

**COMMUNITY PERCEPTION OF THE “OPPORTUNITIES AND OBSTACLES
TO DEVELOPMENT” PARTICIPATORY PLANNING METHODOLOGY: THE
CASE OF MANYONI AND KONDOA DISTRICTS**

BY

MABUSI BABILAS CHIKONGOE

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REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN RURAL
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MOROGORO, TANZANIA.

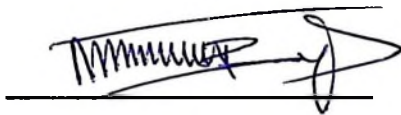


ABSTRACT

The study assessed the community perception of the “Opportunities and Obstacles to Development” participatory planning methodology, which Local Government Authorities adopted for steering community development. It was also assessed if the methodology has resulted into translating desired community participation into practice and providing economic gains. Specifically, the study focused on community opinions on the extent to which the methodology has enhanced participation, the benefits of participation and challenges encountered during implementation of O&OD initiated projects. The research involved seven villages in Manyoni and Kondoa Districts. Cross – sectional research design was employed; multistage sampling technique was used to obtain 190 respondents. Moreover, 25 Facilitating Teams were involved. Structured questionnaires and interview guide were used in collecting primary data. Secondary data were obtained from relevant literature. SPSS version 12.5 used to analyse the data. Results show that 73.7% of the respondents are familiar with the methodology, although it seems that its substance is not known. Also the results show that in Manyoni District the methodology was perceived negatively, while in Kondoa it was perceived positively. On the extent to which the methodology has enhanced community participation, 35.8% of the respondents acknowledged that there are projects initiated by the community and had a role to play in the initiated projects. Community through the methodology also responded to gain tangible and intangible benefits. Challenges which the community encountered were inadequate training on the methodology and reluctance to contribute to the projects in terms of labour and cash. The study recommends the village governments to improve community involvement in formulation and implementation of plans, and regular follow-ups, monitoring and feedback in order to improve the trust between leaders and community members.

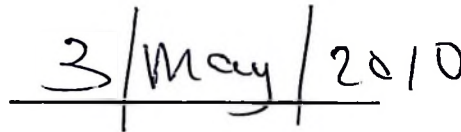
DECLARATION

I, Mabusi Babilas Chikongoe, do hereby declare to the Senate of Sokoine University of Agriculture that this dissertation is my own original work and that it has neither been submitted nor is it being concurrently submitted for degree award in any other Institution.



Mabusi Babilas Chikongoe

MA (RD) Candidate



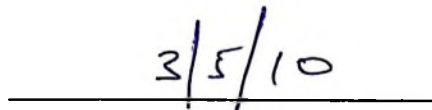
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The above declaration is confirmed by



Prof A.Z. Mattee

Supervisor



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DEDICATION

This work is dedicated to my Lord Jesus Christ who has been my helper and a very dependable friend throughout my life when I am in need of His support. I also dedicate this work to my beloved mother, the late Antonia Nyanyama Marwa, who died on 9th March, 2009 during the production of this work and my father Babilas Chikongoe who, in collaboration with my late mother laid down the foundation for my education.

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ABBREVIATIONS AND ACRONYMS

ASDP	-	Agricultural Sector Development Programme
BSF	-	Belgian Survival Fund
CBO	-	Community Based Organization
DADPs	-	District Agricultural Development Plans
DED	-	District Executive Director
DFT	-	District Facilitation Team
FAO	-	Food and Agriculture Organization
FGD	-	Focus Group Discussion
FSR / E	-	Farming Systems Research and Extension
HIMA	-	<i>"Hifadhi ya Mazingira"</i> (Iringa)
IFAD	-	International Fund for Agriculture Development
IRD	-	Integrated Rural Development
ITD	-	Intermediate Technology Development
JAST	-	Joint Assistance Strategy for Tanzania
KDC	-	Kondoa District Council
km ²	-	Square kilometer
LGAs	-	Local Government Authorities
MDC	-	Manyoni District Council
MDGs	-	Millennium Development Goals
M&E	-	Monitoring and Evaluation
MKUKUTA	-	<i>"Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania"</i>
mm	-	millimeters
MVIWATA	-	<i>"Mtandao wa Vikundi vya Wakulima Tanzania"</i> .

NSSD	- National Strategy for Sustainable Development (Country Dialogue)
O&OD	- Opportunities and Obstacles to Development
PELUM	- Participatory Ecological Land Use Management
PIDP	- Participatory Irrigation Development Programme
PMORALG	- Prime Minister's Office, Regional Administration and Local Government
PRA	- Participatory Rural Appraisal
REPOA	- Research on Poverty Alleviation
ROAP	- Rural Organization Action Programme
SDPMA	- Smallholders Development Project for Marginal Areas
SFLP	- Sustainable Fisheries Livelihoods Programme
SNV	- <i>"Schweizerische Normen – Vereinigung"</i>
SPSS	- Statistical Package for the Social Sciences
TASAF	- Tanzania Social Action Fund
TUKI	- <i>"Timu ya Uwezesaji ya Kijiji"</i> (Village Facilitation Team)
UNDP	- United Nations Development Programme
URT	- United Republic of Tanzania
VADP	- Village Agricultural Development Plan
VFT	- Village Facilitation Team
WEDC	- Water Engineering and Development Centre
WFT	- Ward Facilitation Team

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background Information

Since the early 1970s, third world countries and international donors have directed development efforts towards the poor majority. Based on experience, a consensus has evolved that involves the community as a necessary condition for rural people to manage their affairs and control their wellbeing. Therefore, the government has continuously set a conducive environment for the people to participate, yet government planning has continued to be dominated by government planners/economists, bureaucrats and donors who have an illusory feeling of control and efficiency, based on “we know, they (communities) do not know”. Therefore, effective participation in planning and decision making has remained remote (Howllett and Nagu, 2001).

The Opportunities and Obstacles to Development (O&OD) Methodology was introduced in the Local Government Authorities (LGAs) in 2002, with the aim of creating an enabling environment for the people to participate in community initiated projects. The O&OD approach is a participatory planning methodology that consists of a comprehensive assessment of community needs and capacities (URT, 2007a). The community analyses specific objectives, opportunities, obstacles, causes, interventions, and steps for implementation, sources of income and expenditure which should determine what they can do and what they cannot. It also enables the community to prioritize and come up with a three year plan.

It helps members of the community become aware of their own resources and how to make better use of them. As such, it emphasizes the importance of greater local self-reliance. The

process uses the Tanzania Development Vision 2025, as a broad national policy guide, which envisages that by the year 2025, Tanzania will have been transformed from a least developed country to a middle income country with a competitive economy capable of producing sustainable growth and shared benefits of high quality (URT, 2005).

The output of the O&OD process is a comprehensive plan rather than an action plan. The government believes that the approach will promote self-help spirit, mobilize material and human resources, and enhance transparency and accountability in the process of planning, decision making, implementation and management of development activities (URT, 2006). This has been developed in line with the government's aspiration to devolve powers to the communities as declared in the Constitution of the United Republic of Tanzania, and implemented in the ongoing Local Government Reforms (URT, 1977). In so doing, the government envisages to restore the spirit of self-reliance, local resource mobilization, transparency and accountability, whereby communities participate in planning, decision-making, implementation and ownership of their development activities (URT, 2007b).

1.2 Problem Statement

Development activities were initiated by the government or through interested donors with community involvement aimed at installing the bottom-up planning process. There were various approaches used by the government and collaborative organs to encourage the community in production aimed at steering development. But these approaches have not taken the steps to translate the desirable participation into practice and have not provided economic gains to the people expected to participate. Bekele (2002) has observed that many approaches have neglected the involvement of rural majority in the process of programme development and implementation.

Instead, they mostly practice passive participation or material participation rather than self-mobilization or interactive participation. The adoption of “Opportunities and Obstacles to Development” methodology aimed at changing the attitude, ensuring commitment to the project implementation, accountability, and transparency, identification of the opportunities within their surroundings and creating a sense of ownership in the planned projects (Mongula, 2005). The methodology is new at the village level where the people have a dependency mentality. If this methodology is not properly applied and accepted, community members (villagers) could be discouraged due to the failure to express their interests, needs and to realise economic gains. Therefore the study assessed community perception on the O & OD participatory planning methodology specifically the extent to which community’s interests, needs and economic gains have been achieved.

1.3 Justification of the Research

It is hoped that the information from this study will be useful to local governments especially Manyoni and Kondoa District Councils, policy makers in different institutions, rural development planners, and workers in the government and non-governmental organizations that work with community members using the O&OD methodology. The findings can facilitate adjustment and redirect the planning process using the O&OD methodology to enhance positive and sustainable development. This study may also contribute to the development of a set of guidelines to be applied by the present and future community development groups for their sustainability.

1.4 Main Objective

The main objective of this study was to assess community perception of the O & OD participatory methodology as a planning approach in Manyoni and Kondoa Districts.

1.4.1 Specific objectives

- (a) To determine the opinions of community members on the extent to which the O&OD planning methodology has enhanced community participation.
- (b) To determine who participates in project planning through O&OD methodology.
- (c) To assess the benefits of participation based on the projects initiated through the O&OD planning methodology.
- (d) To determine the challenges encountered by the community during implementation of O&OD planning methodology.

1.4.2 Research questions

The research was intended to get answers to the following questions:

- 1) What are the opinions of community members on how the O&OD planning methodology has enhanced community participation?
- 2) Which members of the community actually participate through O&OD planning methodology?
- 3) What are the community benefits of the O&OD planning methodology?
- 4) What challenges are encountered by the community in implementing the O&OD planning methodology?

1.5 Conceptual Framework

The study of community perception on Opportunities and Obstacles to Development Planning methodology was analyzed by looking at how different variables influence the perception of that methodology for development. This is a hypothetical relationship between the dependent variable (community perception on O&O methodology) and other variables. The conceptual framework (Fig.1) shows these variables, which are some of the realistic information collected. Munyu (2006) has observed that cultural factors, political

ideology, religiosity, age, sex, marital status, income, education level, occupation of a person and institutional (bylaws) set-up are some of the important factors that can influence a person's perception of a development programme.

Mongula (2005) and Hishamu (2007) argue that different age groups (young age, adult age, and old age), male, female, married, unmarried, rich people and poor people perceive issues differently thus differ in interest, thinking, priority and in decision making. Also, they have different goal preferences and perform various economic activities which affect the implementation of development activities. In most cultures, adults, old age, male, married people, rich and educated people are the ones who make decisions leaving the large group of young, female, unmarried, poor, and uneducated people who mostly participate in the implementation of various community initiated projects. People of high income can influence the community decision positively or negatively. In a positive way, high income people can stimulate and stir community development in the agreeable direction. On the other hand, they can influence decisions towards their own interests and benefits.

Political ideology of a person can influence the perception of a community of an agreeable plan, so become an obstacle to community development. In some cases, there has been a tendency for political ideology to severely limit the widespread use of an approach intended to stir development. Also for the approach to be acceptable, it depends upon the extent to which national bureaucracies are willing and able to integrate participation into their sets of goals, functions and procedures (Nanai, 1993). It has been observed that there are a number of conditions and opportunities which influence participation. Some of the factors which influence participation are education. In this respect, it is assumed that poor and less educated people generally lack confidence so they have negative perception in

their ability to improve their lives. However, participatory approaches are culturally sensitive, that is there are cultural groups for which participatory approaches would be inappropriate (Levinger and Drahman, 1980). But in reality, traditional social structure (culture) should be considered in development planning because its existence builds community solidarity which is the base for decision making. In addition the O&OD participatory methodology was adopted by the government as a way of strengthening community solidarity.

