (*Please indicate by check mark*)

- a. 18-30 ☐],
- b. 31-35 ☐],
- c. 36-40 ☐],
- d. 41-45 ☐],
- e. 46 and above ☐]

2. Gender (*Please indicate by check mark*)

- a. Male ☐],
- b. Female ☐]

3. Education level (*Please indicate by check mark*)

- a. None ☐]
- b. Primary education ☐]
- c. O. level education ☐]
- d. A. level education ☐]
- e. Tertiary education ☐]

B. Public involvement in local government authorities,

4. Is there any district policy or regulations that advocate public involvement?

- a. Yes ☐]
- b. No ☐]
- c. Not sure ☐]

5. Is the public being involved in accordance with the demand of the available district policy or regulations?

- a. Yes [] b. No [] c. Not sure []

6. How often has the public ever been involved in any local government authority meeting or activity?

- a. Never [] c. Three times []
b. Once [] e. More than 3 times []
c. Twice []

7. How is the public involved in Local Government Authority meetings/issues?

- a. Through the public itself []
b. Through the board []
c. Through public servants only []
d. Through other group []
d. Don't know []

C. Levels of transparency and accountability in public involvement

8. In which area of information you do think there is a satisfactory level of transparency?

- a. Financial [] c. Activities []
b. Public meeting [] d. Other []

9. How is the level of transparency in financial transactions?

- a. Less satisfactory [] c. Very satisfactory []
b. Satisfactory [] d. Don't know []

10. How is the level of transparency in the daily activities run by the district?

- a. Less satisfactory [] c. Very satisfactory []
b. Satisfactory [] d. Don't know []

12. How is the level of accountability in public service at Mvomero district?

- a. Less satisfactory [] c. Very satisfactory []
b. Satisfactory [] d. Not aware []

D. Perceptions of Public on LGAs toward promotion of public involvement

20. What is the attitude of the public on LGAs toward promotion of public involvement in decision making?

- | | | | |
|------------------|--------|---------------|--------|
| a. Good/positive | [] | c. Don't know | [] |
| b. Bad/Negative | [] | d. Moderate | [] |

21. Is the public satisfied with the manner in which they are being involved in decision making process?

- | | | | |
|--------|--------|---------------|--------|
| a. Yes | [] | c. Don't know | [] |
| b. No | [] | | |

E. Challenges hindering LGAs in achieving effective public involvement

22. What do you think are the challenges hindering LGAs in achieving effective public involvement?

- | | | | |
|-----------------------|--------|-------------------------------|--------|
| a. Poor communication | [] | c. Inadequate financial means | [] |
| b. Poor management | [] | d. Other | [] |

24. If "Other" please mention what you think is the challenge hindering LGAs in achieving effective public involvement

- i. _____
- ii. _____
- iii. _____
- iv. _____

Appendix I: Semi-structured interview guide questions

1. How many meetings have you ever attended at the Municipality?
2. How is the level of community participation in public meeting?
3. How was the nature of the meetings in which you participated?
4. Who were the targeted participants of the meeting convened by the district/council?
5. How often are public meetings convened by the district?
6. Do you think there is transparency in as far as public involvement in decision making process is concerned?
7. What is the level of transparency in public involvement at the district?
8. In which area of information you do think there is transparency?
9. What is the attitude of the public on LGAs toward promotion of public involvement in decision making?
10. Is the public satisfied with the manner in which they are being involved in decision making process?
11. Are there any factors you think can be called a challenge toward LGAs in achieving effective public involvement in decision making?
12. What do you think are the challenges hindering LGAs in achieving effective public involvement?
13. What you think are the challenges hindering LGAs in achieving effective public involvement?