

**PERFORMANCE OF VILLAGE DEVELOPMENT
COMMITTEES IN TANZANIA: A CASE STUDY OF
KILOMBERO DISTRICT COUNCIL, MOROGORO REGION**

By

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A Dissertation submitted in partial fulfillment of the requirements for the degree of

Master of Arts in Development Studies

The University of Dodoma

October, 2011

CERTIFICATION

The undersigned certify that he has read and hereby recommend for acceptance by the University of Dodoma dissertation entitled **“A study of the effectiveness of village development committees in kilombero district council** in Partial fulfillment of the requirements for the degree of Master of Arts in Development studies of the University of Dodoma.

.....

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(Supervisor)

Date.....

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I **Jumanne Sinoni**, declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other University for similar or any other degree award.

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ACKNOWLEDGEMENT

My greatest thanks to my supervisor Prof.Sodhi for his constructive criticisms, recommendations and suggestions which made this work appear in its current form. In addition, thanks should go to the lecturers in the department of Development Studies who sharpened my knowledge on development intervention issues. I am also grateful to my class colleagues for their cooperation during the whole period of my study especially Mr.Fridrick Allen. Their constructive and sharp criticisms always kept me on guard.

I thank the Director of Post Graduate Studies Dr. Ahmed Amme for encouraging me during my studies. Last but not least, I would like to express my gratitude to my wife Carren Mushi for bearing with me, and providing all the encouragement during the nervous days that preceded each thesis deadline. This thesis is the product of many people. Those whose names do not appear here are granted assurance that their assistance and contributions will remain valued and appreciated forever. Though ,I received immense assistance from many people to accomplish this thesis, the entire shortcomings which may appear in it are entirely mine.

DEDICATION

I wish to dedicate this work to my family especially my wife Carren Mushi who missed me very much when I was busy preparing this disertation. Without her patience and perseverance, it would have been difficult to complete this work successfully. I also dedicate this work to my beloved pastor Mr. & Mrs. George Ellijah for their love, prayers and moral support in making my dream a reality. I will always love you and cherish your love. And last, my deep sincere should be sent to my life sister Magreth Malugu(Nada) for bringing me up forth.

...God bless you...

ABSTRACT

The specific objective of the study were to find out the role of Village Development Committees, to examine the operations of Village Development Committees and to assess the performance of Village Development Committees in Kilombero District Council. Literature review, questionnaires, interviews, focus group discussion and field site visits were used in collecting data. Data were analyzed into simple descriptive statistics using Statistical Package for Social Science (SPSS) program and MS-EXCEL. A total of 100 respondents from eight villages were involved in this study as representative samples. The villages were: Kibaoni, Kilama, Kikwawira, Lughongole, Mbasalume, Ihanga and Mahutanga. Research findings indicate that Village Development Committees (VDCs) were ineffective because it were unable to implement development projects successfully including construction of schools, markets, drilling and installation of water projects and irrigation schemes. The operation of VDCs was found to rely on villagers participation rather than enforcement of directives from District Officials. The role of VDCs were found to be familiar to villagers including planning, information disbursement to villagers, budgeting, mobilization of resources and involvement of key stakeholders in development.

The challenges facing VDCs were conflicting political interests between CUF and CHADEMA versus CCM rulling political party and lack of education on how VDCs works and inadequate funds from external sources to support village development programmes. The suggested measures to ensure effectiveness of VDCs varied accross villagers including resolving of conflicting political parties interests (CHADEMA & CUF versus CCM), provision of education to villagers and VDCs members on how VDCs works in connection to the community, payment of salaries to VDCs members and committment and accountability to VDCs members.

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ABBREVIATIONS AND ACRONYMS

CHADEMA	Chama cha Demokrasia na Maendeleo
CUF	Civic United Front
CBOs	Community Based Organisations
CCM	Chama cha Mapinduzi
CSOs	Civil Society Organisation
D by D	Decentralisation by Devolution
DMT	District Management Team
EU	European Union
FGD	Focus Group Discussion
LGAs	Local Government Authorities
LGRP	Local Government Reform Programme
LED	Local Economic Development
LOs	Local Organisations
MLGRUD	Minister for local Government, Rural and Urban Development
NGOs	Non-Government Organisations
O&OD	Opportunities and Obstacles for Development
PMO-RALG	Prime Minister's Office-Regional Administration & Local Government
PO-PSM	President's Office-Public Service Management

PUP	Palli Unnayan Parishad
REPOA	Research on Poverty Alleviation
SAP	Structural Adjustment Programme
SPSS	The Statistical Package for Social Science
SWO	Social Welfare Organisation
UK	United Kingdom
UN	United Nations
URT	United Republic of Tanzania
USA	United States of America
WADCOs	Ward Development Committees
WB	World Bank
WEOs	Ward Executive Officers
VC	Village Council
VDCOs	Village Development Committees
VEOs	Village Executive Officers

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the structure and focus on the areas of the study. It includes the introduction, and the background information. In addition the chapter provides the statement of the problem, objective of the study, research questions as well as the significance of the study.

1.1 Background of the Study

Local government in United States of America (USA) and Canada countries was established in the original British colonies prior to the creation of a national government (Sellers,2007). The arrangements for local government in what would become New England in the United States grew directly from those in early colonial settlements. In Canada, provincial acts of the 1840s and 1850s established the framework of local government prior to the Constitution Act of 1867(Sellers, 2007). Although present-day local government in these countries can possess considerable powers, it lacks either national constitutional protections or a legislated grant of autonomy. Rural local government reform measures adopted by the new Government of Zimbabwe at independence in 1980 were largely inspired by the state's modernization initiatives and the need to create a framework for expanded delivery of services to the peasant communities in order to redress the imbalances of colonial neglect (Ncube 2011). However, the reform measures also sought to undermine the authority of traditional institutions in judicial and land matters in the communal areas; firstly because of their perceived pre-independence role as functionaries of

colonial oppression; secondly, because some elements within the new Government viewed traditional institutions as antithetical to their modernization project to transform rural society; and thirdly because other elements in the new Government perceived traditional institutions as centers of alternative authority to that of the formal state(Ncube, 2011). This confusion at the local administrative levels was characterized by a lack of clarity on roles and functions between the traditional institutions of chief, headman and village head, and the elected leadership of village development committees (VIDCOs) and ward development committees (WADCOs) in land matters (Ncube, 2011).

Decentralization since early 1990s has become one of the buzzwords of the development paradigms. It has been a long story in Tanzania since the colonial era to the present. It implies the transfer of authority and responsibilities from a higher level of hierarchy to the lower level. The policy of decentralization therefore involves empowering the local authorities in the formulation, implementation and effective management of development plans and projects with the active participation of the local people through their development committees. In 1972, the Government of Tanzania introduced decentralization policy “Madaraka Mikoani” (Powers to regions). This was just the efforts made by the government to decentralize some of its responsibilities, resources and substantial power to the region and district level as specified in the interim provisions Act No.27 of 1972 which intends to give power to people to make decisions by themselves. Regardless of these powers delegated to the region and districts authorities but the intended objectives to improved service delivery and poverty reduction to the community have not been realized. Due to these limitations and weaknesses observed, then decentralization was subject to

restructuring again with the aim of deconcentration of responsibilities, resources and more powers to the regions, districts and village levels as specified in the interim provisions (amendments) Act No.12 of 1982.

But the more powers delegated to the local authorities did not help to meet the planned objectives of improved service delivery and reduced poverty, and the government was forced to re-introduce the local government system as the means of strengthening the decentralization system in Tanzania. The local government authority introduced in 1980 by the ruling party (CCM) which ordered the government to revive the local government system in the country were the Act No. 7 and 8 of 1984 of the Local Government Reform Programme reintroduced rural and urban local authorities. The local government authority was established again by the local government laws (Miscellaneous amendments Act No.6 of 1999 which stipulate the overall priorities as fiscal decentralization, autonomous human resources management and legal reforms.

This reforms hoped for improved service delivery to the communities through greater involvements of people from the grassroot level in all stages of formulation, implementation and effective management of development plans with active participation of the local people. District council has been empowered to make by-laws by the Act No.7 of 1982 S.148 as well as Act No. 7 of 1982 S.163 which empowers Village councils to make by laws. Village Council is the body which decide basic policies of its locality and has power to make by laws and other matters pertaining to the development of the village or locality. For effective and efficiently execution of its duties, Village Council has the right and powers to form and delegate its responsibilities to the Village Development Committees as provided in by Act

No.7 of 1982 S.107 of the local government reform programme.Village Development Committees is the foundation of the rural development structure as executing the functions of the Village Council. It has the members duly elected by the people living in that village through a democratic process.

By involving the people from the same village to identify and elect the members of Village Development Committees aims at promoting self confidence of the rural people in decision making and further enhancing the ability of solving their own problems in the community by themselves.But there has been many complains from villagers, national and international organization concerning the operations and effectiveness of many VDCOs in meeting people's expectations. In Zimbabwe the channel for popular participation were created in the form of village and ward development committees. "But in practice however it has been found that elected representative in the village and ward development committees were frequently overruled by the technically more competent central government official who have more direct control over the allocation of public expenditure" (Mutizwa 1990). Therefore the study intend to find out on how these complains from different stakeholders relate to the poor performance of Village Development Committees in Tanzania.

Furthermore in South africa, after the constitution ammendments of 1983 which allowed decentralization, there has been many concerned on the performance of village development committees that they are not delivering the intended objectives. Xuza (2008) who was the founding chief executive of Amathole Economic Development Agency noted that VDCOs has been interpreted as a "strategy for extending central government control by depoliticising the population by controlling

the actions of local government instrument and by using the local authorities as a training ground for collaborative political leadership.”. This situation might be the one hindering the performance of these local level institutions and it what motivating the researcher to undertake the study to see how these problems will be overcome. Therefore a study on the operations performance of the village development committees was necessary for establishing the effectiveness of such local level authority.

1.2 Statement of the Problem

It is widely admitted that decentralized structures facilitate genuine democratic participation, empower grassroots and channel their input constructively into national development efforts (Mukandala, 1998). The World Bank Report (1989) recognized the importance of decentralization in Sub-Saharan Africa and categorized the objectives of a decentralization programme as: maintenance of law and order at the local level; to foster democratic, popular and participating government; and to promote rapid social and economic development. In Tanzania there are two types of local authorities: Rural authorities normally referred to as district councils. Then, there are urban authorities which include city, municipal and town councils. There are no village government structures in urban authorities (Njunwa, 2005).

The Mtaa/Village government exists under section 14 (1) - (5) and 22 (1) – (3) of the local government establishment Acts Nos. 8 and 7 of 1982 respectively (Njunwa, (2005). The Mtaa/Village government functions under a Mtaa/Village Assembly in which all mtaa/village residents of 18 years old and above possess the mandate to formulate and approve by-laws and policies for the development of respective Mtaas

(streets) and villages(Njunwa, (2005). Despites of various reforms undertaken in Tanzania in Local Government including the adoption and implementation of policy of Decentralization by Devolution popular known as D by D policy still local government face many challenges. The general challenge including poor accountability and governance. The reason for this include poor access to information which is in turn caused by unfavorable attitude of the council staff, poor working tools and infrastructure, technocratic procedures and formats for releasing information and lack of a culture of transparency. Poor representation of the citizens by their councilors in the decision making processes and the lack of participation in these processes contribute to further undermine accountability (REPOA, 2008).

The study was a response to the overwhelming discontents of the rural elites in Tanzania who argues that VDCOs have not been effective in implementing their developmental role and as a result they could not achieve their development goals for the local communities. VDCOs were established and injected in the local government structures with the aim of decentralizing development planning and budgeting functions to the grassroots local communities. They were expected to increase the participation of local communities in planning, implementing and evaluating their own development initiatives.

Their purported ineffectiveness raises a great concern to the policy makers and economic analysts on the need to conduct systematic studies for revitalizing the performance of VDCOs in local government authorities in Tanzania. This study was also founded on the increasing concern from regional and international development partners on the operations and effectiveness of the grassroots local authorities. It is

argued that very little is known about the effectiveness of VDCOs in Tanzania and in many other Sub-Saharan countries.

1.3 Objective of the study

1.3.1 General objectives

The study aimed at examining the operations of the Village Development Committees (VDCOs) in Tanzania to establish whether performance of such local institutions have been effective in achieving their intended goals or not.

1.3.2 Specific objectives

- a) To find out the role of Village Development Committees in Kilombero District Council.
- b) To examine the operations of Village Development Committees in Kilombero District Council.
- c) To assess the performance of Village Development Committees in Tanzania.

1.4 Research Questions

- a) What are the roles of Village Development Committees in Kilombero District Council?
- b) How do Village Development Committees operate in Kilombero District Council?
- c) How do Village Development Committees perform in Kilombero District Council?

1.5 Significance of the study

- a) The study findings will contribute much to the policy makers on decentralization on the ways or methods of making Village Development Committees effective and efficient so as to achieve the planned objectives of decentralization
- b) The study findings will help Kilombero district council to find strategy to overcome the barriers for effectiveness of development committees
- c) The study findings also will be significant to other researchers who will be interested to conduct further studies on the same or related topic with the aim of adding knowledge
- d) The study findings will contribute towards the completion of the Master's degree in Development Studies programme as the key requirements.

1.6 Scope of the study

The study concentrated on the effectiveness of Village Development Committees in Kilombero District Council in Morogoro region.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews various literature and empirical studies on the issues concerning Village Development Committees with the aim of having more knowledge on the problem under investigation. In context of theoretical review, the researcher went through different literature, concepts and journals relating to function of VDCOs, Local government reforms and VDCOs, Decentralization and Popular participation and where VDCOs are successfully in poverty reduction in the communities. All these will establish the degree to the extent that VDCOs are important ingredients in achieving the objectives of Decentralization as far as poverty reduction is concerned among other things. Moreover, Empirical literature provides the opportunity to the researcher to go through relevant researches conducted on the area of Village Development Committees with the aim of establishing and rationalizing the gap needed to be bridged through the study expected to be undertaken.

2.1 Theoretical literature review

2.1.1 Definition of Key Terms

2.1.1.1 Decentralization

Decentralization as per Jutting (2004) is defined as "... a transfer of public functions from higher tiers to lower tiers of governance. It can be administrative, fiscal, political or mixture of these."

2.1.1.2 Devolution

Devolution occurs when the central government transfers authority for decision-making, financial allocations, and management to quasi-autonomous unities of local government (Thomas, 2008). Devolution a third type of decentralization is devolution. When governments devolve functions, they transfer authority for decision-making, finance, and management to quasi-autonomous units of local government with corporate status. Devolution usually transfers responsibilities for services to municipalities/district councils etc that elect their own mayors and councils, raise their own revenues and have independent authority to make investment decisions. In a devolved system local governments have clear and legally recognized geographical boundaries over which they exercise authority and within which they perform public functions. It is this type of administrative decentralization that underlies most political decentralization.

2.1.1.3 Community

Community is a group of interacting people, living in some proximity (i.e., in space, time, or relationship). Community usually refers to a social unity larger than a household that shares common values and has social cohesion. The term can also refer to the national community or international community (OED, 2009).

2.1.1.4 Participation

Participation is a complex and challenging approach to improving the lives of all people, but particularly the poor and disadvantaged. We can also say that viewing participation as an intervention to achieve this goal, has produced disappointing results and suggests that viewing participation as a product, raises expectations that experience shows cannot be met (World Bank, 2002).

2.1.1.5 Deconcentration

Deconcentration is a process by which the central government disperses responsibilities for certain services to its regional branch offices without involving any transfer of authority to lower levels of government (Oakley and Marsden, 2002).

2.1.1.6 Good governance

Good governance is a process of how the government implies and exercises its power among its people (UNDP, 2002).