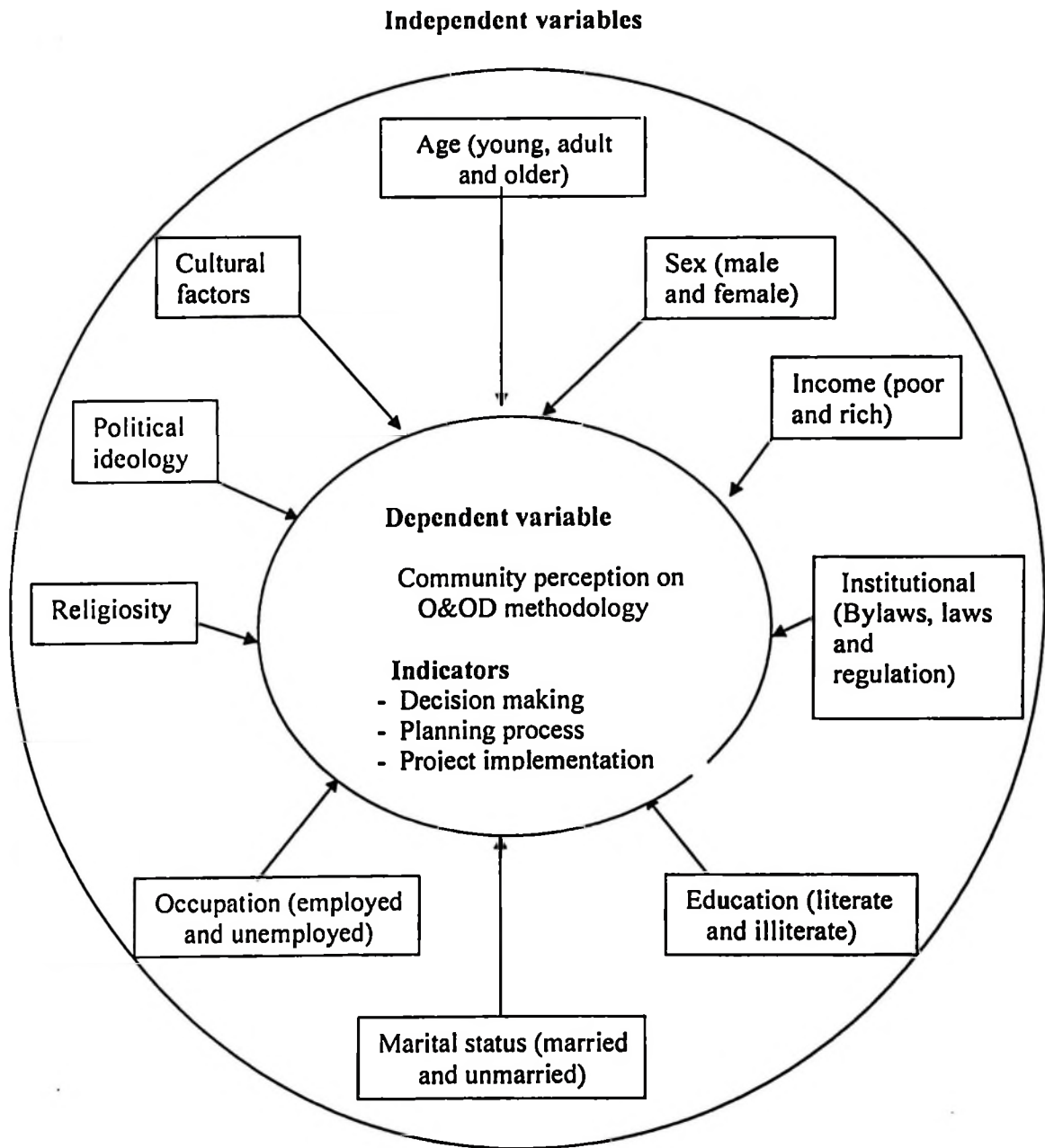


Figure 1: Conceptual framework

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Overview

This chapter describes different aspects of participation which the study considered to be important and therefore included in the literature. The main issues that were considered as important include definition of the key concepts, types of participation, views on the use of the word participation, benefits of participation, indicators of participation, factors influencing community participation, participatory attitudes, challenges and difficulties in implementing participatory approaches, how the community can perceive the approach, factors affecting community perception of the participatory methodology, and community empowerment through the participatory methodology.

2.2 Definition of the Key Concepts

2.2.1 Perception

Perception is the process by which we receive and interpret information from the world around us. The world around us consists of various kinds and levels of physical energy. Our knowledge of the world comes through our sense organs, which react to these energies (Romney and Freeman, 1987). Although people have the same sense organs, they can have different perceptions about the same incident. According to Kinyashi (2006) perception is a social and physiological phenomenon, which can therefore, be controlled and directed. The O&OD methodology is perceived subjectively by the community, hence, perception and interpretations of an idea like O&OD vary among the community members. This variability makes it difficult in assessing perception, although its measurement is used as a basis for decision – making in any important cases. This study categorizes this measurement into negative, neutral and positive perceptions.

2.2.2 Community

Community is a group of people who have something in common and will act together in their common interest. A community's ability to act together may have existed for centuries, or it may be triggered in a very short time by some urgent problems. Many people belong to a number of different communities - examples include the place they live, the people they work with, or their religious groups. Simply, they are contained at a local, political and administrative level, but this level needs to be small enough to allow community participation but there must be sufficient resources to permit realistic planning. A 'community' can also consist of groups of people with divergent values and interests: Examples include rich/poor, peasants/cattle-raisers, women/men, people living in the centre/in the periphery (Greg and Purinton, 2005). The study of community perception on O&OD methodology considered those groups of people living in a particular village, although they may have different characteristics and may belong to other sub – communities.

2.2.3 Participation

Participation is a process through which communities' influence and share control over development initiatives, decisions and resources which affect them. According to UNDP (1998), unless the poor are given an opportunity to participate in the development of interventions designed to improve their livelihoods, they will continue to miss the benefits of any intervention.

According to FAO/ROAP (1977) cited by IFAD (1999), people's participation programme (PPP) is a programme in which the poorest sections of a society are identified, and they are, through education and participation, encouraged to plan, implement and evaluate their own development projects. Thus, through the project, ordinary poor people come to

organize themselves around income generating activities of their own interests and in small groupings. A community based perspective was thought to be the correct approach because it encourages participation. Through participation, technicians, planners and administrators would be able to obtain the necessary information about local conditions, resource potentials, people's needs for development and people's attitudes (Maghimbi, 2004).

According to Cohen and Uphoff (1977) cited by Mvella (2000) participation includes people's involvement in decision-making processes, in implementing programmes, their sharing of benefits of development programmes and their involvement in efforts to evaluate such programmes. Participation is concerned with organized efforts to increase control over resources and regulative institutions to given social situations on the parts of groups and movement of those hitherto excluded from such control (Perse and Stifel, 1979 cited by UNDP, 1998).

The essence of ownership is that the recipients drive the process. That is, they drive the planning, the design, the implementation, the monitoring and the evaluation of the project. The main tenet of participative approaches to development is that the community and stakeholders are collaborators in a project at every stage of project development. Thus, participative methods are meant to generate a sense of ownership of decisions and actions (Odhiambo, 2002). In this study, community participation is measured by critically analyzing how different groups of people by age, sex, marital status, income and education engage in decision making, projects planning process using O&OD and implementation of project activities.

2.2.4 Opportunities

Opportunities refer to resources available within or outside the community which can be used by that community. Opportunities can further be qualified as follows: What communities have and use it properly, for example, availability of health facilities (dispensaries); what communities have and do not use it properly, for example, arable lands for sorghum production; what communities have and do not use it at all, for example, forests for timber production; and what communities do not have but have the right to use, for example, the right to use clean and safe water but not available (URT, 2007a).

2.2.5 Obstacles

These can be defined as hindrances to optimal utilization of existing development opportunities. For example: Social obstacles: outdated traditional beliefs, Economic obstacles: lack of working capital, Political obstacles: ideological differences, Technical obstacles: lack of qualified personnel or technology (URT, 2007b).

2.3 Typology of Participation and Views on the Uses of Participation

Participation has been classified in a number of ways by different scholars. According to Blackburn (1998) and Howlett and Nagu (2001), participation is categorized into passive participation, participation by information giving, participation by consultation, participation for material incentives, functional participation, self mobilization participation and interactive participation.

According to UNDP (1998), participation is categorized based on the levels or degrees of participation. This categorization includes manipulation, consultation, consensus building, decision making, risk sharing, partnership and self management.

Cooksey and Kikula (2005) also argue that apart from the above categorization of participation, there is forced participation. In this, people are forced to participate in different activities like road construction, school buildings, village office building construction, etc. In general, people are given instructions to participate in doing an activity which has already been decided upon by top authorities. Based on this type of participation, the O&OD methodology is visualized as a participation which involves the communities' voice that is allowing communities self mobilization and interactive participation.

The O&OD methodology is a participatory planning process which has the following salient features: It has a positive outlook of the community; the community identifies available resources to overcome obstacles and therefore, it fosters the spirit of self – reliance; it uses participatory tools which are the village map, transect walks, historical time lines, seasonal calendars, institutional analyses, daily activities calendars by gender and household wealth ranking, focus groups and identification of sources of income and expenditure; also as a planning model it enables the community to identify opportunities and obstacles in a logical framework (Argyraki and Katega, 2002).

One common usage of the concept of participation refers to “mobilization” of people to undertake social and economic development projects or programmes. Typically, the projects are conceived and designed from above, and people are mobilized to implement them in the form of labour or materials, for example, the introduction of secondary school buildings by the government at the Ward level. Another interpretation equates participation with decentralization of government machinery and power in related organizations like local government authority (LGA). Resources and decision making powers may be transferred to lower level organs like village governments. This enhances local level

decisions on the choice, design, and implementation of development activities (Rugumamu, 2005).

Wilcox (1994) regards participation as a process of empowerment of the deprived and excluded poor communities. This view is based on the recognition of differences in political and economic power among different social groups and classes. Here it is interpreted to imply strengthening of the power of the masses. Its three elements have been defined as “sharing of power and scarce resources, deliberate efforts by social groups to control their own destinies and improve their living conditions, and opening up of opportunities from below (Rugumamu, 2005). Participation in this sense necessitates the creation of organizations of the poor which are democratic, independent, and self – reliant.

2.4 Benefits of Participation

URT (2007b), IFAD (1999) and Steffensen *et al.* (2004), argue that community participation has several benefits. It can lead to increased mobilization of financial and non-financial resources (labour, material, information etc). It can make greater effectiveness of community in planning, implementation of development initiatives, by adopting them to local circumstances. It can help to improve the maintenance of assets and infrastructure through local resource contribution and management. Community participation can contribute to local experiences in providing local services, stimulate development and it can enhance accountability and more equitable distribution of benefits by making local administration answerable to a more representative community. It also increases the confidence of the community members in decision – making, because many of these decisions are based on a thorough analysis of their situation, and sometimes on successful trials. Their confidence also stems from the fact that many of the interventions

which they propose actually emanate from their own familiar context in terms of environment, knowledge, technology and the like (World Bank, 2007b).

2.5 Indicators of Participation

An indicator is the means by which the outcomes of a project can be understood and in one form or another measured or explained (Oakley, 1991). Participation is the foundation of bottom-up type community development. Through participation, the indigenous potential of the area is recognized and revitalized through people's participation. This is achieved during transect walk where potentials (opportunities) of the community are identified. Community development plans are formulated and implemented according to the identified focal features of the areas. Development actions coming from the community development plans are implemented and then sustained within the community. Community development plans are integrated into District development plans. Outsiders contribute, help build capacity and promote learning (URT, 2004a).

According to Mvella (2000) there are two types of indicators of participation, qualitative and quantitative indicators. Quantitative indicators include frequency of development meetings and attendance levels, percentages of different groups attending meetings. Qualitative indicators include organizational growth of community, people's concerns being involved in decision making at different stages of project development and increasing ability of communities to propose and undertake actions.

2.6 Community Participation

There have been two distinctive approaches to community participation in development projects; one has been the classical top-down approach where the development agency identifies the project and invites the community to participate while the other, and

hopefully the correct approach, is for the community to identify the project and invite a development agency to form an equal partnership with it to develop the project. This latter approach is at the core of the O&OD methodology. Community members make the major decisions and carry them out with the assistance of their leaders. Incentives to join are high when participation is real (Word Bank, 2007).

Community members together with their leaders have a personal stake in the successful outcome of an activity because they have been involved in its conceptualization and decision. Community leaders are of the same socio-economic background as members and, therefore, represent the same kinds of interests. This enhances the solidarity of the group. It also encourages the membership to exercise surveillance over its leaders lest they confuse their community leadership role and ownership of the project (Bartle, 2002).

Participation occurs across a broad spectrum of the community: old and young, men and women, owner-farmers, share-tenant farmers and the landless, and occurs irrespective of tribe, religion and other beliefs. Community members gain a new vision of society in which they can command effective access to responsibility (infrastructural aspects) and resources (economic base). The differing interests can lead to tension and suspicion within the organization and prove harmful. Besides, because of the leaders' high status, community members are reluctant to or do not dare question their leadership even when the latter's actions call for it (SFLP, 2002).

Leaders are chosen when the organization is first formed hence they can only prove their value later on. Should their performance turn out to be inadequate, little support is given by community members. Leaders, and consequently members are asked to respond to ready-made projects or to new unfamiliar tasks usually by outside entities. They feel little or no

intrinsic value in the activities. The little participation obtained is the result of either loyalty to the proponents or leaders, or fear of negative consequences if they do not show signs of participation (PELUM, 2006).

2.7 Factors Influencing Community Participation

Planning, decision making, implementation and evaluation at local development level have been influenced by the observations, information, ideas, value judgments and intelligence people bring to the system as members. However, politicians and professionals usually do not expect community members' participation to have any influence. It has been observed that whenever local development programmes are initiated by those with high status, politicians or administrators, the task they reserve for local communities are relatively humble (Okeyo, 1997).

However factors influencing participation in general are: people's attitude towards the project, that is how did the project emerge and how is it being conducted. When democratic control of resources is neglected, it causes dissatisfaction, demoralization and suspicion. There should be openness in the resource utilization and accountability to project beneficiaries. Planning based on a community need, should be based on felt needs and not imposed need; and should also show evidence of commitment of the beneficiaries and information sharing (Okeyo, 1997).

2.8 Participatory Attitudes

Participation is a collective action aimed at achieving a common objective. When implementing a participatory approach, it is important to know how a particular participation technique is applied, but also to understand the key principles that lie behind the technique and attitudes necessary to enhance the participatory process. Participatory

attitudes include: transparency (this helps to avoid hidden issues among different parties), everybody's views are valid, learning attitude (acknowledging persons' experiences) and flexibility (being ready for a rethink and re-plan) (Kwigizile, 2007).

2.9 Challenges and Difficulties in Implementing Participatory Approaches

Chambers (1994) and REPOA (2005) observed that the common issue noted by the community was reluctance of officials to share information with the public. There was likewise, no strong feeling of entitlement among citizens that they had an enforceable right of access to information on the council or village finances. Reluctance among officials and politicians are justifiable by a notion that 'People do not read' and that they are not interested in issues such as planning and budget. On the contrary, in some areas they expressed a strong demand for information and a suspicion that the reluctance to share information by officials was due to them having something to hide (REPOA, 2005).

It is clear that no administrative decree can automatically induce the community to participate in the execution of investment programmes if they do not recognize their own interests in such programmes. The public participation in government initiated development programmes is essentially a matter of social organization. It requires identification of social actors, goal definition, linkages between planners and the local community, establishment of information channels, procedures for consultative decision making and resource allocation, and mobilization mechanism (Michael, 1992).

According to Bekele (2002), the government has often adopted the conventional rural development approaches that have neglected the involvement of the rural people in the process of programme development and implementation. Bekele (2002) continues to argue that the rural people should have participated through the existing traditional institutions or

formal institution of their own. In implementing the O&OD participatory methodology, you need to ensure that the most vulnerable groups are present and their voices are heard. Their voices should be heard and incorporated in the O&OD planning process. Also, the methodology needs to be carefully facilitated because it may raise unrealistic expectations by the community or create tensions which cannot be resolved.

According to Bujji (2000), what is proclaimed in people's participation is that a sense of independent and self confidence, coupled with a sense of control and self determination, is imparted in and among the grassroots of the poor who will use and sustain the initiated project benefits for their own envisaged social development.

There are potential pitfalls to take into account when implementing participatory approaches. The first of these is that engaging the poor is often a far more difficult task than engaging more powerful stakeholder groups. Different techniques are required to achieve one's aim and for this reason participatory approaches usually involve groups working on the ground or on paper. A second thing to bear in mind is that for participatory techniques to work effectively, the implementing agency must itself be prepared to change and learn to accept change. The main changes are: Loss of power, the agency should be prepared to accept a loss of power. Learn to listen, the agency should be prepared to listen actively and not pay lip service. Loss of control, the agency should be prepared to cede control to the community so that they own the project or initiative. All these are crucial, if participation is to succeed (Odhiambo, 2002).

2.10 The Opportunities and Obstacles to Development Participatory Methodology

As a new participatory planning concept, O&OD may not be easily accepted and internalized if the players are not adequately prepared to receive it. Social preparation is

the process of inculcating the understanding of the participatory planning process for effective action by all players (URT, 2005b). It involves awareness creation for the players to understand their roles and responsibilities. At the community level, social preparation is essentially meant to create a natural atmosphere for the community to understand and participate effectively in the O&OD process. At higher levels, that is administrative and decision making levels, social preparation is meant to build understanding for authorities to recognize community priorities, and provide necessary support to the community (URT, 2007a).

Villages prepare annual plans and pass them up through the system, the final plans which are implemented are said to bear little or no real relationship to the needs originally expressed at the village level. This anomaly is said to originate from limited resource capacity at the village, Ward, and even District level or over-optimistic planning at lower levels (Danda, 2003).

2.10.1 Advantages of O&OD

Communities can manage the participatory planning process because it uses participatory tools that are easy to follow. It promotes transparency and accountability to community development activities on day to day basis. It removes dependency and strengthens self-reliance. It motivates communities to own the outcomes of their decisions. It obliges both the central and local governments to respond and be accountable to the people. It provides a foundation for communities to take a lead in the poverty reduction efforts. It enhances the ability of Local Government Authorities (LGAs) to coordinate development partners' initiatives. It builds capacity of the community in data collection (URT, 2007b).

2.10.2 Challenges of O&OD Participatory Methodology

While the effectiveness of O&OD in participatory planning process is well recognized by stakeholders, its challenges also have been identified since the initiation of the O & OD roll out in 2002. The major categories of challenges to be faced if the O&OD planning process is to be truly effective are, participants are not necessarily representing all spheres of the community, facilitators at District and Ward levels might not be well equipped for the job, village plans developed through O&OD can be overly ambitious and therefore infeasible compared to available resources. Consequently, the villagers could be discouraged by the O&OD planning process because follow-up after the O&OD roll-out has not been properly implemented and the failure to differentiate age group (URT, 2007b). Village plans based on community needs pass through Ward and District to make final District plans. However, it has been observed that the final plans which are implemented have been found to bear little or no relationship to the needs originally expressed at the village level (Rugumamu, 2005).

2.11 Community Perception on Participatory Approach

Perception is a requisite property of animate action, without perception action would not be guided and without action perception would be pointless. Animate actions require perceiving and moving together. In a sense, "perception and movement are two sides of the same coin. the coin is action. Time-to-goal information is the fundamental 'percept' in perception (Robles-De-La-Torre, 2006). There is two basic theories of perception: Passive Perception (PP) and Active Perception (PA). The passive perception could be represented as the following sequence of events: Surrounding → input (senses) → processing (brain) → output (re-action). The theory of active perception could be represented as a dynamic relationship between "Description" (in the brain) ↔ senses ↔ surrounding (Kabwegyere and Migot- Adholla, 1981). The perception of human being is not like that of a computer/machine because humans tend to filter and find the meaning of what they intend to

perceive. Likewise, for a community to perceive the participatory methodology like O&OD effectively, members need to internalize the benefits of the methodology (Hishamu, 2007).

2.12 Factors Affecting Community Perception

Various factors influence what and how one can perceive because perceptions are influenced by the ways our bodies are structured to receive and process stimuli from the environment. Perception also reflects our emotions, needs, expectations and learning. Evidence points to the conclusion that early experience learning, emotion, and motivation are important in defining what and how we perceive (Robles-De-La-Torre, 2006).

The people of Manyoni and Kondoa have experienced different participatory approaches in their quest for development, which has been conducted by different programmes. As such, they have learned a lot. Thus, the O & OD methodology may be affected positively or negatively by their earlier experiences. Previously, when there is severe emotional disturbance about the participatory approach, also long experienced projects which failed to fulfill the community needs; this would consequently impact on the perception and adoption of introduced new idea of the same approach like O&OD (MDC, 2008; KDC, 2008)

Perception alters what humans see, into a diluted version of reality, which ultimately corrupts the way humans perceive the truth. When people view something with a preconceived idea about it, they tend to take those preconceived ideas and explore whether or not they are there (Lindsay, 1997). This problem stems from the fact that humans are unable to understand new information without the inherent bias of their previous knowledge. The extent of a person's knowledge creates their reality as much as the truth,

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CHAPTER THREE

3.0 METHODOLOGY OF THE STUDY

This chapter describes the methodology which was used. It covers the description of the study area, research design, sampling procedures, data collection techniques and analysis.

3.1 Description of the Study Area

3.1.1 The study area

The study was conducted in Manyoni and Kondoa Districts in Singida and Dodoma Regions respectively. Manyoni and Kondoa are among the first Districts in which the O&OD methodology was rolled-out in 2002. Also the two Districts have been running a number of development programmes using different approaches for more than ten years assisted by different organizations like Water Aid, Smallholders Development Project for Marginal Areas (SDPMA), Participatory Irrigation Development Programme (PIDP), "Schweizerische Normen – Vereinigung" (SNV), Kondoa Participatory Approach (KPA), Community Based Health Initiatives (CBHI) and Belgian Survival Fund (BSF). These programmes executed participatory planning and implementation approaches at community level (KDC, 2009; MDC, 2008).

The selected Districts are located in the central part of Tanzania and are vulnerable to climatic problems. Manyoni is one of the three Districts of Singida Region; others are Iramba and Singida. Manyoni District covers an area of 28 620 km² equivalent to 58% of Singida area which is 49 341 km². The District has a population of 204 482 and is characterized by a moderate rate of population increase which is 2.3% annually according to population and housing census conducted in 2002. The District gets an average of 500 – 600 mm of rainfall per year for 35 – 40 days. Normally, rains start in November and end in

April. Administratively, the District has five Divisions, 21 Wards, 77 villages and 300 sub-Villages (“*Vitongoji*”) (Fig. 2) (MDC, 2008).

On the other hand, Kondoa District is located in the north part of Dodoma Municipality, about 160 km from the main centre. Kondoa is among the six Districts of Dodoma Region, others being Mpwapwa, Kongwa, Bahi, Chamwino and Dodoma urban. In the north it borders Babati District, Simanjiro District in the northeast, Kiteto District is in the east, Manyoni District is in the southwest, Singida District is in the west, Hanang District is in the northwest and Bahi and Kongwa Districts in the south. The District covers an area of 13 210 km² with annual average rainfall of 400 mm to 800 mm (KDC, 2008).