2.1.1.7 Civil society

Civil society according to World Bank (2004) is defined as “a wide array of non-governmental and not for profit organizations that have presence in public life, expressing the interests and values of their or others, based on ethnical, cultural, political, scientific, religious or philanthropic considerations”.

2.1.1.8 Social services

Social services is a term usually used to mean services provided by government to its citizen, either directly (through the public sector) or financing private provision of services (Robert, 2003).

2.1.1.9 Public services

Public services means services provided by government to its citizens, either directly (through the public sector) or by financing private provision of services (Robert, 2003).

2.1.1.10 A Local Community

A local Community is a group of interacting people sharing an environment. In human communities, intent, belief, resources, preferences, needs, risks, and a number of other conditions may be present and common, affecting the identity of the participants and their degree of cohesiveness (Beck, 1992).

2.1.1.11 Planning

Planning in organizations and public policy is both the organizational process of creating and maintaining a plan; and the psychological process of thinking about the activities required to create a desired goal on some scale. As such, it is a fundamental property of intelligent behavior. This thought process is essential to the creation and refinement of a plan, or integration of it with other plans, that is, it combines forecasting of developments with the preparation of scenarios of how to react to them. An important, albeit often ignored aspect of planning, is the relationship it holds with forecasting. Forecasting can be described as predicting what the future will look like, whereas planning predicts what the future should

2.1.1.12 A strategy

A strategy is a plan of action designed to achieve a vision (Liddell and Scott, 1990).

2.1.1.13 Local government

Local government is a form of public administration which in a majority of contexts, exists as the lowest tier of administration within a given state. The term is used to contrast with offices at state level, which are referred to as the central government, national government, or (where appropriate) federal government. Local governments

generally acts within powers delegated to it by legislation or directives of the higher level of government (World Bank, 2006).

2.1.1.14 Village development Committee

Village Development Committee is the foundation of rural development. It is the organ responsible to ensure that the objectives of decentralization of eradicating poverty among other things are achieved from the grassroots level where the majority of the people resides. In Zimbabwe, according to Mutizwa (1990) “village development committees is the basic unit of organization for decentralized development”. It is the step towards shifting power and responsibility to the villagers themselves from decentralization. Mutizwa (1990) continues to insist that “the focal points of beneficiary participation within the local government structures in Zimbabwe are the VIDCOs and WADCOs” which work as the grassroots level organization directed towards poverty reduction. *“These grassroots local organizations(Village Development Committees) are designed to articulate the aspirations and demands of the ordinary viilagers,which are formally presented through the ward and village development plan which in turn feed into the district development plans.”*(Mutizwa 1990).

They create a partnership between the community and the local government at the district level with the aim of improved service delivery systems to the citizens. In Botswana, according to Byram (1995) “Village Development Committee is the body charged with leading development programmes at the village level.” It seeks to build productive working relationships between villagers,village leaders and local government eventually reducing the conflict at the villages and commune level hence paving the way for development.

2.1.2 Role of Village Development Committee

In Nepal, good progress was made during the 1990s and up to 2002 in devolving authority over district and local decision making from the centre to elected district, village and municipal bodies. According to the study conducted by Inlogos (2009) on Assessment of Village Development Committee Governance in Nepal found out several roles of VDC as follows:

1. To organize village people structurally at a local level and to create a partnership between the community and the public sector for improved service delivery system.
2. VDC has a status as an autonomous institution and authority for interacting with the more centralised institutions of governance in Nepal. In doing so, the VDC gives village people an element of control and responsibility in development.
3. Ensures proper utilization and distribution of state funds and a greater interaction between government officials, NGOs and agencies.
4. The village development committees within a given area will discuss education, water supply, basic health, sanitation and income and will also monitor and record progress which is displayed in census data.
5. In Lesotho With regard to local institutions, Article 2 (1) of the 1986 Order established Village Development Committees to perform the following functions: consult with government for planning, formulation, implementation and maintenance of development activities and social services in the village.
6. Represent and lead the community in its efforts to identify village development needs
7. Raise funds for its local development purposes.
8. Stimulate local participation in development activities.

9. Make government aware of local development priorities through the District Development Councils (Mofuoa, 2005).

2.1.3 Elements of Rural Development Strategy

There are a number of essential components of broad-based rural development strategies. Chambers (1974) identified four major categories:

- Public investments in physical and social infrastructure. This includes roads, water supply for irrigation and household consumption, and such facilities as schools and health clinics. Infrastructural investments sufficient to deal with rural needs usually require a substantial shift in expenditure priorities from urban to rural areas. They include not only the construction of facilities but also their operation and maintenance. Though such costs can and should be shared with organized local publics, major and continuing governmental expenditures are required.

- A policy environment which is sensitive and responsive to the interests of rural constituencies including the poor. This includes, for example, a structure of market prices that provides production incentives to farmers and small entrepreneurs, a set of import duty, tax, and credit policies that discourage premature labor-displacing mechanization in areas of high underemployment of labor, or programs aimed at employment creation among landless laborers and marginal farmers.

- Technologies suitable to the circumstances and the capabilities of small farmers and other rural producers. Such technologies and farming practices

should foster improved productivity, yet be within the financial means of small operators. Similar technological improvements can increase the productivity of craft and other small rural industries. These are important because an increasing proportion of rural employment and income will have to come from non-agricultural activities.

- Effective institutions; two kinds of institutions are required for rural development.

a) The first are units of government agencies which provide the public services that have come to be associated with higher productivity and improved quality of life in all countries which have experienced successful rural development. These range from production-oriented services like agricultural research and extension, credit and marketing agencies, small industry advisory services, and irrigation departments, to social service organizations like school systems, health, sanitation, and family planning agencies. Some of these activities can be handled by private enterprise through market channels and others by private voluntary agencies. However, in all countries the main burden of providing these services falls on governments acting through bureaucratic networks.

b) The second set are local institutions, including local government and rural enterprises, but especially a variety of membership organizations such as cooperatives, farmers' associations, mothers' clubs, ethnic unions and tenant leagues. Grassroots political organizations may also be included. Not all are equally accountable to their membership and not all are equally involved in rural development work. This study focuses on what we designate as Local Organizations (LOs), defined as organizations accountable to their members

and involved in some development activities. This distinguishes them from organs of the state and also from purely social groups.

2.1.5 Challenges facing Village Development Committees Programs

Village Development Committees Programs most of them established as one of the reforms in Local Government. These reforms demands participatory participation of the community in development activities including in exercising democracy. But in most cases these committees face the following challenges including;

1. Lack of flexibility of project leaders and staff with regard to participatory tools and listening to the voices of the poor.

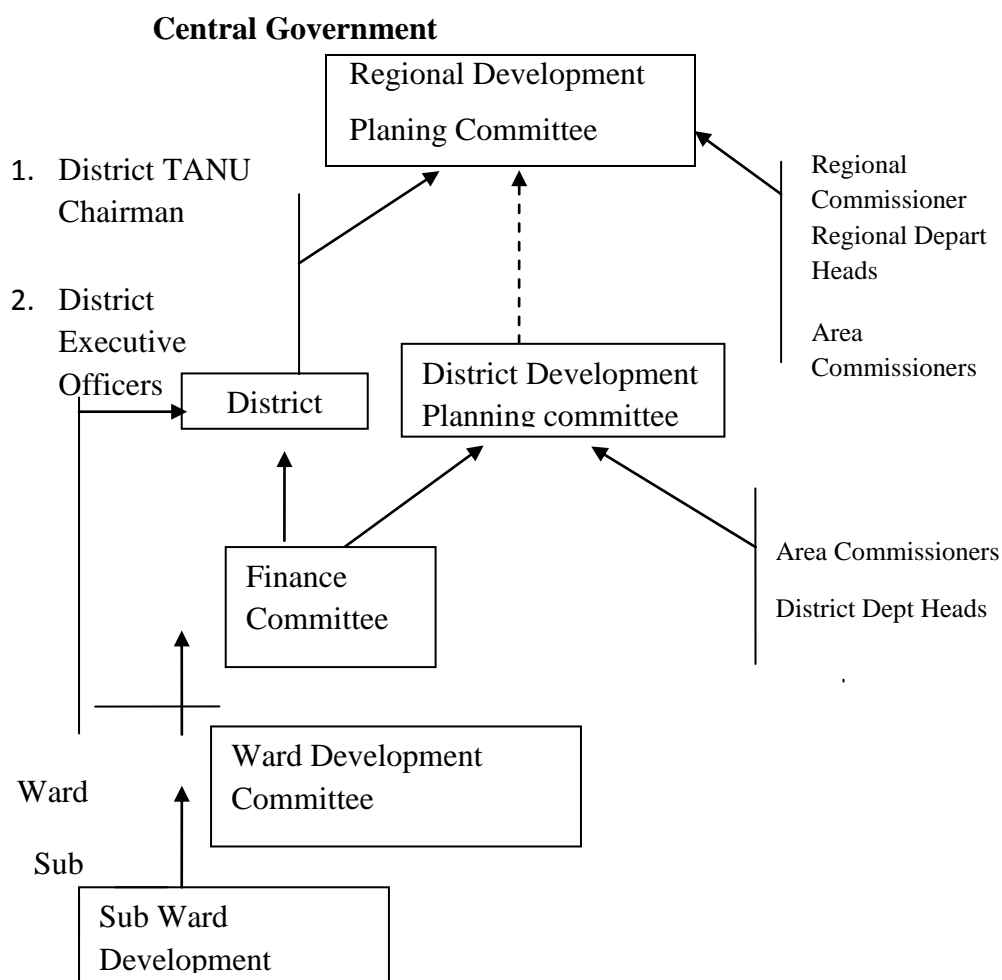
2. Another challenge faced is that few government bodies and service delivery agencies were prepared to hear the problems listed by common people and to listen to suggested changes. There were rising community expectations from their service providers and the high expectations of the consumers also influenced their assessment of service delivery. The service providers often had many constraints and lacked technical expertise, funds and managerial skills to provide quality services. Studies on rural development pointed out that an organization whose goals are perceived to satisfy the local needs, would generally expect higher participation of the community (Hatti and Rundquist, 1994). Put (1998) argued that two group of variables are central to any transaction in rural development; these are the institutional and target group. For a transaction to occur, an organization must possess certain institutional variables that would enable it to perform its work

properly. These include sufficient resources like human, materials and financial, stable internal structure and stimulating leadership to achieve the desired objectives.

2.1.6 The Nature of Decision making procedure for rural development before 1972 in Tanzania

In Tanzania decentralised decision making procedures for rural development had been earlier given to the District Council to execute them. Therefore, the District authorities played a vital role in all issues concerning development plans formulation and implementation by making sure that people participate in all stages as it can be seen in the figure No.1.

Figure 1; Decision making procedure for rural development in Tanzania before 1972 Local Government.



Source: Maro, (1990).

Therefore, the nature of planning started only from the Ward Development Committees through District Council, District Development Planning Committee to the regional development planing committee up to the central government. There was no involvement of other development stakeholders such as Community Based Organisations, Non Governmental Organisations and Civil Society Organizations. This is why the reforms was inevitable so as to allow the introduction of local village organization such as VDCs to co-ordinate all the plans from the grassroots level.

2.1.7 The local Government reform System

During the economic recovery and Structural Adjustment Programme(SAP) of 1980s which demanded each country to find the other means of service delivery other than government bureaucracy, many countries in the world undergone many reforms. There was the need to delegate authority, responsibilities, resources and powers to the local government and the village authorities from the central government. Due to the weaknesses observed in the decentralization system of 1982 that it was not performing and delivery the intended planned objectives, therefore the Government of the United Republic of Tanzania decided to re introduce the local government reforms system as a means of strengthening the decentralization as it was stated in the interim provision (Amendment) Act No 12 of 1982.

The local government reforms is the process by which control over locally provided services is devolved to locally accountable and democratically elected Council. The reforms programme devolves financial and human resources management to the local authorities through the introduction of block grants specifying the power to transfer district staff to their employment and the right to employ and discharge staff locally. The powers and aims of having local government authorities according to article 146 (1) of the Constitution of the United Republic of Tanzania is to transfer authority to the people at the grassroot level and consolidate democracy in order to accelerate development. The overall objective of the local government was generally to improve service delivery to the people with the main strategy of transferring authority, responsibilities and power to the people enabling them to plan and control development at the local level. Therefore, the full fledged current local government has been established by the local government laws Miscellaneous Amendments Act

No. 6 of 1999 which enable the implementation to begin with fiscal decentralization, political decentralization, human resources decentralization and legal harmonization among the priorities mentioned in the Miscellaneous Amendments Act.

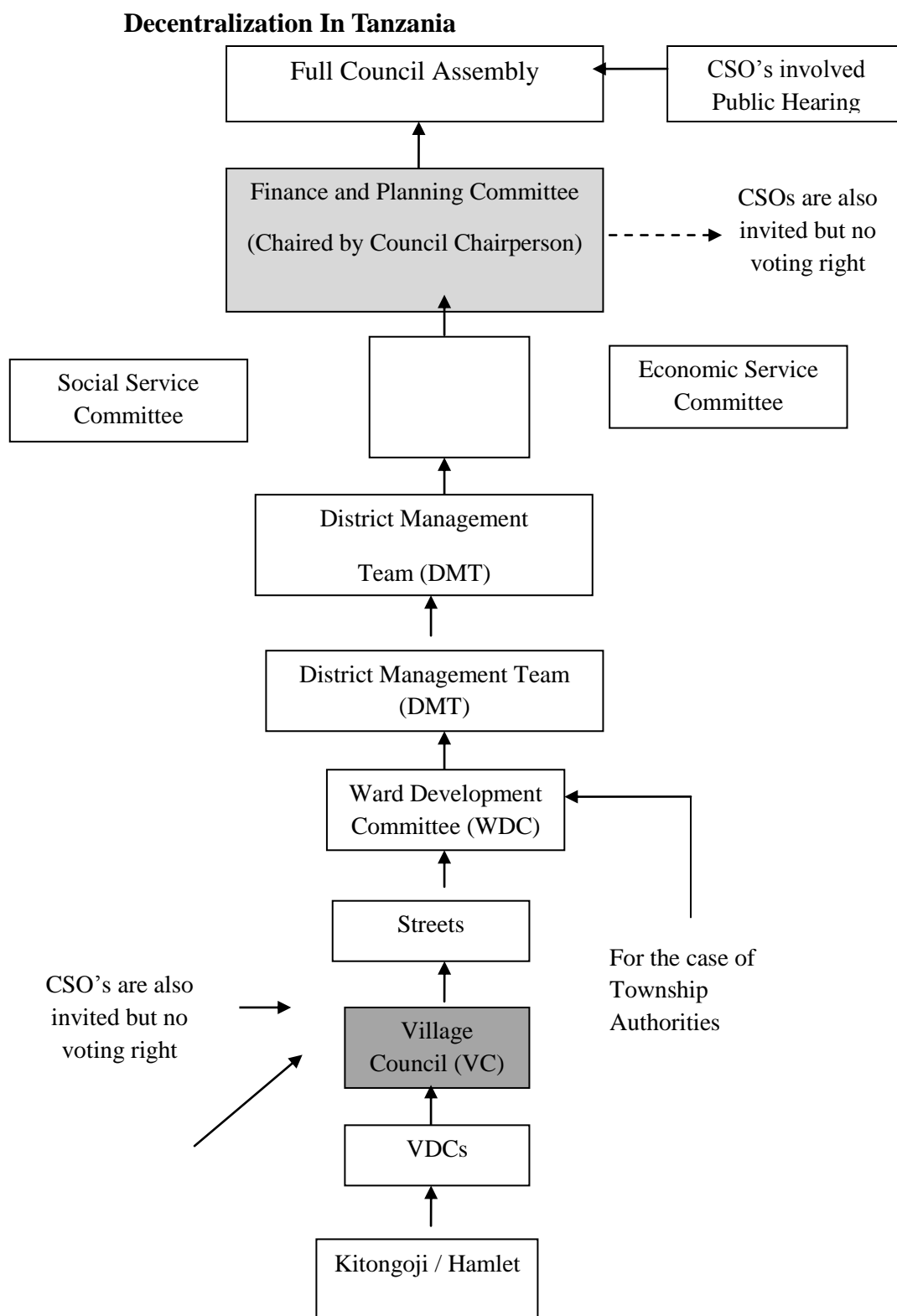
Local government system arrangements was entrusted functions which can be grouped into five as provision of amenities and environmental services,public health services,social services like school,water,communities protection through police and the last functions involves control and provision of economic services within the community. To enable achieve its objectives and ensure quick service delivery to the community, local government laws provide (Section.13 ,5 (1) and Section. 22 of Act No 12 of 1982) the three tier system of local government authorites as the district council, village council and township authority. Therefore section 55 of the local government (District Authorities) Act No 12 of 1982 provides for the composition of Village Assembly and S.56 of the same Act provides for Vilage Council which have been empowered to establish permanent committee for the efficient and effective discharge of its functions as stated under Section.107, hence Village Development Committees have been established to implement the objectives of the districts council. Village development committee as the local government organization is the tool for all transformation of community and social economic and political liberation from the grassroot level.