Administratively, Kondoa District has 8 Divisions, 35 Wards and 177 Villages (Fig. 3). According to the National Population and Housing Census Report (2002), the District has a population of 472 597 with an average growth rate of 1.7% per annum and a population density of 34 people per km². The average size of the household is 4.8. Much of the District is a plateau rising gradually from some 830 meters in Bahi Swamps to 2000 meters above sea level in the highlands north of Kondoa (KDC, 2008).

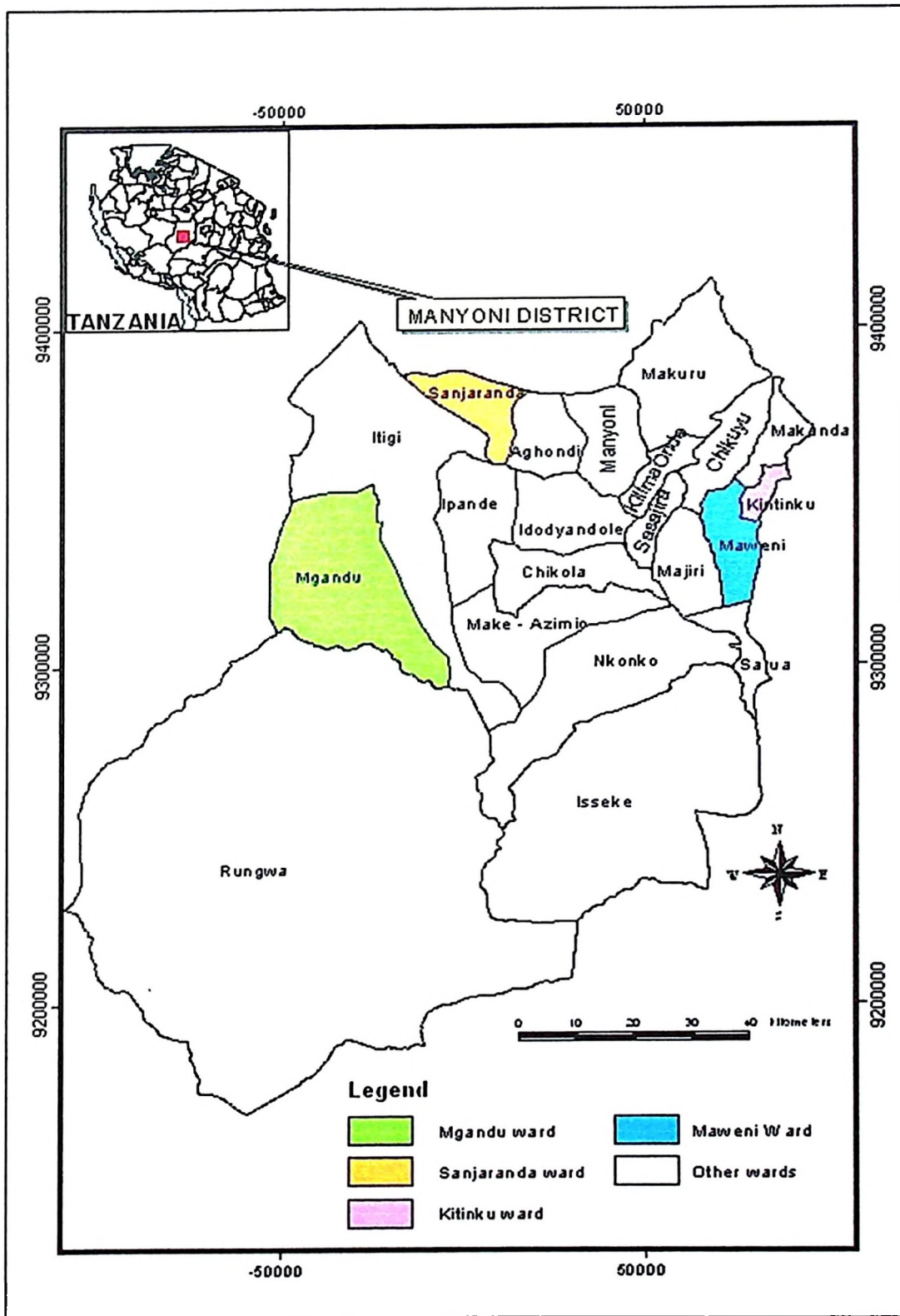


Figure 2: A map of Manyoni District showing the study area

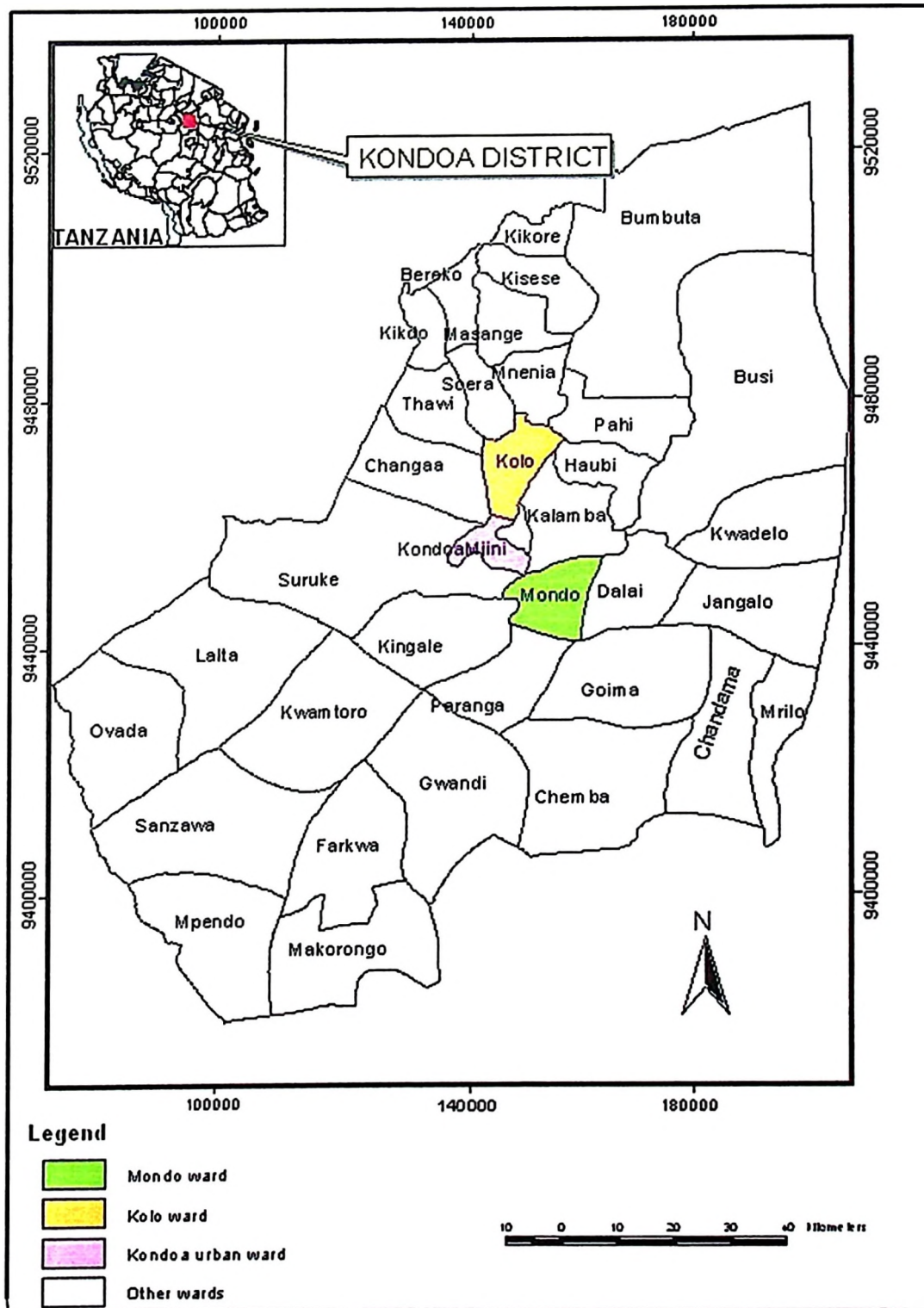


Figure 3: A map of Kondo District showing the study area

3.2 Research Design

A cross-sectional research design was used. According to Krishnaswami and Ranganatham (2006), this method is suitable for a descriptive study like this one as it gives quick results and minimum use of resources. Also, according to Kothari (2004) and Bailey (1978), the technique is not only very useful to large and diverse populations like those of Kondo and Manyoni, but it saves time and costs; it involves sampling in phases, collection of information at a single point in time and more than one sampling method. The limitation of time for the researcher and respondents justified the use of the selected design, bearing in mind that it was during the farming season.

3.3 Sampling Procedure

3.3.1 The population

The target population for the research was community members (villagers) aged 18 years and above, District and Ward Facilitation Teams in both Districts. The study employed both probability and non-probability types of sampling. The Districts were purposively selected bearing in mind that they were the first ones in which the O&OD methodology was introduced in 2002 and that they have also experienced different projects using participatory approaches. Multistage sampling was employed in the selection of Divisions and Wards. Villages were purposively selected based on accessibility and engagement in O&OD project planning. Random selection was employed to obtain community members while DFT and WFT were purposively selected.

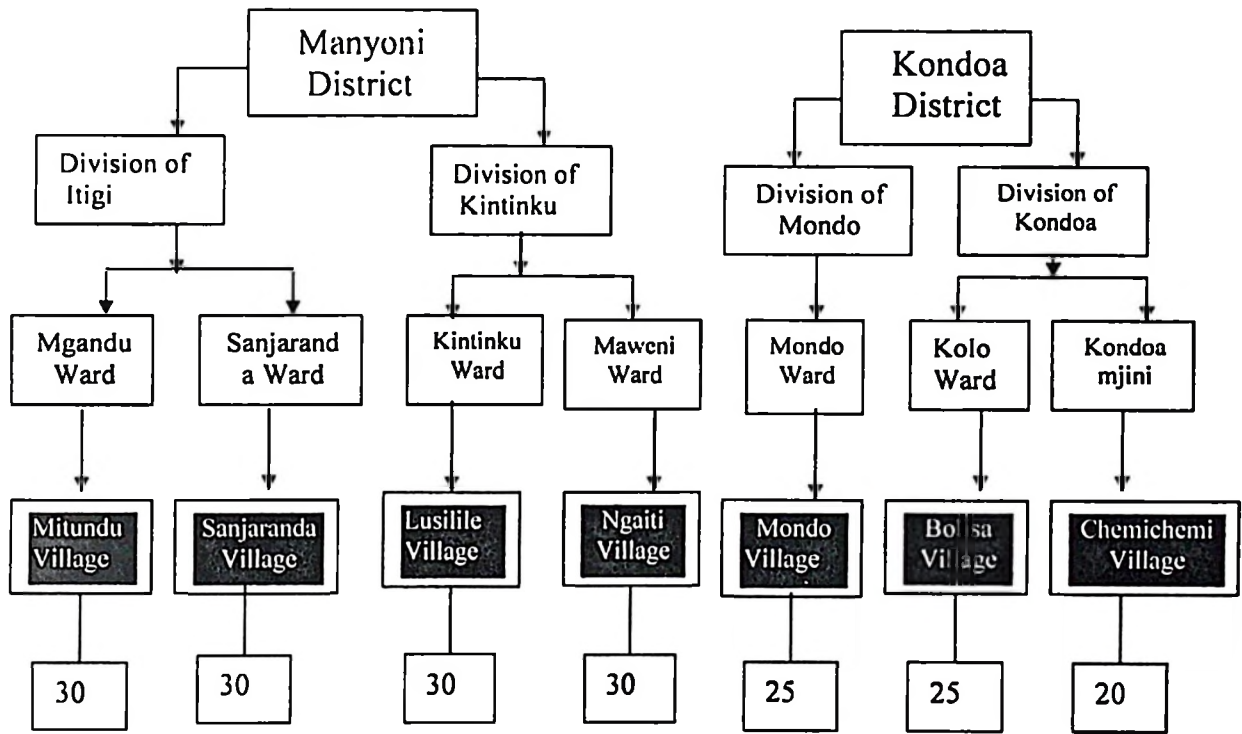
3.3.2 Sampling frame

Fig. 4 below shows how purposive sampling was done in both Districts. In Manyoni District, there are five Divisions out of which two Divisions (Itigi and Kintinku) were selected randomly. Itigi Division comprises of 5 Wards out of which two Wards Mgandu

and Sanjaranda (Fig. 2) were selected randomly. In Mgandu Ward there are 4 Villages and Sanjaranda Ward comprising of 3 Villages. One village from each Ward (Mitundu and Sanjaranda) was purposively selected. In Mitundu village there were 1803 households out of which 30 were randomly selected. Out of 568 households in Sanjaranda, 30 were randomly selected. Two Wards (Fig. 2), Kintinku and Maweni from Kintinku Division were randomly selected, out of which two Villages were again randomly selected; Lusilile and Ngaiti from Kintinku and Maweni Wards, respectively. Out of the 1053 households in Lusilile, 30 households were randomly selected, while in Ngaiti village, 30 households were selected randomly from a total of 686 households. Ten members of District Facilitation Team and five members of Ward Facilitation Team who are multisectorial were purposively selected bearing in mind that they are the ones who participated in training about the O&OD at the village level. The Multisectorial District and Ward Facilitation Teams comprised of Health, Education, Agriculture, Livestock, Cooperatives, Planning, Community Development, Forestry, and Water and Civil Works sectors. Respondents amounted to 120 community members and 15 members of the Facilitation Teams in this District.

In Kondo District there are 8 Divisions out of which two Divisions Mondo and Kondo were randomly selected. Mondo Division has 8 Wards, out of which two Wards of Mondo and Goima (Fig. 3) were randomly selected. Also from these Wards, two Villages Mondo and Goima were purposively selected. Mondo village has 1147 households and Goima village has 467 households. From each of the villages, 30 respondents were supposed to be selected for interview. But the enumerator did not go to Goima because of lack of transport. In Kondo Division there are 5 Wards, out of which two Wards, Kondo and Kolo (Fig. 3) were randomly selected. In Kondo Ward there are 5 villages out of which one village of Chemichemi was purposively selected, with a total of 378 households. From

this village, 20 respondents were systematically selected by taking every 10th household in a sub- village. In Kolo Ward there are 5 villages out of which one village Bolisa was purposively selected, which has 755 households out of which 25 respondents were randomly selected. In the District there were supposed to be 120 respondents made up of community members and 10 DFT members and 5 WFT. Instead, 5 DFT, 5 WFT members and 70 community members were interviewed because 5 DFT members were assigned special duties, while 20 community members were busy with farming activities and 30 community members from Goima could not be reached by the enumerator due to transport problems.



KEY:



Sampled village



Number of respondents

Figure 4: Diagram showing the sampling process

3.3.3 Sample size

Using the Z formula calculation (Appendix 2), the sample size was estimated to be 384 bearing in mind that the population of Manyoni is 234 374 and 472 597 from Kondo, which is greater than 10 000; hence the Z formula is used as a base for sample size determination. But due to limitation of time, 55 percent of that sample size (384) which is 215 respondents was taken. Sub – village leaders (“Viongozi wa Vitongoji”) were used to assist in the selection of respondents. At this stage, community members involved in the O&OD planning process constituted the sampling frame, whereby 190 members were selected from Mitundu, Sanjaranda, Lusilile, Ngaiti, Mondo, Bolisa and Chemichemi Villages and 25 Facilitating Team members from District and Wards of respective Districts. This sample ensures sufficient respondents for meaningful analysis. From this group information on how the community has perceived the methodology and how it has enhanced the community participation at all levels of development was obtained.

3.4 Data Collection

The data for the study were collected from primary as well as secondary sources. Primary data were obtained from visiting individual members at their houses, on farms and at informal gatherings. Eight data collection assistants were trained and engaged to collect data from the respective villages. Physical observation of the projects planned by community members was used to verify the information given by respondents. In measuring community perception on the O&OD methodology some questions were constructed using an index scale.

Secondary data were obtained from the District Executive Directors of Manyoni and Kondo, different reports and data from the Sokoine National Agricultural Library (SNAL). A research diary was also used as a tool to record data during the research

process. Kothari (2004) and Bailey (1978), defines a research diary as a record of the researcher whose contents are used as data. A questionnaire comprising close-ended, open-ended and tabular questions was developed on the basis of the research objectives.

3.4.1 Pre-testing of questionnaire

Pre-testing of a questionnaire is a preliminary requirement for a research using a small sample, and is normally done under field conditions before major fieldwork to check for any ambiguities. Since it enables review of the methodology, logistics of data collection and wording of questions, this was done at Kintinku Village in Manyoni District for one day. For example, the planning process through O&OD was known as "*Mchakato wa Uibuaji Miradi*" and not "*Mpango wa Uibuaji wa Miradi*". The exercise was very useful to measure the willingness of respondents to answer questions and acceptability of questions and the study in totality. So, during the pre-testing potential weaknesses and problems were rectified.

3.5 Data Analysis

Data collected from the primary sources were cleaned, edited, coded and analyzed using the Statistical Package for Social Sciences (SPSS) which is the software for analyzing social science research data. Descriptive and inferential statistics were used in this study.

Perceptions of community members on the O&OD participatory methodology were determined using an index scale in which a set of attributes (statements) of O&OD methodology were developed to be judged by respondents, who were asked to respond to each of the statements in any of the following ways: 1= Strongly Disagree, 2 = Disagree, 3 = Agree and 4 = Strongly Agree. Scores on the statements were computed; the overall perception in percentage was obtained and graded as follows 41 – 56% being negative

perception, 57 – 68% neutral perception and 69 – 100% positive perception. The obtained overall perception was cross tabulated with different age groups, sex, marital status, education and economic level to determine the association, since those variables have an influence on participation. The significance level was determined to observe the relationship of those variables with participation. Also, views from focus group discussion members, DFT and WFT members were used as added comments.

CHAPTER FOUR

4.0 RESULTS AND DISCUSSION

4.1 Overview

This chapter presents the research findings and some observations experienced during the study in Manyoni and Kondoa Districts. The results and discussion of the findings are presented based on the specific objectives of the study which are: Opinions of community members on the extent to which the O&OD has enhanced community participation, who participates in project planning through O&OD methodology, benefits community gained and challenges encountered during the implementation of O&OD methodology.

4.2 Demographic Characteristics of Respondents

4.2.1 Age and sex

Age and sex are important demographic variables; they are basic characteristics of a population, and are widely used in planning and for administrative purposes such as determining population for voting, school enrolment, size and structure of the labour force and so forth (URT, 2004b). Age in this study is presented in age groups and by sex (male, female) to facilitate data analysis. A total of 190 respondents were interviewed in the study areas, 120 respondents for Manyoni and 70 respondents for Kondoa. This difference was not intended but was due to the difficulty of getting the respondents because at that time (December) the people were busy with farm preparation and their farms were far from their residential areas, hence it became difficult to obtain the intended number of 120 respondents in Kondoa District.

Results in Table 1 show the age groups of respondents which are classified as below 18 years (young), 18 – 25 years (middle age), 26 – 55 years (adult age) and above 55 years of

age (old). The overall results reveal that the adult age consisted of the majority of the respondents 80.8% for Manyoni and 60.0% for Kondo. The young age was only 0.8% for Manyoni and none for Kondo, whereas the old age was 9.2% for Manyoni and 31.4% for Kondo. Since random sampling was used to obtain the respondents in this study, it implies that the majority who participate in O&OD approach are adults aged between 26 – 55 years for both Districts and old age of above 55 years (31.4%) for Kondo District.

Table 1: Distribution of respondents by demographic variables in percentage

Variables to measure	Category	Districts	
		Manyoni n= 120	Kondo n = 70
Age of respondents	Adult 26 – 55 years	80.8	60.0
	Older > 55 years	9.2	31.4
	Middle age 18 – 25 years	9.2	8.6
	Young age < 18 years	0.8	0.0
Sex of respondents	Male	54.2	60.0
	Female	45.8	40.0
Marital Status of respondents	Married	83.3	84.3
	Single	7.5	2.9
	Widower / Widow	6.7	7.1
	Divorced/ Separated	2.5	5.7
Highest level of education	Primary school	87.5	85.7
	Secondary school	5.8	5.7
	None	6.7	8.6
Economic activity	Farming	95.0	97.1
	Employed	5.0	2.9

The findings in Table 1 show that the majority of respondents were men, 54.2% for Manyoni and 60.0% for Kondoa, but only 45.8% in Manyoni and 40.0% in Kondoa were women. The study focused on community perception on the O&OD methodology, so unequal proportion of respondents was not an issue because under normal situation bearing in mind the Tanzanian culture, men are the ones who head the family. They are consequently the main speakers, bearing in mind that during the study respondents were visited at their residential areas and informal gatherings. In the villages of Kondoa District where the study was conducted the Islamic religion is dominant, which tends to limit women participation in gatherings and that is why more men were interviewed in Kondoa.

4.2.2 Marital status of respondents

The findings in Table 1 indicate that 83.3% of Manyoni household heads and 84.3% of Kondoa District household heads were married, while the rest of the respondents were widowed, divorced and single. This implies that a greater proportion of the respondents were mature people from whom the information was gathered. This was the expected outcome since the government declared that the marriage age in Tanzania is above 18 years which is the productive age (URT, 2004b).

4.2.3 Education level

Results in Table 1 show that most of the interviewed respondents, 87.5% for Manyoni District and 85.7% for Kondoa District had attained primary school education, while 5.8% for Manyoni District and 5.7% for Kondoa District had attained secondary education, and 6.7% for Manyoni District and 8.6% for Kondoa were illiterate. It is implicit from this that the majority of respondents were able to read and write, so they had the potential to actively participate in the O&OD planning process, such as transect walks whereby village

potentials are observed physically. Drawing village resource maps enables documentation of the village opportunities, and preparing seasonal calendars which open the community mind on what to do at a particular time.

4.2.4 Main occupations of respondents

The results in Table 1 show that the main occupations of the respondents were farming 95% for Manyoni District and 97.1% for Kondo District, while only 5% for Manyoni District and 2.9% Kondo District were employed. This provides explanations on the kind of livelihood activities respondents were engaged in.

4.3 Community Members' Opinions on the Extent to which the O&OD Methodology Enhanced Community Participation

This section provides opinions on how the community members perceived the methodology and their level of understanding of the methodology. The association of different age groups, marital status, education and occupation was determined by cross-tabulation with the overall perception, since this has an influence on participation (Rozelle, 2005). FAO (2003) is of the opinion that women and men, young and old, rich and poor, literate and illiterate carry out different work and activities and hence have different access to resources and consequently make different decisions, which are influenced by experience in livelihood activities.

4.3.1 Community Members' perception on the O&OD methodology

Results in Table 2 show how respondents perceived the O&OD methodology district-wise. In Manyoni, the results indicated that 20.3% of the respondents had positive perception while in Kondo 45.7% of the respondents had positive perception on the O&OD methodology. On the other hand, result shows that 54.3% of the respondents in

Manyoni had negative perception. The negative response in Manyoni was contrary to the DFT and WFT opinions which showed that the community had perceived positively the methodology.