In the United Kingdom (UK), according to Julia (1995;3) local government women development committees stand as a model for the transformatory processes in governmental structures for the aim of incorporating gender needs so as to undergo for the feminist projects of a different political, economic and social order to begin to be realised. It is the model and custodian of all development activities in the village

level and it work hand in hand with district development committees to ensure district council objectives and communities' expectations are met as it is observed in the structure of local government to the VDCOs.

Nigeria's local government reforms of 1976 created a three tier structure of government namely federal, state and local authorities whereby the third one was based on local units of village development committees which varied greatly in size and population of the said village. As the arrangements of the local government to ensure that the government is responsive to the need of the community through quick service delivery such as education, health services and roads, then village development committees were created to carry out the transformation of these arrangements. "But these arrangement has failed due to the fact that local government headquarters have been confined in urban areas without delegating powers and authorities to the Village Councils".(Young 1990). Therefore, successful local government reforms depend much on the existency of strong, flexible and adptable Village Development Committees to carry out the activities stipulated in the reforms programme as it can be observed from the structure of districts council to the VDCOs in Tanzania.

Figure 2: Nature of Decision Making Procedures in Local Government After



Source: Maro, (1990)

From the figure 2, it can be observed that the meaning of decentralization in Tanzania is about to be realized. All the development plan should start from the village level organized by Village development committees then, thereafter are taken to the Ward Development Committees which invite some of Community Based Organizations to participate in development plans before being taken to the District Council for further scrutiny and executions.

2.1.8 Decentralization and VDCO's

Decentralization implies transfer of authority and responsibility from a higher level of hierarchy to a lower level. "It is a process to strengthen and support local initiatives and empower the people to design the direction of change and development" (Rijal, 1997). It aims at promoting, empowering the lower level authority specifically local government to be able to formulate and implement their development plans from the grassroots level. The majority of the people from Nepal country live in the rural areas, it is but natural for development works to begin from the Village level." (Rijal, 1997).

As Sharma also noted that "*the overriding aim of the District planing process is to provide a decentralized planing and implementation capacity which is sensitive and responsive to needs, problems and priorities of local communities. It must recognize the need for a high level of local participation if development activities are to have an impact and to be sustained over the long run*"(Sharma 1992,quoting Wheeler ,1979). By start all the development plans from the village level, it is in fact underlies the basic principles of decentralization which directly aimed at poverty reduction and fasten development through popular participation using village development committees.

Decentralization again is “bound to be realized because without meaningful decentralization, a poverty free democratic society cannot be established.”(Rijal, 1997) . Therefore, structured village development committee is an effective tool for achieving the objective of decentralization. Foreign minister for Nepal republic when addressing a user villages development committee he said “the locally elected representatives in VDCs will encourage the local people to organize users committees, cooperative society and others such organizations to fulfil the local development of decentralization”(Rijal, 1997). In other countries, decentralization provides the tools for implementing its objectives in the legislation. In Nepal, the “Decentralization Act provides the Villages Development Committees and district development committees with defined functions, duties and authorities for implementing projects funded through districts, town or village development committees budgets”. (Rijal,1997). This means that the decentralization Act in Nepal called for the organization of local users into user groups to approve and implement certain local level projects under the supervision of village development committees.

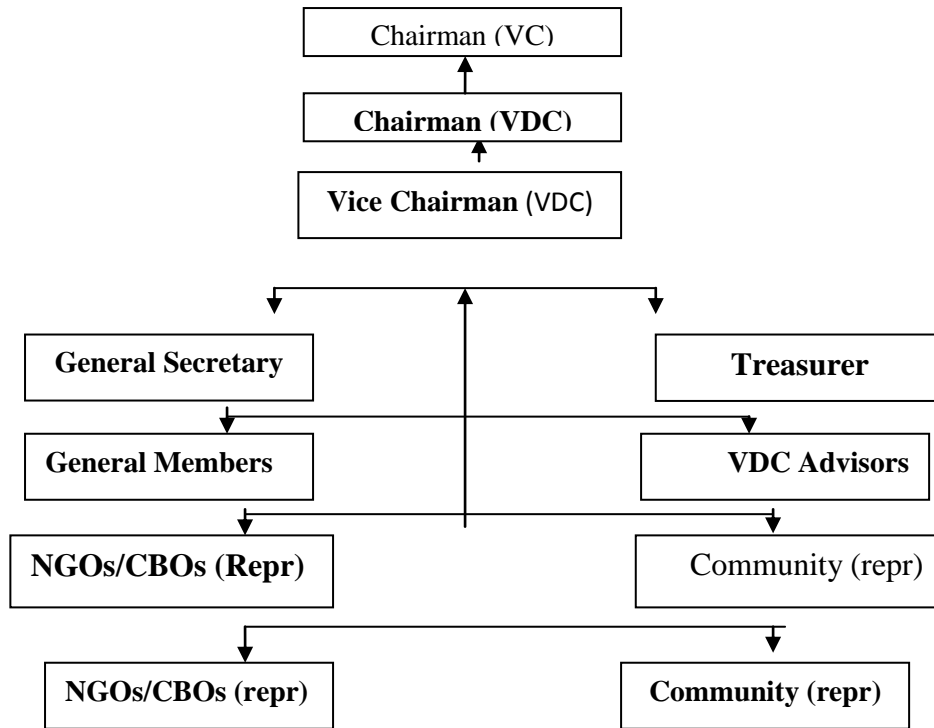
Decentraization in Tanzania according to Maro (1990) sought to promote small scale industries in a self reliant fashion. The reforms increased the use of local resources, raw materials and skills. In collaboration with village development committees there was evidence that the small scales industries produced goods and services which could otherwise only have been obtained at the expense of high and foreign exchange costs. However, Mustafa (2004) clarify decentralization in its four concepts from the definition such as delegation, participation, divisionalisation, deconcentration and devolution (Mustafa 2004:108, quoting Barle *et al* ; 2002:143). Despites all these variations in the meaning in the form of decentralization but there

has been a common agreement on its definitions as the structural arrangement in government and organizations. But Mustafa (2004) as the process he defined it as the methods involving the transfer of authority and power to plan, make decisions and manage resources, from higher to lower levels of the organizational hierarchy, in order to facilitate efficient and effective service delivery to the people. On the other hand, Sharma (1995:26) explains decentralization as the transfer of workload and selected administrative or decision making authority and responsibility from headquarters to lower field level officials within central government ministries or public agencies. But, the success of say deconcentration, delegation, devolution, participation and divisionalisation all these depend upon the degree to which village development committees exist in the village level to accommodate them.

2.1.9 Structure, Formation and Composition of VDCO's

Village Development Committees as relying on the principle of democratic processes, decentralization of decision making, incorporation of non-governmental organizations and participatory process can be effective methods of implementing grassroots democracy and reducing conflict if every committee in the village will perform its duty accordingly. Performing its duty accordingly will depend on how the structure and composition of that organization is organized according to the responsibilities and power.

Figure3: The VDCOs Administrative Hierarchy.



Source: Maro (1990)

VDCOs has to be recognized by PRDC and CRDC as an autonomous committee that works to ensure co-ordination and communication between the village,civil societies and governmental organizations.

The VDCO is composed of one chairman, vicechairman, secretary, treasurer, general members ranging from 3 - 5 maximum and two advisors as it is shown in the figure;
3.

The Vilage Development Committees chairman is responsible for the overall management of the committee programme including the members who report to him.

2.1.10 Functions of Village Development Committees

Traditionally Village Development Committee has to perform the functions in accordance to the country of origin but moreover they are very close in styles. Prime Minister's directive of local government in Zimbabwe in 1984 outlined the nature and powers related to the various structures in the village. He said "at the village level, the organ responsible for development is the Village Development Committee comprising roughly about 100 households and representing a target population of about 1000 people. He identified the responsibilities and functions of the VDCOs.

1. According to him is that VDC has the responsibilities to identify and articulating village needs. 2. To co-ordinate and forwarding village needs and proposals to the ward development committees.
2. To co-ordinate and cooperate with government extension workers in development projects and planing.
3. According to Mutizwa (1990) quoting the prime minister directive for local government in Zimbabwe is production by using land use plan in line with regulations set by the Ministry of local Government Rural and Urban Development (MLGRUD).
4. In Cambodia, according to the Ministry of Rural Development (2006), the VDCO traditionally has the same roles and responsibilities like close supervision from the ward development committees, the VDCOs will have a close consultations with community.
5. Analyzing and identifying the main problems of the village.
6. Set priorities according to the importance and urgency of the problem and prepare project proposals and an annual village development plan.

7. Also they have the roles of encouraging the village population, assign responsibilities for each activity and mobilize village based resources to achieve village project implementations among other things.
8. Has the roles and functions of poverty alleviation among the rural population
9. To mobilize people's participation, gender empowerment as well as increasing accountability and transparency among the rural population so as to achieve the objectives of decentralization. (Rijal ,1997:136).

2.1.11 Challenges to VDCs

Regardless of all these good roles and responsibility of the Village Development Committees, but complains concerning their operations and effectiveness has been in increase from different stakeholders.

1. Accountability

The basic functions which were to be mobilized by them such as rural roads maintainance, financial and public accountability, primary schools and health service buildings constructions, maintainance of village peace, security and order and many other duties have staggged behind resulting great unrest and concern among the rural populations.

2. Uneffectiveness

As also noted by Leung (1990) the community structure of committees does not encourage the articulation of interest and the achievement of the VDCOs objectives. The weaknesses and shortcomings of the VDCOs revealed that there is need for the study to be undertaken so as to identify the operations and effectiveness as well as

bringing the ways of improving the situation so as to enable them to achieve the planned desired objectives.

2.1.12 Popular Participation and VDCOs

Popular participation is a “concept that has been identified at many levels as making a singularly contribution to the development of the countries and to the integration of all social groups in society”.(Agere, 1986). The concept have to be organized and implemented through Village Development Committee which is the body representing all the community such as Women development committees, Youth development committee, enviromental management development committee, water and sanitation committee, etc. All these must be under the one body VDCOs for effective management and development. According to Sharma (2005) popular participation will bring the meaning of alleviating poverty if at all decentralization will go down and empower the Village Development Committees. In Botswana’s experience, “the performance of Village Development Committees (VDCOs) which were created in 1968 to encourage the spirit of self help in village communities has varied” (Sharma ,2005). Some of them are delivering the expected output and the outcomes are visible but a number of them has been inactive. Therefore it is the motive of the research to investigate their operations and effectiveness in delivery of services to the community, and moreover the reasons behind their ineffective.

2.1.13 Theories of Development with respect to Africa Continent

2.1.13.1 The African renaissance theory

The theory is founded on African values and norms which that are the very building blocks of African life the marginalized (Matunhu, 2011). The dependency theory

attributes rural poverty to the continuous pillage of human and nonhuman resources from the satellite to the metropolis. The same pattern is discernable between the modern and the traditional communities. The discourse noted with concern that the underdevelopment of Africa is indeed a result of cultural collision between two different development spheres – the West and Africa (Matunhu, 2011). The former, because of its strategic and technological advantage over Africa, it was able to choke and subdue Africa's culture and value system. In the process, Africa lost its right to determine its way to development (Matunhu, 2011).

2.1.13.2 The Modernization Theory Perspective in Africa

The modernization the movement of the 1950s and 1960s is an economic theory that is rooted in capitalism. The concept of modernization incorporates the full spectrum of the transition and drastic transformation that a traditional society has to undergo in order to become modern (Hussain *et al.*, 1981; Lenin, 1964). Modernisation is about Africa following the developmental footsteps of Europe (largely the former colonizer of Africa). According to modernity, policies intended to raise the standard of living of the poor often consist of disseminating knowledge and information about more efficient techniques of production. For instance, the agriculture modernization process involves encouraging farmers to try new crops, new production methods and new marketing skills (Ellis and Biggs, 2001). Notably, modernization strategies and policies are common to both the pre and post-colonial states in Africa. The form and strategies for Africa's development have always been changing in light of the changes in technological and ideological views of the developed world. The then United States of America (USA) president Harry Truman's January 20, 1949 presidential inaugural address captured these sentiments:

“We must embark on a bold new programme for making the benefits of our scientific advances and industrial progress available for the improvement and growth of underdeveloped areas. The old imperialism- exploitation for foreign profit- has no place in our plans . . . (Allen and Thomas, 1992: 06)”.

2.1.13.3 The Dependency Theory Perspective in Africa

Discontentment with the modernization theory in the 1950s precipitated new strands of thinking which resulted in the dependency theory. The theory came as a critical reaction to the conventional approaches to economic development that emerged in the aftermath of World War II. Andre Gunder Frank (1967), in his analysis of the post colonial state, has argued that classical development theories such as modernity are misleading in that they fail to articulate the true relationship between the developed world and the poor regions of the world. For Frank, modernity distorts the truth about the motive of the developed countries on their former colonies. In the same vein, the Brandt Commission (1980), made up of ‘elder statesmen, men and women of stature’, set up by the United Nations in 1977 reported that development based on modernity had failed. The hope that faster economic growth ‘modernisation’ in developing countries by itself would benefit the broad masses of poor people has not been fulfilled and no concept of development can be accepted which continues to condemn hundreds of millions of people to starvation and despair (Reid 1995 cited in Matunhu, 2011).

According to Rodney (1972), colonialism was not merely a system of exploitation, but one whose essential purpose was to repatriate the profits made in Africa to the so called home land. From a dependency perspective repatriation of profits represents a systematic expatriation of the surplus values that was created by African labour using African resources. Hence the development of Europe can be viewed as part of the same dialectical processes that underdeveloped Africa. In other words, the domination of Europe over Africa retarded the economic development of the continent. For five running centuries, Europe capitalized on its encounter with Africa. The above situation is succinctly expressed by Rodney (1972), whose analysis of the relationship between Europe and Africa is that during colonialism, Europe organized herself, accumulated capital gained from her colonies in Africa, shrewdly invested the surplus in productive economy, steadfastly increasing national wealth and riches for its people. Africa was and continues to be dominated economically as well as politically by external centres of power. Most noticeable here is the economic, political and cultural dependence of the continent upon America and Europe. The dependence is also noticeable between rural areas and urban areas. Writing about the situation in Southern Africa, Samir *et al*; (1987) noted:

“Imperialists partitioned the countries in Africa and then forced the African peasantry into reserves, deliberately planned to be inadequate for the purposes of ensuring the failure of subsistence in earlier traditional forms. The discovery of the mineral riches of Southern Africa (such as gold and diamonds in South Africa, copper in Katanga in Zambia) just when capitalism was entering a new stage of

*monopolistic expansion inspired a particular form of
colonization of the economy of the reserves”.*

The above contribution shows that while Europe and America are busy exploiting Africa; the urban areas are also busy exploiting their rural areas. Within those rural areas one finds rich people exploiting poor individuals and the chain goes on and on. Therefore dependency may loosely be viewed as linear and multi-staged.