However, the negative perception shows that the communities had failed to own the planning process through identifying, prioritizing and utilizing the opportunities. DFT and WFT are the ones who are responsible for making sure that communities become empowered in decision making, planning process and implementation, so they could have hidden the reality. The FGD in Manyoni District showed that the methodology was politically handled in the sense that it was created for motivating donors to release funds. This was declared by the focus group discussants after observing the flow of ASDP funds. On the other hand, in Kondoa, the perception is positive implying that there are economic gains from the methodology. This was also observed physically from different projects initiated by the community like oil processing plants at the village level.

Table 2: Cross- tabulation of respondents' perceptions according to Districts

Districts	Level of perception in percentages			Total
	Negative perception	Neutral perception	Positive perception	
Manyoni n = 120	54.3	25.4	20.3	100.0
Kondoa n = 70	29.7	24.6	45.7	100.0

4.3.2 Community members' understanding of the concept of O&OD

About three quarters (73.7%) of respondents (Table 3) acknowledged knowing the O&OD methodology. During the focus group discussion, members declared that the methodology was known by those who had attended workshops and seminars. They claimed that there was no feedback from the seminars. However, they participated in implementing village

activities. In this respect, the study showed that community members knew the concept of participation through formal participatory approaches, but they did not know the contents of O&OD methodology.

Kaburire (2004) revealed that members of the community tend to hear about certain programmes like ASDP, TASAF and O&OD but indeed they do not know what they are or what they imply. Likewise, since it was launched in 2002, there was no follow-up mechanism for observing how the methodology is practiced. In the FGDs, discussants stated that the methodology was presented by a group of people who were not community representatives.

Understanding participation involves understanding power and the ability of achieving community interests. Power will depend on who has information and money. It will also depend on people's confidence and skills. Many organizations are unwilling to allow people to participate because they fear loss of control. However, there are many situations when working together that allows everyone to achieve more than they could on their own.

Table 3: Distribution of respondents basing on knowledge about O&OD methodology
(N = 190)

Variable to measure	Category	Frequency	Percent
Know the concept of O&OD	Yes	140	73.7
	No	50	26.3
When O&OD was introduced	More than two years ago	100	52.6
	Less than two years ago	36	18.9
	I don't know	53	27.9

Table 3 shows that 52.6% of respondents reported that the methodology had been introduced more than two years ago. This time is enough for community members to internalize and start to benefit from what they have invested. More than a quarter (27.9%) of respondents did not know the time when O&OD methodology had been introduced probably because many people do not attend meetings, so they miss much information about O&OD methodology. From the time the O&OD methodology was launched in 2002 up to the time of this research it was easy for anybody to forget the methodology if there was no regular use of the methodology. It was observed that the methodology was not in use frequently with public discussions about the issues touching the community; instead there was a listing of speculated problems.

4.3.3 The influence of age on O&OD methodology

Table 4 shows the scores of different age groups on how they perceived the O&OD methodology. The adult age group ranging from 26 – 55 years had a neutral perception on the O&OD participatory methodology (71 scores). According to Basnayake and Gunaratne (2002), the age of an individual explains the level of efficiency and production. Nanai (1993) found that the level of participation tends to increase with the optimum age group; after that participation starts to decline with increase in age. The age between 26 – 55 years is the most active, creative and confident to make decisions. The respondents had neutral perception on the O&OD methodology. This shows that the methodology had to a certain degree been imparted in communities' minds. However, statistically, perception was not significantly associated ($p > 0.05$) with age suggesting that perception cannot be influenced by age group, although perception will depend on how the methodology can fulfill their needs. The findings also show that the majority of respondents were aged between 26—55 years old; the age which is within the labour force age group of 15-64 years suggesting that this was the age category that is mostly engaged in family production.

Table 4: Cross-tabulation of overall perception and independent variables to observe its association with O&OD methodology (N = 190)

Variable	Category	Overall perception			χ^2	df	P – Value
		Negative	Neutral	Positive			
Age	Adult 26-55	30	71	32	1.975	6	0.922
	Older > 55	5	14	9			
	Middle aged 18-25	2	10	5			
	Young <18	0	1	0			
Sex	Female	16	41	22	3.2	2	0.207
	Male	21	55	24			
Marital Status	Married	30	81	38	8.8	6	0.186
	Divorced/ Separated	1	3	3			
	Widower / Widow	1	6	5			
	Single	5	6	0			
Education level	None	2	5	5	2.6	4	0.619
	Primary school	34	84	38			
	Secondary school	1	7	3			
Economic activity	Farming	34	93	44	3.42	2	0.181
	Employee	3	3	2			

4.3.4 The influence of sex on perception of the O&OD methodology

The findings in Table 4 show that both men and women had neutral perception on the O&OD methodology (55 score and 41 score respectively). However, the chi – square test ($p = 0.207$) indicated that there was no relationship between sex and perception of the O & OD methodology in terms of community decision making and needs fulfilment. Men are the ones who attend meetings to make decisions and participate in policy issues, especially policy formulation and planning processes while women remain at home doing house work (Sawe, 2006). Danda (2003) has also argued that in the presence of men few women are

ready to express their views and are usually unwilling to be spokespersons in matters related to their life situations. Nevertheless, the DFT and WFT argued that women perceived the methodology positively, while the focus groups asserted that women in real sense had perceived the methodology negatively, also focus groups commented that politicians and technicians tended to publicize O&OD methodology in a positive way with the aim of seeking funds from donors.

4.3.5 The influence of marital status on perception of the O&OD methodology

It was observed from the study that married couples had neutral perception (81 scores) on the O&OD participatory methodology (Table 4). Statistical test ($p= 0.186$) verifies this. Presence or absence of the methodology means nothing for their development. They had different access to resources such that in the establishment, promotion and maintaining of sustainable development, both should participate equally.

4.3.6 The influence of education level on perception of the O&OD methodology

Based on the study, the respondents who had a primary school level of education perceived neutrally (84 score) the O & OD participatory methodology (Table 4). However, the chi – square measures ($p > 0.05$) indicated that there was no relationship between education and perception of the O & OD methodology. Education is a tool that makes people understand, use, manage, control the opportunities (resources) around their location and identify the obstacles to fully utilize the available opportunities. Through education planning, implementation, monitoring and evaluation processes of the initiated projects are attained accordingly. REPOA (2005) contends that the majority of people do not read and that they are not interested in issues such as planning and budgeting and that is why Bartle (2002) argues that the poor and less educated people generally lack confidence in their ability to improve their lives. The majority of Tanzanians find themselves in this situation.

For example, most primary school leavers forgot everything which they learned after three years. This was observed during the study because of the fact that the majority of the respondents were aged between 26 – 55 years the majority of whom were also primary school leavers. This is a constraint in the O & OD participatory planning process, especially during identifying the core community problem, implementation and management. A report from MDC (2008) remarks that poorly trained DADPs committees on financial/physical management have to a great extent contributed to late implementation of the projects they are entrusted to oversee. A study done by Sikustahili (2007) observed that in most cases people who do not know how to read and write do not also know what is going on. But knowledge is power, so people or state which lacks the power of knowledge find greatest obstacle for their development (Ellis, 1987) Education makes the community to be conversant in project planning, implementation, evaluation and ultimately to reach goals of development.

4.3.7 The influence of economic activities on perception of the O&OD methodology

Farming was observed to be the most common economic activity for most respondents; it plays a big role in income generation. This was verified by 93 respondents (Table 4). According to KDC (2008), farming plays a big role in income generation in the District revenue. This is also supported by the findings reported by URT (2005) that in rural areas farming is a dominant activity. However, in this study it was observed that there was no significant relationship ($p > 0.05$) between economic activities and perception on the O & OD methodology. To some extent one can say that there is an undefined neutral outlook since community members know the methodology (neutral perception), they have been trying to use it and they know the problem although their needs have not been fulfilled. This group of respondents had a neutral perception that O & OD methodology had assisted

the community to plan, vulnerable groups are considered, people participate in project implementation, and members of the community know the O & OD methodology.

In general statistical tests show that age, sex, marital status, education and economic activities of the respondents in the study area have no significant relationship with perception on the O&OD methodology. However, in reality there is a relationship between the variables and the community perception on the methodology as generally the community applies it.

4.3.8 The extent to which the methodology enhanced community participation

The extent to which the methodology had enhanced participation was measured through projects formulated based on the O & OD methodology, the notion of the project was initiated by whom (community or otherwise) based on obstacles and opportunities available, project implementation and roles played through the O & OD methodology.

4.3.8.1 Projects formulated through O & OD

The results presented in Table 5 show that 68.9% of respondents indicated that there were projects which had been formulated through the O & OD approach. According to Chambers (1997), participation does not just happen; it is initiated by someone who manages a process over time, allows others and it involves some control over what happens. More than one third (35.8%) of respondents acknowledged that projects were initiated by the community. This was shown by Mayoux (2003) in which it was noted that projects formulated by communities are to a high degree implemented and sustained. Slightly less than one third (31.6%) of respondents said that the projects were initiated by village leaders, 4.7% of respondents reported that they were initiated by politicians and 3.7% of respondents indicated that projects were initiated by donors.

Table 5: Distribution of respondents based on roles played in O&OD (N = 190)

Variable to measure	Category	Frequency	Percent
If there is any project formulated through O&OD methodology	Yes	131	68.9
	No	59	31.1
Who initiated the notion of the project	Community	68	35.8
	Village leaders	60	31.6
	Politicians	9	4.7
	Donors	7	3.7
	I don't know	42	22.1
Additional role since you started to implement O&OD	Yes	166	87.4
	No	24	12.6
Type of role since you implemented O&OD methodology	Contribution through fund and labour	75	39.5
	Suggestion and collective decision	53	27.9
	Supervision and implementing planned activities	36	18.9
	I don't know	26	13.7

However, FGDs with the VFT revealed that there was no intense scrutiny of the real projects planning, that is, projects affecting the community rather than just listing of activities. This was due to incompetence of WFT which was caused by inadequate training, since training of WFT was done for a short period. A study done by Rutatora *et al.* (2008)

and REPOA, (2010) also observed that the planning team of Village Agricultural Development Plans (VADPs) under the facilitation of Ward Facilitating Teams (WFTs) failed to carry out in-depth analysis of the opportunities and obstacles to development in, for example, identifying their cause and effect relationship including poverty and vulnerable groups.

The findings indicate that 87.4% of the respondents acknowledged having a role to play, while 12.6% of the respondents reported that they did not have any additional role since the start of the O&OD methodology (Table 5). This observation has also been echoed by Lindsay (1997) who notes that the acceptance to have a role to play was an indication of genuine community participation that guarantees empowerment to ensure ownership of a development process based on the people's vision and not externally generated prescriptions done by donors or government staff.

Table 5 also shows the type of roles played by the respondents, whereby 39.5% indicated contributing funds and labour, 27.9% suggested ideas and participated in the collective decisions of the interventions, while 18.9% showed to have a role in the supervisory capacity during the implementation of the planned activities. According to Maeda (1976), participatory approach is a process which allows people at the grassroots level to take an active part in making decisions regarding their own destiny. Moreover, when problems and needs are identified by the community and not accelerated by external influence implementation of programmes like ASDP, TASAFA through the O & OD methodology becomes feasible. Although 39.5% of the respondents declared to have contributed funds and labour, the researcher was told of complaints like the existence of too many projects like building primary and secondary schools, village offices, agricultural and livestock projects, and water and health projects all of which required community contribution.

This proves the notion that during O&OD planning methodology there was no careful prioritization of projects based on community needs, an observation which has been noted by Mattee *et al.*, (2008), who have remarked that “under DADPs there were simply lists of activities to be implemented, devoid of any analysis of the context, risks or inter-linkages that are necessary for the success of the activities”. Many projects initiated by the community at village level do not have in-depth analysis of the available situation and community needs implying that villagers were not trained well to tackle this kind of exercise. Despite of implementation weaknesses, the respondent to acknowledge that, there are projects which are formulated through O & O D methodology, the notion of a project to emanate among the community (community and Village leaders) and then to indicate the role played during implementation are reasons which convince the study that community participation is highly.