2.1.14 Local Government Policy in Tanzania

The government of Tanzania adopted in 1998 Decentralization by Devolution (D by D) as a policy option which could deliver improved governance and service delivery within the social-economic and institutional context in Tanzania. Also, it was chosen as a means of bringing decision making on services closer to the people, to make government and service delivery more responsive, efficient and effective (Manyangu, & Mmuya, 2012). Today both developed and developing countries like Tanzania are pursuing decentralization policies (URT,2000).Soon after independence that is from 1961 to 1980, Tanzania like many other developing countries set out ambitious social and human resources development plans including programmes generally aimed at the eradication of poverty, ignorance and diseases in a matter of two decades. It was during that period Tanzania in 1972 adopted numerous top-down policies including, Socialism-Arusha Declaration (1967) and the decentralization policy (1972), which focused on decentralizing key authorities and functions of government from the centre to the grassroots level so as to enable community to participate in decision making (Massoi, & Norman, 2009). The policy reflected Nyerere’s strong conviction that people must be directly involved in shaping the decisions that affect their lives. The policy manifested itself in different two major

forms: deconcentration and devolution. During the deconcentration period, rural development was centrally coordinated and managed at the district and regional levels (Max, 1991). Tanzania has always seen decentralization as an ideal approach to rural and urban development (Ngwilizi, 2002 cited in Massoi, & Norman, 2009). While central government administrative structures improved through these decentralization initiatives, actual participation by the rural and urban populace in the development process was not realized. This type of decentralization was more of deconcentration than devolution of power through local level democratic organs.

Tanzania's ongoing administrative, political and economic reforms of early 1990's demanded effective decentralization in which the involvement of the people directly or through their democratically elected representatives is given paramount importance (Massoi, & Norman, 2009). These reforms include the civil service reform which started in 1992, which aims to achieve a smaller, efficient and effectively performing public service (Mmari, 2005). Following civil service reforms, in 1984 the Local Government system was re-introduced, followed by its reform in 1996, where it was accompanied by the Decentralization by Devolution policy. The policy shifted from the former centralized system to the decentralized local governance system (Max, 1991). For that matter, the local government Reform was used as a driving vehicle of Decentralization by Devolution (D-by-D) policy to strengthen the local government authorities with the overall objective of improving service delivery to the public (Ngwale, 2005). Thus, the transfer of power is made through transferring power of the decision making, functional responsibilities and resource from central government to local government authority (URT, 2006).

According to Fisher (2008), meaningful devolution relocates not only administrative functions, but also the power to make decisions and set objectives. However, decentralization policies are part of vigorous initiatives to support rural development (Fisher, 2008). Warioba (1999) pointed out that decentralization refer to those tasks and activities which are not done or executed from the centre. Warioba (1999), proceeded by pointing out that decentralization is divided into two main components:- Deconcentration - refers to delegation of authority by the central government to the field units of the same central government department, that is giving decision making power to civil servants in the regions, districts or/ and village (Warioba, 1999). This form of decentralization is sometimes referred to as administrative decentralization (Warioba, 1999). It is the delegation of authority from the higher to lower echelons within the bureaucracy, taken as a basis for development and change. Devolution refers to transfer of decision making power and much policy making powers (especially development and social service policy) to elected local representative authorities or units or to autonomous public enterprise.

From the definition it can be reiterated that the focus of the law and regulations governing decentralisation by devolution focused on Mtaa level (in case of urban authority) and village (in case of rural authority) due to the fact that these are the lowest level of authorities within the structure of local government hence making it possible for the participation of the people at the grassroots (Massoi, & Norman, 2009).

2.1.14.1 Challenges Facing Implementation of Tanzania Local Government

Policy

There is a relatively clear system of accountability in local government; the performance of accountability mechanisms remains problematic (REPOA, 2008). Reasons that explain the poor accountability and governance in Tanzania that takes place in LGA include: poor access to information which is in turn caused by unfavorable attitude of the council staff, poor working tools and infrastructure, technocratic procedures and formats for releasing information and lack of a culture of transparency. Poor representation of the citizens by their councilors in the decision making processes and the lack of participation in these processes contribute to further undermine accountability (REPOA, 2008).

2.1.14.2 Village Government Systems in Tanzania

In Tanzania mainland the Village Government is the smallest local government unit. The two main organs of governance in the village are the Village assembly and Village councils, Clause no. 55 of the Act No. 7 of 1982 states that, “every village assembly shall consist of every person who is ordinarily resident in the village and who has attained the apparent age of 18 years”. The Village Council consists of not less than 15 but not more than 25 members (Binagwa , 2005). Village Registrar under the power given by the Minister conducts village registration (section 22 of LGA Act No 7. of 1982). The Registrar gives certificate of registration after receiving relevant information on the village boundaries, number of households, population, village activities, village area and village resources (PO-RALG 2002, P30). According to Binagwa,(2005) noted that the composition of the village government by clauses from 55-62 of the Local Government Act No. 7 of 1982.

Following registration the Village assembly elects the Village Council which has the following composition;

- a) A chairman elected by the village assembly.
- b) The chairmen of all the vitongoji within the village.
- c) Some other members elected by the village assembly, women number not less than one quarter of the total number.
- d) The secretary of the assembly is the Village Executive Officer.

2.2.0 Empirical Literature Reviews

2.2.1 Studies conducted in Developed Countries

2.1.1.1 Britain

Moreover, the study conducted by Young (1990) in Britain revealed the causes of women's oppression in their committees are embedded in unquestioned norms, habits, and symbols in the assumptions underlying institutional rules and collective consequences of following those rules."(Young 1990:3). What is needed therefore according to Young (1990) is a "joint strategic approach towards a radical reformulation of the major economic, political and cultural institutions involving a wide range of diverse groups including peoples disadvantaged by gender, race, class or disability." To get rid of the oppressions of all kind among women and disadvantage groups they need a cohesion group under the joint of women committees who believe in themselves to win these battle. "An approval of decentralisation of decision making and involvement of disadvantaged groups in policy formulation are just two common factors which a rainbow group of the kind envisioned could focus upon and work together to achieve."(Julia 1995:4).

2.2.1.2 Scotland

Julia Edwards in 1995 conducted a research study to find out the contributions made by local government women committees in Scotland as the agent of decentralization. He pointed out that Local government women committees in the last decades developed a number of techniques which he believed they can be viewed as a model of feminist political practice available for wider application among more diverse groups aimed at development processes. But he showed his concern on the limited power of these committees in achieving the goals and objectives. "The fundamental obstacle to progress appears to be that the more well resourced coalition organization fail to appreciate the value of the techniques which the Women's committees can offer, and the women committees in the other hand lack resources to demonstrate their potential more clearly". (Julia, 1995). Moreover, the study conducted by Young (1990) in Britain revealed the causes of women's oppression in their committees are embedded in unquestioned norms, habits, and symbols in the assumptions underlying institutional rules and collective consequences of following those rules." (Young, 1990:3). What is needed therefore according to Young (1990) is a "joint strategic approach towards a radical reformulation of the major economic, political and cultural institutions involving a wide range of diverse groups including peoples disadvantaged by gender, race, class or disability." To get rid of the oppressions of all kind among women and disadvantage groups they need a cohesion group under the joint of women committees who believe in themselves to win these battle. "An approval of decentralisation of decision making and involvement of disadvantaged groups in policy formulation are just two common factors which a rainbow group of the kind envisioned could focus upon and work together to achieve." (Julia, 1995:4).

2.2.1.3 Australia

Aulich (2009) on his work entitled “From Citizen Participation to Participatory Governance in Australian Local Government, Commonwealth Journal of Local Governance Issues2: January 2009 University of Canberra, Australia made the following conclusion for there to be real benefits from citizen engagement, consultation about public policy needs to move beyond the piecemeal and haphazard process which is evident in Australia today (Curtain, 2003). At state and local government levels, in contrast with their federal counterpart, there is considerable evidence of a willingness to engage with citizens rather than merely consult people as users of public services or ‘customers’. However, while most states and many local governments have developed policies or protocols to facilitate this higher level of consultation, as well as signalling to their communities that such consultations are valued, there are few examples where effective engagement has been established and accepted as a citizen’s right. The concept of engagement appears to be valued, perhaps even seen as necessary, but in few instances has the practice yet been accepted as a fundamental right of communities to enable them to assume a formal place in governance (Aulich, 2009).

2.2.1.4 USA

Sutton (2005), in his study on “Local Citizen Participation: Case Study of a Community Development Board University of South Florida” insisted that having clear and strong citizen involvement has improved many projects throughout the United States. One of the key aspects is to overcome citizen apathy and disinterest by “crafting lively and engaging participation programs”. While participation can add time and cost at the beginning, the upfront investment can pay off. Citizens who are

actively involved usually end up being more supportive of the outcome (Sutton, 2005).

2.2.2 Studies conducted in Developing Countries

2.2.2.1 Bangladesh

Furthermore, in 1996 the World Bank conducted a study in Bangladesh on the contribution of credit facilities in the increase of village organizations (VDCOs), membership growth and gender coverage. “The study findings revealed that the growth in the branching network has contributed to the programme wide coverage, increasing the number of village organization from 4,648 in 1988 to 24,859 in 1994 with an average growth rate of 30%. “(Shahidur *et al*; 1996:25). Therefore, the increase in the number of village organizations does not means the effectiveness also increases, it might be is due to the need and access of credits facility only.

2.2.1.2 Vietnam

Andrew Catford (2006) a PhD Research candidate at the University of RMIT in Australia carried out a study to find out how village based development can reduce conflict in Vietnam. The paper utilises the research that undertaken between 2003 and 2005 and it explores the key elements of the village based development approach that seek to build productive working relationships between villagers, village leaders and local government can effectively decentralise responsibility from the state to the village level. He identified that decentralization of this kind allow the village and community to be in control of development processes that affect them. But again the study has never talk anything on the operations and the effectiveness of Village Development Committees in conflict reduction in Vietnam. Moreover, another study

was undertaken in Vietnam to find out why the villagers has been protest after the post American War in Vietnam in 1998 and provided a significant threats to the Government. “The study highlighted that the rural villagers were not happy under the centralised and highly controlled government hierarchy”(Catford, 2006). They actually wanted the government to introduce the decentralization which can go down to empower their local organizations. Bureaucratic rules and regulation is not responsive to needs and their problems. Therefore according to the above literature both theoretical and emperical literature,as it can be observed above, many authors has written and conducted researches on VDCOs, Decentralization and VDCOs and local government reforms in relations to VDCOs but non of them has touched on the study on the operations and effectiveness of Village Development Committees as the tool for achieving the objectives of decentralization.

2.2.1.3 Croatia

Gersdorff conducted a “study on how VDCOs in Croatia facilitated the implementation of decentralizations policy in public service delivery.”(Gersdorff, 2006). The study revealed that a significant part of public functions have to be assigned to local authority to be implemented by the village development committees. It is where we can say there is effective decentralization. The study in Croatia has received funds from European Union about EURO 1.350.000 for strengthening project on fiscal and administrative decentralization. “Proper decentralization may help accelerate croatia’s preparation for EU accession, to the extent that it could improve public service delivery efficient and accountability to the citizen”(Gersdorff, 2006). There was no way that funds have been given to find out

why VDCOs are not meeting people's expectations in relation to the objectives of decentralization.

2.2.3 Studies conducted in Africa

2.2.3.1 Ethiopia

In Ethiopia, according to Rashid (1999) popular participation through Village Development Committees has made a holistic progress. "the spontaneous popular participation of the targeted community is a prerequisite for the successful implementation of any development programme."(Rashid 1999:110). The aim and goal of the Watsan programme which was specifically for water supply and sanitation in Ethiopia could not be attained by ensuring the participation of only a particular sector of the community but rather all classes and sector within the community should be organized and their active participation should be ensured through active VDCOs.

The VDCOs in Ethiopia through popular participation has performed a remarkable role in raising the use of hygienic latrines in the village observed Rashid (1999) who attended Gudaria College. Abdul Jalil a member of the VDCO, informed that "100 percent of the people of Gudaria village, presently use safe water for drinking purpose and about 60% use for safe water in other domestic purposes, we are working not only on water and sanitation, but also on education, birth control, plantation, drawback of the dowry system and the effect of women oppression in the village." Therefore, the VDCOs played a big task to ensure economic, political and social development of the Village by active involvement of the people of all races in the Gudaria Village.

According to Ayesha Khatun, a house wife of the Gudaria village reveals that “all members of the VDCO are local people and they regularly go to the village houses and talk to all members of the family emphasizing on hygienic education and hygienic practices”. As a results ,majority of the village people including children now use hygienic latrines. In Ethiopia, the VDCO was established in september 1998 and by december 1998 because of commitment of the staff they had achieved almost 100% sanitation coverage in the village. Palli Unnayan Parishad (PUP) is a partner NGO of NGO forum working in the Pahankucha village of Comilla declared that it had successfully established 263 VDCOs in Ethiopia and their performance can be viewed in table 1.

Table 1: The achievement in the sanitation promotion through the effective intervention of the VDCOs.

Region	District covered	Thana covered	Union covered	Village covered	Total households	Status before intervention	Status after intervention
Rajshashi	4	20	30	55	18,020	13.8%	57.3%
Jessore	5	19	22	36	16,295	23.76%	94%
Rangpur	7	28	38	78	24,697	22%	74.87%
Sylhet	4	19	35	86	15,208	15.7%	47.05%
Bogra	4	14	23	42	14,018	17.34%	60%
Faridpur	5	18	25	48	13,950	17.99%	58.39%
Khulna	3	13	25	59	14,337	18.47%	51.35%
Dhaka	6	19	47	82	20,018	26.10%	42.31%
Mymensingh	6	20	26	49	14,107	8.50%	53.15%
Barisal	6	16	20	64	21,688	20.39%	41%
Chittagong	4	15	27	34	19,550	30.10%	75.31%
Comilla	6	22	33	52	18,459	22.17%	49.96%
Total	60	223	351	685	210,347	19.71%	59.47%

Source: VDCOs reports in Gudula village Ehtiopia 1999.

Therefore as it is seen from table 1, VDCOs interventions in the sanitation project has been of very successfully and the lesson which can be learned is from commitment of the VDCOs staff of going through house to house to emphasizing the need for projects. But most of the VDCOs seem to be inactive for not delivery the intended planned objectives like that in Ethiopia. There has been poor sanitation, poor infrastructure, dowry systems which has led in many pupils dropout from schools, robbery in the village and many other concerns of which draw attentions to rethink again on the effectiveness and operations of VDCOs specifically in Tanzania. Effectiveness of community participation in all stages of policy formulations and implementation and even evaluation depend much on the degree to which village

development committees are proactive, adaptable and effective in organizing and coordinating all activities within the village.

2.2.3.2 Botswana

The study conducted by Sharma (2005) in Botswana concerning the effective decentralization revealed that effective VDCs, Kgotla, are of great importance if any planing for any development activities in the village is to be realised. However he shows his concern that the effective participation of people in formulation and implementation of development plans remains the challenge. His study again revealed that the Village Development committees (VDCOs) need cooperation from the District leaders, advice and moreover he identified the factors hindering the chiefs performance in relation to VDCOs. The effectiveness of local communities to participate in VDCOs operations depends on the perceived legitimacy and awareness of people on such committees.

2.2.3.3 South Africa

In 1994 after the apartheid regime in South Africa the Government under the rule of black majority established different strategies on how to fasten social, economic and political development of the new South Africa Republic, a study conducted by Phila Xuza (2008) to find out the role of local government authority in bringing about social development in the country. The study revealed that the advent of mass based political freedom in 1994 translated into personal freedom which involves people and communities taking control over their communities and local resources to determine their socioeconomic destiny. The initiatives formulated to guide these new strategy are what is popularly known as local economic development (LED). *Local Economic Development is the essentially a process in which local*

governments and/or community based groups manage their existing resources and enter into partnerships arrangements with the private sector or with each other, to create new jobs and stimulate economic activity in an economic area” (Xuza 2008:263, quoting Stohr and Taylor 1981:129). The study did not talk anything concerning the operations and effectiveness of village development committees, hence there is the need for the study to be undertaken to find how to improve the situations and make them achieve their objectives.

2.2.3.4 Zimbabwe

A sample survey conducted in 1985 over the whole Mutoko communal area in Zimbabwe nine after the establishment of VDCOs found that only 48% of the respondents knew about the existence of VDCOs in their areas (Mutizwa, 1990). This added into the ineffectiveness of such institutions in Zimbabwe. However, this is not perceived to be the case in Tanzania since VDCOs have been established long enough to date and their publicity have attracted the attention of the rural elites and rural communities in general.

Moreover, the effectiveness of VDCOs depend on effective communication and interaction of community members through the scheduled meetings. Mutizwa (1990:50) reported complaints from VDCOs leaders that the attendance of both villagers and government officers at meetings is poor. Several community workers confirmed that it is difficult to organize people for the meetings and the case of VDCOs six months can pass without a meeting.

2.2.3.5 Studies conducted in Tanzania

The study conducted by Maro, (1990) on “Does Decentralization Enhance Political Participation? given the current low level of development at community level in Tanzania, and the general lack of basic economic and social services such education , health water and roads, strong role for the central government in local government planning and implementation may be required to achieve adequate provision of service to all communities .

Moreover, the absence of central government intervention may lead to high inequalities across communities in the provision of basic services, as well as the spreading of resources thinly across many local projects that produce limited social and economical gains. This reality ought to be reflected in planning framework. Otherwise the credibility of community in planning may be undermined. This study has been useful to this research because the research has been in a position to do some comparison on the framework and credibility of community participation in planning about social services delivering.

Massoi and Norman (2009) on the study “Decentralization by devolution in Tanzania: Reflections on the community involvement in the planning process in Kizota Ward in Dodoma- Kizota ward in Dodoma” observed that currently the contribution of D-by-D in planning process at the grassroots level is minimal and ineffective in *mitaa* of kizota ward within Dodoma Municipality. The failure resulted from inability of the council to involve the community in planning process that would include their respective priorities. Moreover, the study revealed that there has been poor utilization of human resources at the grass root level because the council failed to engage *mitaa* residents in productive ways. Also, council plans were

in all cases prioritized over mitaa plans, hence leaving most of the *mitaa* socio-economic problem unsolved. Hence, there is a need to institute community involvement in planning process as they would lead to an increased ownership of projects accountability, sustainability, effectiveness and efficiency of the process. This study is useful or relevant to Tanzania because such type of study helps to understand what factor affects participation of the local community in social service delivery through planning, it helps to understand which strategies could be taken to improve given chance to participate in planning social services delivery in Tanzania.

A study by Sharma (2010) is useful to Tanzania and Africa in general because such type of study pointed out that if decentralization is to be meaningful and to promote effective participation of people in local level governance, it has to be taken to the grass-roots in the villages instead of stopping at the district level. Decentralization has also to be taken to the people and their political representatives rather than being limited to bureaucrats in the local level organizations. Moreover, the study is relevant because one of its objectives was to explore challenges faced by local community participation in social service planning is the nature of bureaucratic found in the respective area.

The information and experience from social service delivery through the local community participation system of different developed countries such as U.S.A, Australia and South Africa have thrown light and widened the knowledge of the researcher on how the system is operationalized in those countries especially that of U.S.A which seems to be old enough and have passed through a number of phases, therefore these various literature has been useful to the researcher to come up with

good recommendations on how best the VDCs and local community participation in social service delivery policies could be implemented in Tanzania .

Having passed through various literatures, it has been found that many researchers have pointed out on how the VDCs provide social services to the local community in different countries but there are few information/recommendations on how these governments incorporate participation of local community in social services deliver. Indeed, Tanzania and particularly in Morogoro region has limited studies concerning participation of local community on social services delivery.

A study by Fjeldstad *et al.*, (2010) on Planning in Local Government Authorities in Tanzania: Bottom-up Meets Top-down-Dar es Salaam. They found out that despite the good intentions of O&OD, the evidence from LGAs indicates that the methodology does not work as documented. Interactions and consultation between local communities and the council management team are limited' bottom-up community plans are commonly seen as wish lists by councils, and local priorities are in practice set by the central government. Nevertheless, the planning framework allows for local politicians and bureaucrats to influence the location of public projects toward communities of their choice, which may promote geographical equity in service provision as well as political interest .But their studies concentrates much on fiscal autonomy rather than perspective on how the local communities can participate on every stage of development on their areas

Word Vision, (2011) conducted a research on “The Impact of Public Sector Reforms on Service Delivery” in Kenya. It discussed one of the biggest challenges facing public service reforms on how to involve the citizen in formulation and implementation of the reform strategies at all levels. He suggested that public

institutions need to take deliberate steps to ensure that organized civil society groups and other community forums are engaged in the formulation and implementation of public sector reform strategies. This study does not say a word on how challenges facing VDCs are incorporated.

The participation of the local of the citizen in policy formulation and implementation concerning social services delivery at the community level is of paramount importance. There should be intensive mechanisms of enabling local community participation at levels of local government for the proper operationalization of VDCs in social service delivery.

Chaligha, (2008) on his study on “Local autonomy and participation in Tanzania: from local government reform perspective” conducted on Ilala Municipal Council, Mwanza City Council, Iringa District Council, Bagamoyo District Council, Kilosa District Council and Moshi District Council concluded that the current local government reform on the study areas have not yet worked well enough to promote local autonomy at the grassroots level. He pointed out that for most of the case councils; participation beyond the village level has not been well established to give all citizens full participation in the local matters that affect them. There is still a lack of clear mechanism for accountability of local government bureaucrats to their councils. The participation and representation of the local government of the citizens in policy formulation and implementation at the community level i.e. the hamlet, neighborhood, village, ward and district levels, a lack of appropriate mechanisms to enhance their voice appears to be the main constrains. Many of the community complaints noted on his study are lack of participation in policy formulation and implementation.

2.3 Conceptual framework

The term conceptual framework can be defined as a set of broad ideas and principles taken from relevant field of inquiry and used to guide subsequent presentation (Raichel and Ramey 1987).

According to Guba and Lincoln (1989), the term conceptual framework refers to research tools intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this. In addition, conceptual framework has potential usefulness as a tool to assist a researcher to make meaning of the research phenomenon.

During this study, the following conceptual framework will be used to assess the effectiveness of Village Development Committees in Kilombero District Council. This will be done by identifying independent variables and the dependent variables. Therefore the study will investigate the influence of independent variable over the dependent variable of the study. The promotion of socio – economic development in rural areas supported Village Development Committees with the application of better strategies in a society. The independent variables such as operation procedure, revenue expendituree & services delivery influence with the relationship between local government. And VDCOs, Capacity building & poverty eradication for the intention of promoting social – economic development in the study area.

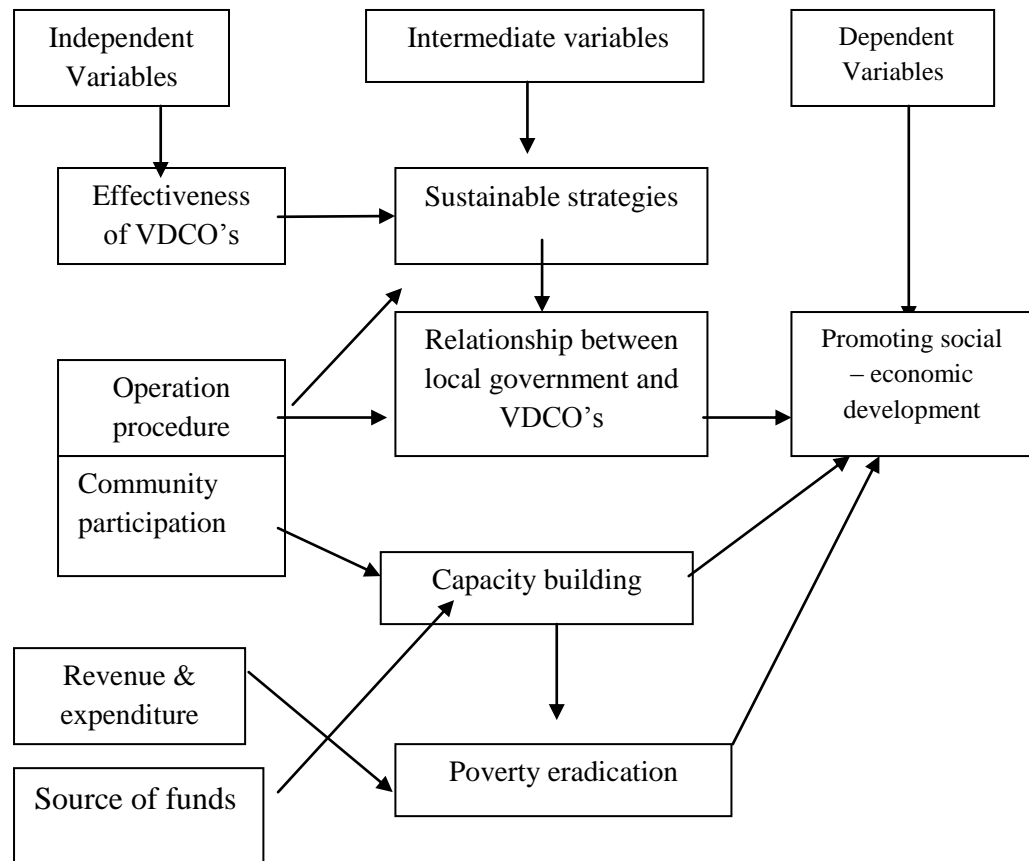


Figure: 4 Conceptual

2.4 Critical Review of the literature

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Word Vision, (2011) conducted a research on “The Impact of Public Sector Reforms on Service Delivery” in Kenya. It discussed one of the biggest challenges facing public service reforms on how to involve the citizen in formulation and implementation of the reform strategies at all levels. He suggested that public institutions need to take deliberate steps to ensure that organized civil society groups and other community forums are engaged in the formulation and implementation of public sector reform strategies. This study does not say a word on how challenges facing VDCs are incorporated. The participation of the local of the citizen in policy formulation and implementation concerning social services delivery at the community level is of paramount importance. There should be intensive mechanisms of enabling local community participation at levels of local government for the proper operationalization of VDCs in social service delivery.

2.5 Relevance of the literature

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health water and roads, strong role for the central government in local government planning and implementation may be required to achieve adequate provision of service to all communities.

Moreover, the absence of central government intervention may lead to high inequalities across communities in the provision of basic services, as well as the spreading of resources thinly across many local projects that produce limited social and economical gains. This reality ought to be reflected in planning framework. Otherwise the credibility of community in planning may be undermined. This study has been useful to this research because the research has been in a position to do some comparison on the framework and credibility of community participation in planning about social services delivering.

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2.6 Summary

The chapter made a critical review of the literature concerning the main theories, perspectives, linkages and conceptual framework for participation of the local

community in planning and delivery social services through Decentralization by Devolution in Tanzania, Africa and worldwide. In addition, it established the knowledge gap and the empirical literature that led to several lessons on how the VDCs and local community can participate in identifying, planning organizing, implementing and evaluating the objectives and goals set through Decentralization by Devolution. There is need for the government, NGOs and individuals figures to sit together so as to come out with the outstanding solution for poor performance of VDCs through Decentralization by Devolution in Tanzania and particularly in Kilombero District Council.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research methodology which was used in this study. The chapter is divided into eight sections, such as the overview of the chapter which is Section One. The Second Section describes the location of the study area, economic activities and justification for the selection of study area. The section also describes the target population and sampling frame. Section Three presents sample size, and clarifies on the number of people and sample size of the selected ward. Section Four presents sampling procedures, Section Five provides research design while Section Six describes data analysis and Section Seven explains the limitations of the study followed by summary of the chapter.

3.1 Area of the study

The study has been conducted in Kilombero district council which is located in Morogoro region in Tanzania. Kilombero is the name of a river and a district in Morogoro region, south western Tanzania. The district is situated in a vast floodplain, between the Kilombero River in the south-east and the Udzungwa Mountains in the north-west. On the other side of the Kilombero River, in the south-east, the flood plain is part of Ulanga district. The area is predominantly rural with the semi-urban district headquarter Ifakara as major settlement. The majority of the villagers are subsistence farmers of maize and rice. There are large plantations of teak wood in the Kilombero and the neighbouring Ulanga district. In the north-west

of the district, Illovo Sugar Company's sugar-cane plantations occupy most of the low lying area

Kilombero District is located on the western side of Morogoro Region. The district lies between latitudes 7°40' and 9°21' South of the Equator and between longitudes 35°20' and 37°48' East of Greenwich. It borders with Kilosa and Morogoro Rural District to the North East, Mufindi and Njombe to the Southwest and Kilolo District to the North, all of Iringa region, Ulanga District to the South East (along Kilombero River) and Songea Rural District of Ruvuma Region to the South. Kilombero District is one of the five administrative districts of Morogoro Region. Other districts are Morogoro, Kilosa, Mvomero and Ulanga.

According to the 2002 National Population and Housing census, the district had a total population of 321,611 whereas 162,214 were males and 159,397 were female with a total of 73,393 households with average size 4 people per household. The average population growth rate stood at 3.9 % per annum, therefore the population for the district in the year 2015 is projected at 528,851 people. The district covers an area of 14,918 km² (1,491,800 ha) and it is categorized as follows:

- Arable land is about 4,458.96 km² (445,896 ha)
- Grazing area is about 1,200 km² (120,000 ha)
- Area covered by water bodies and wetland is about 1,076.26 km² (107,626 ha).
- Area covered by natural forest is about 1,250 km² (125,000 ha)
- Area covered by reserved forest is about 1,079.15 km² (107,915 ha)

- Area covered by planted forest is about 66.98 km² (6,698 ha)
- Residential area is about 5,786.65 km² (578,665 ha).

3.2 Research Design

A research design is simply a plan that specifies how data had been collected and analysed” (Obasi, 1999). It is the arrangement of conditions, collections and analysis of data in a manner that aims to combine the relevance to the research purpose with economy in procedure. Research design used in the study was a case study so as to acquire in-depth contextual analysis of the effectiveness of the Village Development Committees. This is because the case study design provided the researcher with planning of the study which show how the sample had been drawn, method of data collection and how the data had been analyzed. Kothari (2004:3) identifies the importance of case study design as the “conceptual structure within which research is conducted and it constitutes the blueprint for the collection, measurement and analysis of data”.

Moreover, the reason behind as to why research design had been adopted by the researcher was that it facilitated the smooth sailing of various research operations, thereby making it efficient as possible yielding maximum information with minimal expenditure of efforts, time and money (Kothari, 2004). Research design provides the best plan which specifies the problems, the appropriate methods of collecting data as well as analysis techniques with the economical way in terms of funds, time and other resources.