4.4 Who Participates in Project Planning through the O&OD Methodology

In this regard, respondents were required to provide information related to categories of people participating in the implementation and evaluation. In addition, respondents were also required to provide information on whether the projects were completed as scheduled and the reason of the failure to complete the projects as scheduled.

4.4.1 Category of people participating in implementation of the project

Table 6 shows that 78.4% of the respondents responded that male and female adults participated in implementation of initiated projects through the O & OD methodology. Furthermore, 12.1% of the respondents responded that youth participated only in implementing projects through this methodology. However, the study revealed that people participated in implementation unwillingly for fear of being punished if they did not

participate, a revelation that was mentioned during the informal discussions between Village Facilitation Team members and the researcher.

Table 6: Respondents' views on people implementing the projects (N = 190)

Category	Frequency	Percent
Male adults and female adults (26-55yrs)	149	78.4
Youth only (< 18 yrs)	23	12.1
Female Adult (26-55yrs)	12	6.3
Male adult (26-55yrs)	4	2.1
None	2	1.1
Total	190	100.0

However, what is known is that rules and regulations must be there to get things done. Unwillingness to participate is due to several reasons such as cultural, religious, income, age and sex. But in reality participation in implementation unwillingly and without community agreement implies passive participation which cannot guarantee sustainability. This is supported by Howlett and Nagu (2001) who argued that in passive participation people participate by being told what has been decided or what has already happened. This is contrary to interactive and effective participation which is recommended in the O&OD planning methodology, in which people participate from analysis, planning, implementation, monitoring and evaluation stages. This type of participation ensures active people's participation and commitment to initiated activities that lead to needs and objectives of people to be attained. Elite leaders make most of the decisions and members carry them out, as such, there is little incentive for active participation. Members feel no stake in the success of the activity, and therefore feel their interests are left out thus continuity becomes a problem. This was observed during the study and one example mentioned by the respondents revolved around the secondary schools buildings project, which was initiated without the involvement of the community as leaders dictated what to

do. According to Greg and Purinton (2005), leaders and consequently members are asked to respond to ready-made projects or to new unfamiliar tasks usually initiated or introduced by outside entities. Due to this situation, target community members find that they feel little or no essential value in the activities. This is supported by PELUM, (2006) who declared that, little participation community obtained is the result of either loyalty to the proponents or leaders, or fear of negative consequences if they do not show signs of participation.

4.4.2 Participating in evaluation and monitoring through O&OD methodology

Results summarised in Table 7 show that 38.9% of the respondents indicated that the evaluation and monitoring process of the initiated projects was done by staff from the District in collaboration with local leaders; 34.2% of the respondents reported that they did not know anything about M&E, while 15.3% reported that the M&E process was not done. Furthermore, those respondents who reported not knowing (34.2%) and who declared that the process was not done (15.3%) prove the assertion that during training the facilitator was not well equipped with training skills based on evaluation and monitoring of the project through O&OD methodology. In regard to this, Oakley (1991) has argued that the central characteristic of participatory monitoring and evaluation is that people involved in a given development programme like that of O&OD, both as implementers and as beneficiaries, start participating in and taking charge of the monitoring and evaluation efforts. Thus, the control of all the process remains in the hands of those who are developing, implementing and benefiting from the programmes. In this sense, it would be a contradiction to have people-centered, bottom-up processes of development (participatory planning methodology like O&OD) evaluated by externally commissioned people. The respondents acknowledged that community members, Staff from Districts with Village leaders and Village committee participated in evaluation and monitoring through O&OD

methodology. This indicates that, there is an interaction among the community, Village leaders and District staff. However, focus group declared that community members participate in evaluation as observers because they do not know the project in detail. This do not ensures sense of project ownership and sustainability of the project.

Table 7: Evaluation and monitoring of the project through O&OD methodology

(N = 190)

Variable to measure	Category	Frequency	Percent
Evaluation and Monitoring of the project	Staff from Districts with leaders	74	38.9
	Village committee	12	6.3
	Community members	10	5.3
	I don't know	65	34.2
	Not done	29	15.3
	Total		190

4.4.3 Projects implemented and completed as scheduled

About three quarters (75.8%) of respondents indicated that projects were not implemented and completed as scheduled (Table 8). The uncompleted projects were carried forward. As a result, they became a burden to the community in terms of contributions and fulfilment of the intended goals. This was also observed in a study done by Mabula (2007). About a quarter (24.2%) of the respondents agreed that projects were implemented and completed as scheduled. These results show that knowledge of planning was, to some extent, gained by community members because scheduling activities is part of planning. Table 8 also shows factors contributing to the failure to complete the projects as scheduled. More than half (54.2%) of respondents indicated that failure to accomplish the project was due to

poor community contribution in terms of funds and labour; 20% of the respondents reported that lack of transparency among leaders and community members; 14.7% reported that poor accountability of village leaders while 3.2% reported poor support from Districts/NGOs or CBOs as the reasons for failure to accomplish the projects. These reasons are factors in project performance but poor community contribution was more pronounced as being one of the major reasons for the non completion of projects because many projects were identified to be implemented during farming seasons. Consequently, these projects demanded the communities' contribution in terms of funds and labour, which could not be made available as priority was first given to family activities as community work was given less attention.

Table 8: Project completion and factors for failure (N = 190)

Variable to measure	Category	Frequency	Percent
Project completed as scheduled	Yes	46	24.2
	No	144	75.8
Reasons for failure to complete projects timely	Poor accountability of village leaders	28	14.7
	Poor community contribution	103	54.2
	Poor support from council/NGO/CBOs	6	3.2
	Lack of transparency	38	20.0
	All the above	8	4.2
	None	7	3.7

According to Fjeldstad (2006), the key factor of poor contribution in public activities is lack of transparency in budgets, which in turn tends to decrease the opportunities of community members to voice out their opinions. Due to this, good governance is important for leaders to operate in an open, transparent, accountable and corruption free environment.

4.4.4 Community's views on the extent to which O&OD was participatory

Table 9 provides the results from fifteen statements developed in relation to views about participation in the O & OD methodology. Most of the respondents (88.2%) agreed with the statement that there was equal sharing of leadership in all positions in the villages in terms of gender. However, discussion with VFT revealed that females who were selected to hold certain positions did not retain these positions because they got married and were forced to move away from their respective villages to follow their husbands thus reducing the representation of women.

Respondents also replied that different age groups were considered (85.1%), that youths were considered (83.8%) and vulnerable groups were considered (82.8%) in the planning process and in project initiation, this being among the criteria for implementing the O & OD methodology. Interests and needs differ among different groups. So, by considering different groups you consider different interests and needs to reach consensus in a participatory way. Although the respondents indicated that different groups were considered, the study also observed that participation of disadvantaged groups requires careful attention in terms of allocation of time, rooms for conducting meetings and means of communication. Based on this, many project leaders tend to forget vulnerable groups. In general, how they participate may require separate attention like separate meetings or special allocation of time to particular participants. Therefore, to be included in the community members' meetings may not favour their voices. So, the respondents report that

different groups were considered does not imply real participation rather than attending without giving their views.

Considering participation in making decision during meetings, 82.1% of respondents asserted that male adults are the one who make decisions during meetings. This shows that women fear to give their views in meetings. Results show that 79.1% of respondents said that it is culture which limits women to participate in decision making. It was observed that 82.1% of the people of high income, especially livestock keepers contributed large amounts of funds to support the initiated projects, a fact that was confirmed during FGDs. This is normal in rural areas because are the one who have a steady source of income.

Table 9: Community's views about participation in O&OD methodology (N = 190)

Statements measured	Strongly Agree in percentage
Equal sharing of leadership in all position in the village	88.2
O&OD planning process considered different age groups	85.1
Youths are considered during O&OD project initiation	83.8
Vulnerable groups are involved in O&OD planning process	82.8
Male adults are the ones who make decisions in the meetings	82.1
People of high income contribute more funds to assist the project	82.1
People of high income are the ones who initiate the project	80.7
Culture limits women to participate in decision making	79.1
Knowledgeable people plan and decide during meetings	68.0
Being female/male is assurance for participation in project planning using O& OD	65.9
Women to access village development information is a privilege	59.3
Male to access the village development information is privilege	57.5
Being a female/male negates you from access to village resources	56.8
Members of a party influence individual participation through O&OD	51.2
Religiosity influences O&OD planning process and implementation	51.0

It was observed that 79.1% of the respondents pointed out that culture limits women to participate in decision making. In the study areas, the dominant ethnic group advocates genders division of labour in which women take care of the household chores, plant and weed agricultural fields while men take care for livestock, market produce, and make important financial and political decisions for the family. Therefore, women do not get priority in decision making. Even if there is a priority, women tend fear to be seen as spokespersons.

4.5 Benefits of Participation through the O&OD Methodology

This section provides the benefits obtained through initiation of O&OD participatory methodology. Benefits can be classified in terms of tangible and intangible ones. Under intangible benefits a community can benefit from awareness, establishment of projects leadership, volunteerism in a community plan with a common vision and overall community readiness. The tangible benefits will be realized with implementation of the community planned projects.

4.5.1 Tangible benefits

Table 10 indicates that 81.1% of the respondents agreed that the O & OD methodology was beneficial to the communities' development, while 18.9% of the respondents reported that it was not beneficial. More than three quarters (83.7%) of the respondents responded that the O & OD methodology had not assisted the community to own the tangible benefits like village office, village roads, health centres, and school buildings. However, 7.9% of the respondents reported that they owned school buildings through O&OD participatory planning process, 4.2% village office, 3.2% health centre and 1.1% village roads through the O & OD methodology. The results show that there are some benefits with regard to the time it was launched. According to Okunade *et al.* (2005), people will participate in

managing the project they collectively use only when they clearly envisage the net tangible benefits in terms of income, products and services. But this will depend on who initiate the project. However, tangible benefit was more pronounced in top-down approach which has proved to end-up with unsustainable development.

Table 10: Tangible and intangible benefits community gained through O&OD methodology (N = 190)

Variable to measure	Category	Frequency	Percent
If O&OD is beneficial to respondents			
	Yes	154	81.1
	No	36	18.9
Tangible benefits			
	Village office	8	4.2
	Village roads	2	1.1
	Health centre	6	3.2
	School buildings	15	7.9
	There was no tangible benefits	159	83.7
Intangible benefits			
	Collective planning, decision making and implementing	59	31.1
	Assists me to be knowledgeable in many aspects	15	7.9
	Meet and exchange ideas	9	4.7
	Empowerment in decision making and supervision	27	14.2
	Benefits through Project initiated	45	23.7
	Not applicable	35	18.4

4.5.2 Intangible benefits

Table 10 shows intangible benefits which the respondents gained through O&OD methodology. About one third (31.1%) of the respondents agreed to have benefited from collective planning, decision making and implementation of projects; 23.7% benefited from projects initiated through the methodology; 14.2% had become empowered in decision making and supervision of works, 7.9% gained knowledge and skills in many aspects, while 4.7% got the opportunity to share experiences and exchange ideas with other people from different villages during meetings that were organised. In general, the primary benefit was the community readiness which is the key factor in community and economic development efforts. Through this intangible benefit the community focuses on building strength, unity and responsibility as well as getting the opportunity to identify weaknesses and encourage the community to set goals to overcome those weaknesses. However, it is always difficult, if not impossible, to put a value on an intangible benefit, but they are important in a decision-making process. Results from FGDs revealed that generally, community participation in community projects in terms of cash, materials and labour contribution is more pronounced than participation in decision making.

4.5.3 Village meetings

Usually village meetings are conducted after every three months. This is stipulated in village regulations. A village meeting is the place where all issues related to village development are disseminated and discussed by village members through the village government. At these meetings development stakeholders get the opportunity of receiving village physical and financial development reports, and air out their views concerning village development.