3.3 Sample and sampling techniques

3.3.1 Sample design

The sample design is the plan determined before any data are actually collected for obtaining a sample from a given population which will constitute the sample size (De Vaus, 2001). The sample size for this study was 100 people from eight (8) villages which is equivalent to 0.031% of the population of 321,611 which the researcher believes it will be a true representation of the Kilombero district council as well as providing the factors for operations and performance of the village development committees in the district. According to Bartlett (2001) there is a misconception that the size of the sample should be decided on according to its relationship to the size of the population e.g. 5 or 10% of the population. He argues that what is important is absolute size of the sample regardless of the size of the sample of the population. What need to be considered is whether proper sampling procedures have been followed and the criteria used in sample size determination i.e. required level of precision, the level of detail in the proposed analysis, and resource availability. The sample size is described in Table 2 below:

Table: 2 Sample size

Sampling unit	Number of respondents
Households	60
VEO	8
WEO	2
Village Development Committee members	20
Village Chairpersons	8
Community Development Officer	2
TOTAL	100

Source: Documentary Review

3.3.2 Sampling techniques

Sampling is the means by which a selection is made from the basic unit of study. This is because in any setting “it is impossible to observe or interview everyone and everything and we only use a sample for detailed study.” (Creswell, 2003). Therefore, the researcher adopted both probability and non probability sampling techniques in selecting the sample size which represent the whole population. This is because in probability sampling one can specify for each element of the population the probability that will be included in the sample (Burgess, 1994). In this case study, probability sampling included simple random and stratified sampling while non probability sampling included judgemental sampling.

3.3.2.1 Simple Random Sampling

According to Sekaran (2003), simple random sampling is a way of selecting subjects in which every element in the population has an equal chance of being chosen. The researcher employed random sampling in selecting civil servants, citizens and others. Random sampling was used to ensure the law of statistical regularity which states that if on an average the sample chosen is a random one, the sample would have the same composition and characteristics as the universe. This is the reason why random sampling is considered as the best technique of selecting a representative sample. In this research random sampling was employed when selecting respondents from the area covered by the project

3.3.2.2 Stratified Sampling

According to Kombo & Tromp, (2006) Stratified random sampling involves dividing your population into homogeneous subgroups and then taking a simple random sample in each subgroup. The sample is selected in such a way as to ensure that

certain subgroups in the population are represented in the sample in proportion to their number in the population. The researcher employed stratified random sampling in selecting committee members and village chair persons.

3.3.2.3 Judgmental Sampling

In judgement sampling the researcher's judgement is used for selecting items which he considers as representative of the population. (Kothar, 2004). The researcher used technique in selecting the religious leaders, political leaders, hamlet leaders and famous people.

3.3.3 Sample characteristics

Sample of the population is equally distributed by males, females, rural populations, educated and non- educated as well as those at the district council . The judgemental sampling procedure used to official where they provided information on the operations and effectiveness of village development committees.

3.4 Data collection Methods

The study adopted questionnaires, observation, documentation, focus group discussion and interviews.

3.4.1 Types of data

The study gathered two types of data namely primary and secondary data. Primary data refer to original data from which the researcher directly collects data that have not been previously collected (Krishnaswami & Ranganatham 2005). Primary data included all data obtained by the researcher in the field through questionnaires, interviews, observation and focus group discussion, while secondary data involved data obtained from documentary sources. Secondary data refer to data

which have been collected and compiled for another purpose (Krishnaswami & Ranganatham 2005).

3.4.2 Questionnaires

A questionnaire is a tool consisting of a series of questions and other prompts for the purpose of gathering data from the study area (Oulu, 2002). The study adopted both closed and open ended questionnaires so as to solicit information regarding the study at hand. Closed ended questionnaires were distributed to 100 respondents and left to them so as to give them enough time to study, fill and return. On the other hand, open ended questionnaires were sent to 60 respondents and they are aimed at exploring their ideas concerning the operations and performance of village development committees, the rest 40 respondents were obtained from the households, VEO, WEO, Members from various Village Development Committees and Village Chairpersons. The advantages of questionnaires are that the research covers the big area with little time, so they save time and money. Also it gives the respondents the freedom of say whatever they want concerning the problem being investigated.

The disadvantages of questionnaires is that majority of the people who receive the questionnaires do not return and those who fill might not be the true representative in the sample, but the selection was based on the strengths of questionnaires rather than disadvantages.

3.4.3 Interviews

Interviews are a systematic way of talking and listening to people (<http://www.who.int>) and are another way to collect data from individuals through

conversations. Kvale (1996) regarded interviews as “ ... an interchange of views between two or more people on a topic of mutual interest, sees the centrality of human interaction for knowledge production, and emphasizes the social situatedness of research data.” Interview is another crucial part of receiving information from respondents concerning the problem being investigated. It provides useful information on the problems being investigated behind the participant’s experiences.

The interview considered essentials not only as a supplement to the questionnaire in obtaining data and information, but also to off set the disadvantage associated with the use of questionnaire as data gathering methods. The interview also is important because people tend to delegate the task of completing the questionnaire to junior members of staff who are not capable of supplying needed data and information. Again interview is advantageous because it helps to clarify ambiguous responses and fill in missing gaps (Kidder, 1981). The interview allowed the respondents and the interviewer to adjust the questionnaires as well as providing informations from the target selected sample size. Telephone interview adopted for the key people who were not in their offices during the study.

For this case, an interview guide (see appendix 4) was used to solicit answers from the local people, government officials, political leaders and committee members (respondents) in which the researcher read the question to the respondents and recorded the answers in order to involve both literate and illiterate people and obtained the operations and effectiveness of village development committees.

3.4.4 Observation

Observation is the act of looking at something without influencing it and recording the scene or action for later analysis (Pretzlik, 1994). The researcher used both active and passive types of observation as the methods of data collections. Pretzlik (1994) claims that both may be used in the same study This was an effective and critical way of collecting data in which the researcher attended different village development committees, village council, ward development committees as well as the council development committees and observed their operations and effectiveness in meeting people's expectations. During the observation, the researcher recorded potential useful data thoroughly, accurately and systematically using fields notes, sketches, audiotapes, photographs so that goal and the purpose of the study were met.

“Observation as the qualitative data collection methods play an important role in impact evaluation by providing information useful to understand the processes behind observed results and assess changes in people's perceptions of their well-being” (www.worldbank.org/poverty visited 7th July, 2012)

Moreover open observation method used to explore and became familiar with the day to day activities occurring in the Village Development Committees. Parlett and Hamilton (1977:15) describe this approach to observation in this way as, “*the observation phase occupies a central place in illuminative to any study. The investigator builds up a continuous records of the ongoing events, transactions and informal remarks. At the same time he seeks to organize this data at source, adding interpretative comments on both manifest and latent of the situation*”. (Parlett et al

1977:15). Based on the above quotation the researcher established schedules for observations and interviews and elicit cooperation from meeting and other occasions and attention devoted to the form in which observed information were recorded, because some respondents were not ready to be recorded.

3.4.5 Focus group discussions

The study used focus group discussion methods which is the most effective methods of data collection. The purpose of using this tool was to collect in depth information on issues, perception and ideas of the communities surrounding the water projects. Each group (youths, elders, and women) consisted of ten people as it is suggested in Krueger *et al.*, (2000) that a focus group discussion must comprise 5 to 10 people so as to have effective and participatory group discussion. According to USAID (1996) noted the advantages of Focus Group Discussion as it is low cost and provides speedy results, its flexible format allows the facilitator to explore unanticipated issues and encourages interaction among participants. Lastly in a group setting participants provide checks and balances, thus minimizing false or extreme views. Six Focus Group Discussions were utilized in the study each group from every street.

3.4.6 Documentary review

The researcher studied the different documents in Kilombero District council as well as in village offices and solicited those provided additional information on the operations and effectiveness of the Village Development Committees. The documents reviewed were minutes of different committees in the council, and other important documents related to the study area.

3.5 Validity and Reliability

Validity is concerned on whether the instrument adopted by the researcher measure what was supposed to measure. According to Goode and Hart (1952), a scale possesses validity when it actually measures what is claims to measure. Therefore, the researcher's questionnaires actually measured what was expected in relations to the objectives of this study.

Reliability, on the other hand is the consistency of the instruments for data collection with the study being undertaken. As Obasi (1999:126) defined reliability as “the ability of an instrument to produce the same consistency results over time when applied to the same sample.” The researcher carefully filtered the questinnaires in such a way that they were consistent with the study population, hence the researcher provided the data on the operation and effectiveness of VDCOs in Kilombero District council.

3.7 Data Analysis

The researcher employed both qualitative and quantitative techniques for analysing the study findings. Qualitative methods used to analyse data which required explanations such as those relating to families, believes, cultural practices which in one way or another hindered the effectiveness of village development committees and their operations. Quantitative data analyzed by computer package called SPSS. Data from questionnaires, tests and closed ended interviews were coded and entered in the SPSS for analysis. Descriptive statistic including cross tabulation and frequencies employed on the major variables provided the true picture of the problem that enabled to understand, and provide suggestions for ensuring the effectiveness of Village Development Committees in Kilombero District Council. The data collected

through the use of focus group discussion prior to analysis was followed by summarizing collected data. As for recorded information, the tape was played several times and summary taken. So long data were qualitative therefore; analysis of data was based on relation with intellectual craftsmanship as cited by Kaswamila, (2006).

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents the research findings and discusses the results. The results presented are based on the specific objectives of the research: (1) To find out the roles of Village Development Committees in Tanzania, (2) examine the operations of Village Development Committees in Tanzania, (3) To assess the effectiveness of Village Development Committees in Tanzania. The chapter is organized into four sections. The first section addresses the social economic characteristics of respondents. The second addresses the roles of Village Development Committees in Tanzania . Third addresses the operations of Village Development Committees in Tanzania . Last section the effectiveness of Village Development Committees in Tanzania.

4.2. Social economic characteristics of respondents

The socio- economic features of the population is indicated in Table 3 below: As for age it was observed that the age structure in eight villages suggests that majority (67.1%; n=60) of the population were between 15 -30 and 31-54 years old. This implies that the majority of the population is still economically active. Education level in both six streets suggests that literacy level is low as 89.8% of the respondents had either primary or secondary education and 8.8 % had informal education and 1.4% had tertiary education.

Table 3: Social Economic Activities

Village	n	Sex (%)		Age (%)			Education (%)			Economic activity (%)		
		M	F	15-30	31-54	>55	NF	S&P	T	G	A&P	B
Kibaoni	9	87.5	12.5	25.0	12.5	62.5	0	88.9	11.1	11.1	88.9	0
Kining'ina	7	57.1	42.9	28.6	28.6	42.9	0	100	0	14.3	85.7	0
Mbasa	7	42.9	57.1	14.3	71.4	14.3	14.3	85.7	00	0	71.4	28.6
Rumemo	6	66.7	33.3	33.3	33.3	33.3	16.7	83.4	0	0	83.3	16.7
Ihanga	8	50.0	50.0	12.5	50	37.5	12.5	87.5	0	12.5	50	37.5
Kikwawira	8	62.5	37.5	37.5	37.5	25.0	12.5	87.5	0	0	87.5	12.5
Lugongole	8	55.6	44.4	33.3	33.3	33.3	0	100	0	0	75	25
Kilama	7	71.4	28.6	42.9	42.9	14.3	14.3	85.7	0	14.3	85.7	0
Average	7.5	61.7	38.3	28.4	38.7	32.9	8.8	89.8	1.4	6.6	78.4	15.0

Source: Field data Survey, 2012

Key: n = number of respondents M = male F = female NF = Non formal Pr = Primary S&P = Secondary and Primary A &P = Agriculture and Pastoralists B = Bussiness and other economic activities

As for the economic activities the main income generation activities were agriculture & pastoralism. This situation were attributed by existence of fertile land and other favourable condition for agriculture and pastoralism including availability of land, pasture and favourable climatic conditions.

4.3 Objective first: Roles of Village Development Committees

The findings indicate that in general there are several roles of village development committees as noted by the respondents in the study area. The main one is planning whereby local government committees had involved various stakeholders including villagers in matters affected their life in most cases development projects. The villager's ideas on roles of village development committees varied. In Kining'ina about 28.6% and in Kibaoni about 25% of the villagers mentioned participatory planning of all stakeholders in development as a key function of village development committees while in Mbassa about 28.6% of villagers responded that village development committees has a role of both informing the villagers about the development of their village and other essential matters arising from various development projects and designing innovation techniques on how to boost village development.

In Rumemo, Ihanga, Kikwawira, Lugongole and Kilama, the main roles identified by the villagers were budgeting, mobilization of the resources both natural and physical, and involving key stakeholders in development as identified earlier in Kibaoni and Kining'ina villages. This finding implies that villagers were aware of the roles of village development committees in their respective villages' despites that they were not aware of all roles of village development committees as stipulated in Tanzania Guidelines of Local Government Authorities under Prime Minister Office. The villagers forgotten to describe the issues of ensuring security in the village as one of the role of Village Development Committees.

According to IFAD (2009) the study on enabling poor rural people to overcome poverty it was revealed that seventy-eight percent of the people in Mali are aware of the existence of the VDC while 87 per cent are aware of its existence in Guinea. This findings concur with that of Kilombero District whereby villagers were aware of the existence of VDCs and identified roles of VDCs.

According to Republic of Botswana (2001) guidelines on Local Government Authorities it was noted that in Botswana Village Development Committee has the following roles to identify, discuss and propose solutions to needs of communities; develop a plan of action for their villages; “solicit assistance of donors and other development agencies”; mobilize communities and institutions for development action, and “provide forum of contact between village leaders, politicians and district authorities to enhance development information flow” (Republic of Botswana, 1991 and Republic of Botswana, 2001). VDCs are, therefore, responsible for all development issues in their villages, and also coordinate the activities of other village committees. This findings is similar to that of Kilombero District in Tanzania whereby the study found similar roles as those identified in Botswana Local Government administration systems.

4.4 Objective Second: Operation of Village Development Committees in Tanzania

4.4.1 Preparation and implementation of village development activities

The study found out that in general the main process of Village Development Committees (VDC) was preparation and implementation of village development activities. About 90.6% on average of the respondents in eight villages mentioned

preparation and implementation of village development activities as the main operation of VDC (see table 4). Other tasks were VDC was responsible in handling village general assembly where village development matters are being discussed and matters arising from the village general assembly. The villagers were involved in village meeting on average about 91.7% the majority of the respondents in eight villages participated in village meeting where they had room of sharing their ideas and other contributions to their VDC (see table 4). The study concur with that of IFAD (2009) enabling poor rural people to overcome poverty in West Africa that noted that VDC have public functions of the community level. These public functions including preparation and implementation of village development activities and handling of village general assembly matters. VO'Sor VDC were designed to enable local population to participate in the development interventions, the management, supervision, monitoring and evaluation; implementation of development works in rural areas (Ayesha *et al*; 2009).

4.4.1 Periodic planning and annual planning

The study found out in general the existence of periodic planning in all six selected villages.

Table 4: The operation of Village Development Committees

Villages	n	Participation in planning, implementation, monitoring and evaluation of development projects (%)		Attendance in village general assembly (%)	
		YES	NO	YES	NO
Kibaoni	9	100	0	100	0
Kining'ina	7	100	0	100	0
Mbasa	7	100	0	85.7	14.3
Rumemo	6	83.3	16.7	83.3	16.7
Ihanga	8	87.5	12.5	100	0
Kikwawira	8	62.5	37.5	100	0
Lugongole	8	100	0	77.8	22.2
Kilama	7	91.7	8.3	85.7	14.3
Average	10	90.6	9.4	91.7	8.3

Source: Research findings, 2012.

Guidelines for the Preparation of Annual Plan and Budget for 2012/13 in The Implementation of The Five Year Development Plan 2011/12-2015/16 stipulates local governments including VDC to prepare five year plan and annual plan that adhere to Tanzania Five Year Plan 2011/12 -2015/2016.

According to focus group discussion majority 75% of the committees members reported the existence of annual plan. This situation was attributed by good coordination at the district level as it was revealed that district council every year

provides guidelines for budget preparation including annual priorities for the district council.

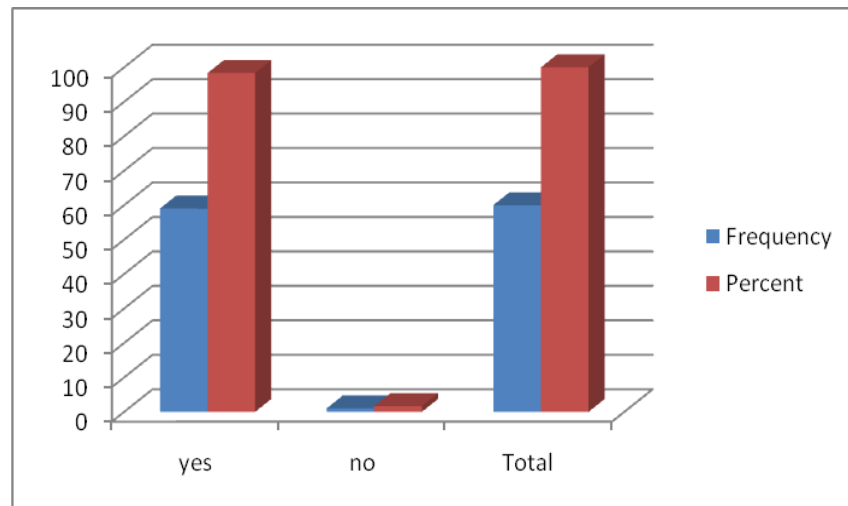
The same to villagers they were aware with the programmes and priorities of recent Tanzania Five Year Plan 2011/2012- 2015/2016. Villagers were informed through village general assembly on selected priorities at National level and at local level. This implies that it was possible for the villagers to prepare a comprehensive periodic plan that includes projects that meets the villagers needs while taking into account National Priorities.

4.4.2 Peoples participation in public decision making

Local planning meeting

The majority community participation both in village meeting and involvement of the community in planning, implementation, monitoring and evaluation of village development activities by the Village Development Committees was attributed by a sound communication between the villages and the VDC members. This implies that in all eight villages VDCs were ready to involve villagers as important stakeholders in development. Also the research findings revealed that in general villagers about 98.3% were satisfied with the operation of their Village Development Committees while only 1.7% of the villagers said they were not satisfied (see figure 5). This situation was attributed by the highest level of cooperation villages they get in VDC meetings and the way they were involved in the planning, implementation , monitoring and evaluation of the development activities.

Figure 5: Villager’s opinions on satisfaction with the operation of Village Development Committees



Furthermore the study revealed that the operation of VDC relied on villagers attendance in village general assembly meeting. About 91.6% on average (n=60) of the respondents attended village general assembly where they had an opportunity of discussing matters raised from VDC (see table 4.) This situation was attributed by a good communication between hamlet leaders who all the time they consulted villagers on date and location to be held Village General Assembly. This implies that villagers they had a power of rulling out the whether to remain with the VDC if its performing well or to stop VDC if its not performing. This implies that the highest degree of participation under village development committees is important tools for planning for development as seen in the study area. This findings is similar to other Africa countries exercising local government structures with a VDCs. For example a study on enabling poor rural people to overcome poverty conducted in Mali and Guinea by IFAD (2009) noted in Mali, 78 per cent of the respondents in Segou and 96 per cent in Kolokany reported regular participation in the meetings of the Village

Government Assembly, whereas in Guinea, more than 50 per cent reported regular participation.

Table 5. Operation of VDC in terms of villagers meeting attendance and existence of rules and regulations

Villages	n	Attendance in VDC meeting (%)		Existence of rules and regulation governing VDC (%)	
		Yes	No		
Kibaoni	9	100	0	12.5	87.5
Kining'ina	7	100	0	0	100
Mbasa	7	85.7	14.3	0	100
Rumemo	6	83.3	16.7	0	100
Ihanga	8	100	0	0	100
Kikwawira	8	100	0	12.5	87.5
Lugongole	8	77.8	22.2	22.2	77.8
Kilama	7	85.7	14.3	14.3	85.7
Average	10	91.6	8.4	7.7	92.3

Source: Research findings, 2012.

The study found out the absence of rules and regulation governing VDC as one of the main weakness of VDC. About 92.3% (n=60) of the respondents said there were no rules and regulation governing the operation of VDC in all villages(see table 5). This implies that villagers were not well informed on some issues including revenue and expenditure of the village projects, rules and regulation were silence on measures to be taken against corrupt VDC members. This situation made villagers to believe there were no rules and regulation governing VDC.

4.4.3 Village Revenues

The study revealed that the sources of revenues in six selected villages in Kilombero District were levy from agricultural crops cesses, penalt from various offenses including enforcement of various village by-laws and market fees. But information from Focus Group discussion (FDG) from the VDC members found out that the sources of revenues in all eight villages were inadequate. This implies that VDC depended on external funds including NGO's, CBO and capitation grants from central government to support development projects.

The study concur with that of Local Government Finances and Financial Management in Tanzania Baseline Data From Six Councils, 2000-2003 which found out that Local Governments' own revenues are inadequate as they collected less than 6% of the total national tax revenues in Tanzania in 2002. Self-generated revenues in district councils are mainly used to finance operational costs, in particular salaries for the lower cadre of local government employees and sitting allowances for councilors. The lion's share of the operational costs in district councils, however, is funded by central government transfers. In 2002, these transfers funded on average 85-90% of the total operational costs in district councils. (Fjeldstad, 2004).

4.5 Objective Third: Performance of Village Development Committees

4.5.1 Status of Development projects

The study found out uneffectiness of VDCs in implementing development projects across the villages (see table 6). Only three (3) out of eight (8) implemented development projects with performance above 50% while the rest VDCs

implemented development projects below 50%. The causes of this scenario were poor community contribution in terms of cash, poor community sensitization, corruption among VDCs members and too much bureaucracy in transaction of funds from central government to local government which leads to delaying of funds. This implies that many development projects in the study area remained silent and took a longer time to start and to be accomplished. For example Irrigation water projects the construction of water weir in Kilama village which began in year 2005 still up to date the projects was on progress (see table 6).

Table: 6 Situation of development projects under VDCs

Village	Implemented projects	Status (%)	Contribution from citizens	Contribution from CG/LG
Kibaoni	Water wells	80	50,000,000/=	0
	Construction of 5km road	0	0	0
	Construction of classrooms	50	0	9,462,635
Kining'ina	Construction classrooms	0	0	0
Mbasa	Construction Village office	15	4,875,600	0
Rumemo	Water & construction of classroom	0	0	0
Ihanga	Construction Dispensary	40	6,100,000	0
	Construction classrooms	55	3,018,000	0
Kikwawira	Construction classrooms	20	2,750,000	0
Lugongole	Classrooms	40	0	4,439,000
Kilama	Construction water gates	80	0	5,637,200

Source: Research findings, 2012

4.5.2 Challenges facing VDCs

Through focus group discussions the study found out that 85% of VDC members identified the challenges facing VDCs while 15 % said they were not aware of any challenges and agreed that VDCs were doing better. Challenges identified include inadequate funds from external sources including donor and district council to establish social services projects, poor public expenditure in various development projects, some villagers resist VDC programmes due to political conflicts CUF versus CCM ruling political party, lack of education on how it operates VDCs and Village Governments, Lack of motivation to VDCs members they work on voluntary basis no salary, land use conflicts between farmers and pastoralists (see table 7).

Table:7 Challenges facing Village Development Committees

Village	Challenges facing VDC (%)					
	n	Member are not paid (%)	Inadequate funds (%)	Land use conflicts (%)	Lack of education (%)	Multi party politics(%)
Kibaoni	9	12.5	0	12.5	12.5	62.5
Kining'ina	7	28.6	28.6	28.6	14.3	0
Mbasa	7	28.6	28.6	28.6	14.3	0
Rumemo	6	16.7	0	0	83.3	0
Ihanga	8	12.5	0	12.5	37.5	37.5
Kikwawira	8	25.0	25.0	12.5	12.5	25.0
Lugongole	8	22.2	22.2	33.3	22.2	0
Kilama	7	42.9	14.3	0	28.6	14.3
Average		27	16.9	16	28.2	17.4

Source: Research Finding 2012

These challenges were attributed by several factors including poor coordination between village

governments and the communities, communities negligence on important forums including village general assembly where they can raise matter which seems not performing, poor enforcement of by-laws especially on measures to be taken to villagers and leaders who misuse public funds and those neglect their participation in village development projects including village meetings. This implies that in the near future the communities/villagers will neglect participation in their own development due to lack of sense of accountability and responsibility both to village chairpersons and VDCs members.

The study on Assessment of Village Development Committee Governance and the use of Block Grants by Inlogos (2009) identified many challenges facing VDCs including absence of elected VDCs, too much beaucracy in releasing of funds from central/local government directly to VDCs, provision of inadequate physical and human resources and limited transparency and accountability. This finding revealed the same in some challenges but some challenges it was contrally to the study as in Kilombero districts all VDCs had elected Village Chairperson.

4.5.3 Suggested Mitigation Measures for effective VDC

The study found out in general varied opinions on suggestions to ensure effective VDC. The main suggestions were provision of education to the communities on the importance and roles of VDCs and payment of salaries/sitting allowance to VDCs members .

Others were commitment from community members by taking into consideration the aspects of development is for their benefits and not otherwise. Also resolving of political parties conflicts that might cause disunity in the village. About 42.9% in Kining'ina suggested provision of education as a means of ensuring effective VDC while about 28.6% in Mbasa, 37.5% in Ihanga and Lugongole and 28.6% in Kilama reported the same (see table 6).

Table 8: Villagers suggestions on how to ensure effective VDCs

Villages	Resolving political conflicts (%)	Provision of education to villagers & VDCs (%)	Payment of salaries to VDCs members (%)	Commitment and accountability to VDCs (%)	Not aware (%)
Kibaoni	12.5	25.0	12.5	25	25
Kining'ina	14.3	42.9	28.6	14.3	0
Mbasa	14.3	28.6	42.9	14.3	0
Rumemo	33.3	16.7	33.3	16.7	0
Ihanga	12.5	37.5	25	12.5	12.5
Kikwawira	0	37.5	37.5	25.0	0
Lugongole	11.1	44.4	22.2	22.2	0
Kilama	14.3	28.6	14.3	42.9	0
Average	14.0	33.6	27	21.6	4.7

Source: Research findings, 2012

4.6 Summary

In this chapter the presentation and full discussion of the research findings have been done in details. The study found out in general VDCs in Kilombero District were not effective in planning village development projects especially in projects implementation including construction of schools, road, market, drilling and installation of water pipes projects, dispensary and irrigation projects. The causes for poor implementation of development projects were poor community contribution

in terms of cash, poor community sensitization, corruption among VDCs members and too much bureaucracy in transaction of funds from central government to local government which leads to delaying of funds. The challenges facing VDCs were inadequate funds from external sources such as donor and district council to establish social services projects, poor public expenditure in various development projects, some villagers resist VDCs programmes due to conflicting political interests CUF, CHADEMA versus CCM ruling political party, lack of education on how to operate VDCs and Village Governments, lack of motivation to VDCs members because they work on a voluntary basis with no salary, land use conflicts between farmers and pastoralists.

The study revealed the main roles of VDCs as planning and implementation of development projects, informing villagers on the progress of their projects, mobilization of resources, creation of village by-laws and involvement of stakeholders in development projects. Lastly, villagers suggested ways to ensure effective VDCs including resolving of political parties conflicts, provision of education to villagers on roles and operation of VDCs, payment of salaries to VDCs members and commitment and accountability to VDCs members. The operations and roles of VDCs revealed to depend on villagers participation. Villagers identified roles of VDCs including planning and implementation of village development plans, informing villagers' progress on village development, mobilization of resources and creation of by-laws. The operation of VDCs was found to rely on periodic planning and local meeting planning where villagers and other stakeholders work together as a team. But in case of projects implementation Village Development Committees were ineffective because of poor performance in projects implementations including construction of schools, roads, market, drilling and installation of water pipe

projects, dispensary and irrigation scheme projects. It was revealed that only three VDCs out of eight implemented about more than 50% their development projects.

The suggested mitigation measures to ensure effective Village Development Committees were resolving of political conflicting interests between CUF and CCM ruling political party, provision of education to villagers on roles and operations of VDCs, payment of salaries/ allowance to VDCs members and commitment and accountability to VDCs members.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the conclusion and recommendations originating from the findings are discussed according to research objectives and questions. Some remedial actions or measures to improve the existing situation and to minimize the problems shown are proposed

5.1 Summary

5.1.1 Summary of the findings

5.1.1.1 Roles of Village Development Committees

In the first objectives of the study, findings indicate that in general there are several roles of village development committees as noted by the respondents in the study area.

In Kining'ina about 28.6% and in Kibaoni about 25% of the villagers mentioned participatory planning of all stakeholders in development as a key function of village development committees while in Mbassa about 28.6% of villagers responded that village development committees has a role of both informing the villagers about the development of their village and other essential matters arising from various development projects and designing innovation techniques on how to boost village development.

In Rumemo, Ihanga, Kikwawira, Lugongole and Kilama, the main roles identified by the villagers were budgeting, mobilization of the resources both natural and physical, and involving key stakeholders in development as identified earlier in Kibaoni and Kining'ina villages. This finding implies that villagers were aware of the roles of village development committees in their respective villages' despite that they were not aware of all roles of village development committees as stipulated in Tanzania Guidelines of Local Government.

5.1.1.2 Operation of Village Development Committees in Tanzania

5.1.1.2.1 Preparation and implementation of village development activities

In the second objectives of the study, findings revealed that in general the main process of Village Development Committees (VDC) was preparation and implementation of village development activities. Hence more than 90% on average of the respondents in eight villages mentioned preparation and implementation of village development activities as the main operation of VDC. Other tasks were VDC was responsible in handling village general assembly where village development matters are being discussed and matters arising from the village general assembly. For this case the villagers were involved in village meetings

5.1.1.2.2 Periodic planning and annual planning

The study found out in general the existence of periodic planning in all six selected villages.

According to focus group discussion majority of 75% of the committees members reported the existence of annual plan. This situation was attributed by good coordination at the district level as it was revealed that district council every year

provides guidelines for budget preparation including annual priorities for the district council.

5.1.1.2.3 Peoples participation in public decision making in Local planning meeting

In all eight villages VDCs were ready to involve villagers as important stakeholders in development. Also the research findings revealed that in general villagers about 98.3% were satisfied with the operation of their Village Development Committees while only 1.7% of the villagers said they were not satisfied. This situation was attributed by the highest level of cooperation villages they get in VDC meetings and the way they were involved in the planning, implementation , monitoring and evaluation of the development activities.

5.1.1.2.4 Village Revenues

The study revealed that the sources of revenues in six selected villages in Kilombero District were levy from agricultural crops cesses, penalt from various offenses including enforcement of various village by-laws and market fees,though the sources of revenues in all eight villages were inadequate. This implies that VDC depended on external funds including NGO's, CBO and capitation grants from central government to support development projects.

5.1.1.3 Performance of Village Development Committees

5.1.1.3.1 Status of Development projects

The study found out uneffectiness of VDCs in implementing development projects across the villages Only three (3) out of eight (8) implemented development projects with performance above 50% while the rest VDCs implemented development

projects below 50%. The causes of this scenario were poor community contribution in terms of cash, poor community sensitization, corruption among VDCs members and too much bureaucracy in transaction of funds from central government to local government which leads to delaying of funds.

5.1.1.3.2 Challenges facing VDCs

The finding through focus group discussions found out that 85% of VDC members identified the challenges facing VDCs while 15 % said they were not aware of any challenges and agreed that VDCs were doing better. Challenges identified include inadequate funds from external sources including donor and district council to establish social services projects, poor public expenditure in various development projects, some villagers resist VDC programmes due to political party conflicts.

5.1.1.3.3 Suggested Mitigation Measures for effective VDC

The study found out in general varied opinions on suggestions to ensure effective VDC. The main suggestions were provision of education to the communities on the importance and roles of VDCs and payment of salaries/sitting allowance to VDCs members .

5.1.2 Summary of chapters

5.1.2.1 Chapter One

This chapter explained the background to the problem of poor performance of VDCs in social services delivery to the people. The statement of the problem identified the situation, main causes and effects of the problem and the interventions to address the problem. It is assumed that the cause of the problem is the ineffectiveness of VDCs in

implementing their role and as a result they could not achieve their development goals for the local communities.

VDCOs were established and injected in the local government structures with the aim of decentralizing development planning and budgeting functions to the grassroots local communities. They were expected to increase the participation of local communities in planning, implementing and evaluating their own development initiatives.

Their purported ineffectiveness raises a great concern to the policy makers and economic analysts on the need to conduct systematic studies for revitalizing the performance of VDCOs in local government authorities in Tanzania. This study was also founded on the increasing concern from regional and international development partners on the operations and effectiveness of the grassroots local authorities. It is argued that very little is known about the effectiveness of VDCOs in Tanzania and in many other Sub-Saharan countries.

5.1.2.2 Chapter Two

The chapter made a critical review of the literature concerning the main theories, perspectives, linkages and conceptual framework for the performance of VDCs in Kilombero District Council, Tanzania, Africa and worldwide. In addition, it established the knowledge gap and the empirical literature that led to several lessons on how the VDCs can perform well in bringing out the required solution the people's needs. There is need for the government, NGOs and individuals to sit together so as to come out with the genuine for effectiveness of VDCs particularly in Kilombero.

5.1.2.3 Chapter Three

This chapter describes the methodology used in collecting the data and information in the field. The descriptive study with cross-section and non-experimental design assessing the impact of poor performance of VDCs with a view to recommend improvement based on practical realities was used effectively to collect all necessary information. The interview questions were set so as to get information from the respondents. A preliminary survey was conducted to improve the research tools in order to ascertain the validity and reliability of mechanisms used.

5.1.2.4 Chapter Four

In this Chapter, the presentation and fully discussion of research findings have been done. The study provided findings on how VDCs were ineffective in delivering the services to the people. The findings from Kilombero District Council revealed that the performance in different villages has to be questionable. The VDCs and villagers were poorly participating in the social services planning process instead they were involved in the implementation of the projects of the centrally made plan. The political conflict among the parties was also the cause of the failure.

5.1.2.5 Chapter Five

In this chapter conclusion and recommendation originating from the findings are discussed according to research objectives and questions. Some remedial actions or measures to improve the existing situation and to minimize the problem shown are proposed.

5.2 Conclusion

The study found out in general VDCs in Kilombero District were not effective in planning village development projects especially in projects implementation including construction of schools, road, market, drilling and installation of water pipes projects, dispensary and irrigation projects. The causes for poor implementation of development projects were poor community contribution in terms of cash, poor community sensitization, corruption among VDCs members and too much bureaucracy in transaction of funds from central government to local government which leads to delaying of funds. The challenges facing VDCs were inadequate funds from external sources such as donor and district council to establish social services projects, poor public expenditure in various development projects, some villagers resist VDCs programmes due to conflicting political interests CUF, CHADEMA versus CCM ruling political party, lack of education on how it operates VDCs and Village Governments, lack of motivation to VDCs members because they work on voluntary basis no salary, land use conflicts between farmers and pastoralists.

The study revealed the main roles of VDCs as planning and implementation of the development projects, informing villagers on the progress of their projects, mobilization of the resources, creation of village by-laws and involvement of stakeholders in development projects. Lastly villagers suggested ways to ensure effective VDCs including resolving of political parties conflicts, provision of education to villagers on roles and operation of VDCs, payment of salaries to VDCs members and commitment and accountability to VDCs members.

The findings of this dissertation revealed villagers were aware of the roles and operations of VDCs. The operations and roles of VDCs revealed to depend on villagers participation. Villagers identified roles of VDCs including planning and implementation of village development plans, informing villager's progress on village development, mobilization of resources and creation of by-laws. The operation of VDCs was found to rely on periodic planning and local meeting planning where villagers and other stakeholders work together as a team. But in case of projects implementation Village Development Committees were ineffective because of poor performance in projects implementations including construction of schools, roads, market, drilling and installation of water pipe projects, dispensary and irrigation scheme projects. It was revealed that only three VDCs out of eight implemented about more than 50% their development projects.

The suggested mitigation measures to ensure effective Village Development Committees were resolving of political conflicting interests between CUF and CCM ruling political party, provision of education to villagers on roles and operations of VDCs, payment of salaries/ allowance to VDCs members and commitment and accountability to VDCs members.

5.3 Recommendations

5.3.1 Recommendations for policy makers

- The government policies on local government have tended to look for sameness in the way things are done in these authorities. Professionals should be sent to village levels to educate the people on the implementation of different policies.

- Reform measures have to be put in place to ensure these lower levels of the government functions properly and in an organized structure.

5.3.2 Recommendations for Government

- Provision of local government financial act, regulations and financial memorandum to the VDCs.
- Advocating O&OD strategy from the grassroots.

5.3.3 Recommendation for Local Government

- Appoint an accountant in each VDC and a technician (at least a sub-overseer) in a single VDC or cluster of VDCs based on VDCs' resources and work volume.
- Provide adequate training opportunities for secretaries and other VDC support staff.
- Make district treasury offices release on time funds directly to VDCs.
- To strengthen partnership between VDCs, local government and CBOs, CSOs and NGOs.
- Timely disbursement of financial to project assigned.
- Provide training to VDCs about their roles and functions.
- Close supervision of projects conducted in the villages.

5.3.4 Recommendations for VDCs

- Encourage the payment of allowances to VDCs members
- Provide VDCs with adequate physical and human resources including trained staff and officials to enable them to cope with planning, budgeting and accounting.
- Increase the active involvement of women and disadvantaged group in VDC planning, project implementation, monitoring and auditing.

5.3.5 Recommendations for Community

- The local communities should organize themselves and form non-governmental organizations geared to solve the poor provision of social services.
- To cooperate fully with the VDCs in planning, implementing and evaluating the set objectives and goals to be achieved.

5.4 Areas for further studies

- The influence of multi-parties politics in Village Development Committees

Most of the rural development projects are not sustainable especially after projects execution due to managerial factors and others such as conflicting political parties' interests.
- Formalization of jobs to Village Development Committees members.

In Tanzania Village Development Committees members they work on voluntary basis. This situation reduces the sense of accountability and responsibility to VDCS members.

- Sound solution against corruption in Village Development Committees

In Tanzania most of the resources are directed to local government but value for money disbursed for development projects does not reflect the implemented activities.

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APPENDICES

Appendix 1: To Be Filled By District desk officer

Background information

- (a) Respondent profile
- i. Designation.....
 - ii. Ward
 - iii. Sub village
 - iv. Village.....
 - v. Sex.....

(b) Which one of the following apply to your age? Tick one only. []

(i)15-25. (ii) 26-30, (iii) 31-40, (iv) 41-50, >50

(c) Marital status

(i) Never married (ii) Married (iii) Widowed (iv) Separated (v)

Deserted

(vi) Divorced

b) Occupation

(i) Employed (ii) Farmer (iii) Pastoralist (iv) Business (v) Other

specify

c) Place of residence

(i) Urban (ii) Rural (iv) Mixed

d) Family size

(i) 0 – 1 (ii) 2 – 3 (iii) 4 – 5 (iv) Above

e) Highest level of education achieved

(i) No formal education (ii) Primary incomplete (iii) Completed primary

(iv) Secondary education (v) University (vi) Others specify

What is the responsibility of your department/section in supporting the village development committees?.....

Do you conduct seminars workshop on village development committees?.....?

Yes [] No []

If yes how do you organize the training?.....

Do developmental policies satisfy the community development?

Yes [] No []

If yes how?.....

If no why?.....

What are the stakeholders do you work with on ensuring the effectiveness of rural development committees?.....

How do your department/sector participate/collaborate with stakeholders in the issues regarding with rural development committees?.....

Do committees participate fully in the sustainability of the projects?.....

What are the guidelines and procedures for the proper operations of VDC?

Are there problems faced in operation by rural development committees?.....

Yes [] No []

If yes what are the problems?

.....
.....

How do they solve the problems?

.....
.....

Do you get any assistance from outside department/sectors

Yes [] No []

a) If yes what type of assistance?.....

Who provide that assistance?.....

b) How do you use that assistance? Explain.....

What's your opinion in improving the performance of rural development committees management in your area?

.....
.....

Appendix 2: Questionnaire to be filled by Ward Executive Officer/Community Development Officer

1. Background information

- (a) Respondent profile
- i. Designation.....
 - ii. Ward
 - iii. Sub village
 - iv. Village.....
 - v. Sex.....

b) Which one of the following apply to your age? Tick one only. []

- (i)15-25. (ii) 26-30, (iii) 31-40, (iv) 41-50, >50

(c) Marital status

- (i) Never married (ii) Married (iii) Widowed (iv) Separated (v)
Deserted
(vi)Divorced []

(d) Occupation

- (i)Employed (ii) Farmer (iii) Pastoralist (iv) Business (v) Other specify []

(e) Place of residence

- (i) Urban (ii) Rural (iii) Mixed []

(f) Family size

- (i) 0 – 1 (ii) 2 – 3 (iii) 4 – 5 (iv) Above []

(g) Highest level of education achieved

(i) No formal education (ii) Primary incomplete (iii) Completed primary

(v) Secondary education (v) University (vi) Others specify []

2. Your ward has the Rural Development Committees?

Yes [] No []

1. If yes what are their functions?.....

2. What are the problems facing the Rural Development Committees in your ward?.....

How do you solve the problem facing Rural Development Committees in your ward?.....

3. What are the problems facing the Rural Development Committees in their routine roles and responsibilities?.....

4. Do Rural Development Committees have a regular meetings?

Yes [] No []

If yes how regular do they meet

5. What is your comment in improving the performance of Rural Development Committees in your ward?.....

Appendix: 3 Semi – Structured Questions Checklist for Members of Rural Development Committees

1) BACKGROUND DATA

Ward

Sub village

Village.....

a) Name.....

i) Sex.....

ii) Which one of the following apply to your age? Tick one only. []

a)15-25. b) 26-30, c) 31-40, d) 41-50, >50

Marital status

iii) Never married, Married, Widowed, Separated Deserted, Divorced

Occupation

iv) Employed, Farmer, Pastoralist, Business, Other specify

Place of residence

v) Urban

vi) Rural []

vii)Mixed

Family size

0 – 1

2 – 3

4 – 5

Above

b) Highest level of education achieved

i) No formal education ,Primary incomplete,Completed primary Secondary education

ii) University Others specify

2) INFORMATION ABOUT Rural Development Committees

1) Name of village development committee.....committee formed in.....year.

a) Number of household served.....

b) Population served.....

2) Your committee has been registered

Yes [] No []

If yes when.....

If no why.....

Who own Rural Development Committees.....

3) Whether gender balance is considered in the formation of Rural Development Committees ?.....

4) How many female are in your committee?.....

5) Do women participate in planning iof Rural Development Programmes?

Yes [] No []

If yes, then in what extent/context?.....

6) Are there any problem in Rural Development Committees

Yes [] No []

If yes what are the problems.....

If no what are the success.....

Do you Meet ?.....Yes [] No []

7) If yes how often?.....

i) Once in a month

ii) Once in three months.

iii) Once in six monhts

iv) Once in a year

8) How many meetings are required according to constitution

Per year?.....

How many meeting (s) you attended in

2009.....

2010.....

Did you receive any assistance from outside?Yes [] No []

If yes what kind of assistance received?.....Who
provided?.....

9) What are the committee's responsibilities.....

Do you attend any training/workshop

Yes [] No []

If yes what kind of training is provided.....

Do you have any meeting to inform community about variety of projects and decision making?

Yes [] No []

How many time per year.....

10) Do you involve ward extension workers in development projects

If yes how.....

If no why.....

17) What are the functions of Village Development Committee?

.....
.....

18) How do Village Development Committee Operates?

.....
.....

19) How effective are Village Development Committee?

a) Not effective, Average, Effective, Very effective.

Appendix 4: Checklist during Interview with household

A. BACKGROUND DATA

1. Name.....

2. Sex.....

3 Which one of the following apply to your age? Tick one only. []

a) 15-25. b) 26-30, c) 31-40, d) 41-50, >50

4.Marital status

i) Never married ii) Married iii) Widowed iv) Separated iv) Deserted v)

Divorced

5.Which one apply to the level of your income.

a) <50,000 b) 50,000 - 150,000 , c) 150,000 - 250,000, d) 250,000

- 450,000

e)>500,000

6.Occupation

i) Government employee ii) Farmer iii)Pastoralist iv) Business v)

Other specify

7.Place of residence

i)Urban

ii)Rural

iii)Mixed

8.Family size

i) 0 – 1

ii) 2 – 3

iii) 4 – 5

iv) Above

9.Highest level of education achieved

i)No formal education ii) Primary incomplete iii) Completed primary

- iv) Secondary education v) University vi) Others specify

INFORMATION ABOUT VILLAGE DEVELOPMENT

- a) Ward
- b) Sub village
- c) Village.....
- d) (i) Are you involved in preparation and implementation of the village development activities?
Yes [] No []
- ii) If yes how?.....
- iii) If no why?.....
- e) (i) Did you pay for different developmental projects in your area?.....
- ii) If yes how much.....
- iii) If yes what are the uses of money?.....
- iv) If no why.....
- f) What are your responsibilities as a villager in ensuring the village development?.....
.....
- g) Do you have Rural Development committee in your village?
Yes [] No []

i) If yes is it registeredwhom?.....

ii) If no why.....

h) What are the responsibility of Rural Development committee?

.....

i) Are you satisfied with its performance?

Yes [] No []

ii) If yes how.....

iii) If no why.....

i) Do you attend any meeting about the village development?.....

Yes [] No []

If yes how many times

i) Once in a year ii) Twice in a year iii) Thrice in a year iv) More

j) Is there any need to have a village development committees?

i) If yes how.....

ii) If no why.....

k) Are there any rules and regulationsto guide village development committee?

.....

l) What are your suggestions on ensuring the effectiveness of the village development committee in your area?

.....

.....

Appendix 5: Questionnaire for village Chairperson

1. Name of Respondent.....
2. Ward.....
3. Village.....
4. Sex.....
- 5 Marital Status
 - i. Never married ii) Married iii) Widowed iv) Separated v) Deserted vi) Divorced
- 6 Occupation
 - i)Employed ii)Farmer Iii)Pastoralist Iv)Business v)Other specify
- 7, Place of Residence
 - i) Urban
 - ii) Rural []
 - iii) Mixed
8. Family Size
 - i. 0 – 1 ii) 2 – 3 Iii) 4 – 5 Iv) bove
9. Highest level of education achieved
 - i) No formal education ii) Primary incomplete iii) Completed primary iv) Secondary education
 - v) University Vi) Others specify

10. Do you ever participate in any of the project activities

Yes [] No []

a) If yes how many times?.....

b) If no why?.....

11. What kinds of developmental projects are available in your area?

a) Are they successful?.....

b) What is your comment?.....

12. What is the community perception of their projects/.....

.....

13. Do you organize any meeting about village development?

Yes [] No []

a) If yes, how many times?.....

b) If no why?.....

14. Do you have Rural Development Committee?

Yes [] No []

15. What are its functions and responsibility?

.....

16. Are you satisfied with its performance...

Yes [] No []

If yes how?.....

If no why?.....