Table 11: Village meetings and issues presented in the meetings (N = 190)

Variable to measure	Category	Frequency	Percent
Village assemblies			
	Held every quarter a year	19	10.0
	Meetings are held but not as scheduled	12	6.3
	Not held	143	75.3
	I don't know	16	8.4
Issues presented at the village meetings			
	Income and Expenditure are presented	37	19.5
	Income and Expenditure are not presented	106	55.8
	We receive directions from top for implementation	16	8.5
	I don't know	31	16.3

The findings in Table 11 show the number of meetings that were held and issues presented during those meetings. About three quarters (75.3%) of the respondents reported that village meetings were not held as scheduled; 10% said that they were held every quarter; 8.4% reported that they did not know about meetings, while 6.3% acknowledged meetings having been held but not as scheduled. The results also show issues presented in village meetings in which 55.8% of the respondents argued that income and expenditures were not presented in general village meetings; 19.5% agreed that income and expenditures were presented in the quarterly general meetings; 16.3% reported that no issues were presented in the general village meetings; 8.5% reported that they had received directions from top for implementation.

Failure to conduct village meetings by village leaders can indicate incompetence, poor leadership, irresponsibility, and lack of accountability, transparency and the notion of hiding something which is crucial for the community. This was also observed by Rutatora (2004) that lack of vision and commitment of some Ward and Village Government officials are some of the challenges facing bottom up development processes like that of O&OD methodology. Similar findings by Odhiambo (2002) explain that fear of loss of power among leaders is one of the difficulties that hinder the success of participatory approach like O&OD methodology, since in O&OD participatory methodology power is delegated to the majority.

On the other hand, those who responded to know nothing about issues presented in the village meetings might probably be those who did not attend and participate in village meetings. This argument is in line with the report by NSSD (2001) that one of the problems facing participatory planning in villages is the reluctance of village members to attend village meetings.

Likewise, Robles-De-La-Torre (2006) argues that early experience learning, emotion and motivation are important in defining what and how we perceive. This early experience on different participatory approaches can affect the community in attending meetings. The issue of receiving directions from the top is still the practice of top down approach which is against the O&OD participatory methodology. However, it is worth taking the cognition that most rural areas suffer from lack of technical staff leading the government to resort to the imposition of directions of implementation from the top, which is evidence that the process of devolving power to local community is not completed.

4.5.4 Source of Project ideas

Results of how respondents reported on the source of project idea are summarized in Table 12. They show that 67.4% of respondents indicated the source of project idea is through the community's problems, 14.2% indicated not to know how projects started; 11.0% indicated to be initiated by village leaders and staff from District level while 7.4% said they are initiated by donors. It is true that projects are formulated after problem identification. But understanding community problems is a very crucial step in any project formulation; it needs some skills and community discussions to reach a consensus. Some respondents indicated to know nothing about project initiation and others said that projects are initiated by donors or leaders with support of staff from the District. This was caused by the reluctance of people to attend village meetings to get information on various village development issues.

Table 12: Source of project idea (N = 190)

Variable to measure	Category	Frequency	Percent
Source of project idea	Community problems	128	67.4
	Leaders with staff	21	11.0
	Donors initiation	14	7.4
	I don't know	27	14.2
Total		190	100.0

4.5.5 Development and implementation of plans with or without external support

The results in Table 13 illustrate the views of the respondents on implementation of the planning process with or without getting external support from donors. Seventy percent (70%) of the respondents indicated that they cannot implement and develop without external support. This is the dependency mentality which dominated among them and may be a root cause of poverty. Thirty percent (30%) of the respondents agreed that they can implement and develop through their own efforts without external support.

The results in Table 13 also show the reasons for possibility of developing with external support and without external support. In the case of development that depended on external support, 51.1% of the respondents indicated low capacity in terms of knowledge; technical know how and low resources in the community. This is the indication that still production is inadequate which leads into poverty. About ten percent (10.5%) reported that lack of trust and transparency among leaders were the reasons of development that depended on external support, while 7.4% argued since donors give support they did not have any reason why they should not use it. Support is needed to supplement the initiation of the community members but what is important is not always to depend on outside support; our initiation and mutual effort are needed for our own development. Communities' effort is required because it builds self-reliance and makes the community realise that projects belong to them. This is also emphasized in O & OD approach.

The notion of external support which is prevailing among the respondents is contributed by low production which is caused by frequent droughts, use of the outdated hand hoe farm implement, high cost of inputs, unreliable market of produce and pests like *Quelea quelea* (KDC, 2008; MDC, 2008).

Table 13: Development and implementation of plans with or without external support
(N = 190)

Variable to measure	Category	Frequency	Percent
Implementation of planning process without external support			
	Yes	57	30.0
	No	133	70.0
Reasons for development by depending on external support			
	Low production	97	51.1
	Donors always give us support	14	7.4
	Lack of trustworthiness and transparency	20	10.5
Reasons for development without depending on external support			
	Through our cooperation, determination and effort we can	33	17.4
	Through good utilization of available resources	25	13.2

Lack of trust and transparency spoils the efforts which the District Councils like Manyoni and Kondoa assisted by different donors spent on the community aimed at enhancing their development. On the other hand, 17.4% of respondents agreed that through cooperation, determination and efforts they can develop without external support, while 13.2% indicated that through good utilization of available resources they can eliminate dependence and develop without external support. According to the O & OD planning process, village plans to be incorporated in District plans should indicate the amount communities will contribute in order to ensure that communities become aware that development is for them and hence they are required to contribute to remove the

dependency mentality. Under good supervision and commitment of all stakeholders on the use of the available resources they can develop without depending on grants from donors.

4.5.6 Benefits foreseen under O&OD methodology

The findings in Table 14 depict benefits which the community expects from the O&OD planning methodology. Communities can adopt certain innovations, ideas or approaches like that of O&OD participatory methodology after seeing that there are some benefits from them. More than two fifths (47.4%) of the respondents expected benefits of good results from what had been planned by them. This is obvious because you harvest what you sow. Likewise, expectation of good benefits motivates and encourages implementation. About one fifth (20%) of the respondents anticipated assurance of doing things together, that is, community participation in implementation of projects; 17.4% of the respondents predicted transparency among the community to prevail while 15.3% of the respondents foresaw continuation of empowerment in decision making in the community.

Table 14: Benefits foreseen under O&OD methodology (N = 190)

Variable to measure	Category	Frequency	Percent
Benefits foreseen under O&OD			
	Empowerment in terms of decision making	29	15.3
	Transparency among community members	33	17.4
	Assurance of doing things together	38	20.0
	Good results from what had been planned	90	47.4
Total		190	100.0

When this is internally practiced, the community cannot hesitate to adopt the idea or methodology like O&OD methodology. However, through focus group discussion the study revealed that many initiated projects were constrained by insufficient and delayed funds, lack of trust and transparency among the leaders. REPOA (2010) also observed this.

4.5.7 Methodological areas which need to be addressed so as to be useful and responsive to the community

Table 15 gives the respondents' views on the areas for improvement to make the methodology responsive to communities' development efforts. About a half (47.9%) of respondents said frequency of community meetings and provision of training on the O & OD methodology, 23.7% mentioned community accountability in the implementation of the O & OD planning process, 13.2% mentioned involvement of the community in all processes of the project, while 10% mentioned that there should be transparency among leaders and emphasized timely release of progress reports. All the suggestions made by respondents are essential for making sure that the methodology is more useful for community development.

Table 15: Areas for improvement to ensure responsibility of the community (N = 190)

Variable to measure	Category	Frequency	Percent
Areas for improvement	Transparency among leaders and emphasis on timely progress report release	19	10.0
	Community accountability in implementation	45	24.2
	Frequent community meetings and training on O&OD methodology	100	52.6
	Community involvement in all processes of the project	25	13.2
Total		190	100.0

4.6 Challenges and Problems Encountered During Implementation of O&OD

Methodology

This section discusses the challenges and problems encountered during the implementation of the O & OD methodology. Respondents were asked to respond to the statements showing strengths, challenges and problems encountered and suggestions on how to solve them. The results are presented in Table 16

Table 16: Respondents' views about challenges encountered during implementation of O&OD approach (N = 190)

Statement measured	Strongly Agree in Percentages
Inadequate training on O&OD is the cause of negative perception for the community	81.8
Still planning process is done and controlled by staff from District office	75.4
Poor accountability and responsibility of village leaders are the big challenges	70.9
The approach is not known by the majority	67.9
Inadequate transparency limits community members participation in projects	59.9
Inadequate participation of community was due to dishonest leaders	56.7
Inadequate transparency of leaders is due to fear of losing power	55.3
Failure to differentiate group age are the causes of low perception	53.4
Participation in O&OD planning is not village representative	50.1
Women are not considered in the decision making process	48.8
Lack of legal action against those who do not participate in project demoralize others	39.9

4.6.1 Challenges encountered during implementation of O&OD approach

Table 16 shows the challenges which were encountered by the communities during the implementation of the O&OD methodology. More than four-fifths (81.8%) of the respondents said that the most important challenge that was encountered was inadequate training of O&OD methodology which results into negative perception by the community. About three quarters (75.4%) of the respondents indicated that the planning process was still being done and controlled by staff from District office, which was the second challenge. The results show that 70.9% of the respondents indicated that poor accountability and responsibility of village leaders were a big challenge, while more than a quarter (39.9%) of the respondents said that lack of legal action against those who did not participate in project implementation demoralized others being another challenge, and hence the poor participation and implementation of projects initiated by the O&OD methodology.

4.6.2 Problems communities face in implementing O&OD methodology

During the study, respondents were asked about the problems communities faced in the implementation of the O&OD methodology. The findings in Table 17 indicate that 80% of the respondents said that there were problems, while 20% responded that there were no problems encountered during O&OD implementation. Based on the types of problems faced, 30% of the respondents pointed out lack of education among members of the communities, which they claimed hindered the implementation of the O&OD methodology from the planning process to final evaluation of the implemented activities.

More than a quarter (27.4%) mentioned the communities fear to contribute in terms of labour and cash; 14.7% the problem of poor accountability of leaders and community

members, while 7.9% mentioned failure to accomplish the initiated projects was the main problem of the approach.

These results have also been corroborated by findings from a study done by Mabula (2007) and the discussion conducted between the researcher and the community members. For example, discussions with the Kondo and Manyoni Districts Facilitation Teams revealed that communities feared to participate because they were not sure of the commitment of their leaders. Trust between the community and its leader's results from transparency among communities which in turn makes community members to build confidence in the project and its leaders.

Table 17 : Problems communities face in implementing O&OD methodology

(N = 190)

Variable to measure	Category	Frequency	Percent
If any problem facing in implementing O&OD	Yes	152	80.0
	No	38	20.0
If yes, what are those problems	Poor accountability of leaders and community members	28	14.7
	Lack of education among the community members	57	30.0
	Fear for community contribution in terms of fund /labour	52	27.4
	Failure to accomplish the initiated projects	15	7.9

Furthermore, the discussions with District and Ward Facilitation Teams showed that the responsible Ministry and District Councils had provided O&OD guidelines with partial training to the communities. This partial training was conducted for 2 to 5 days in some villages due to shortage of funds, where emphasis was on preparation of village development plans rather than creating community capacity building. This has in turn resulted in the inability of the community to take ownership of the planned projects leaving them to be dominated by outsiders.

4.6.3 Suggestions on solving the mentioned problems

Table 18 gives some suggestions based on problems encountered during the implementation of O & OD methodology. About half (45.8%) of the interviewed people suggested that meetings and education among community members must be emphasized. About one fifth (22.6%) of the interviewed people recommended that emphasis should be on leaders accountability, While 8.9% of interviewed people wanted the government to continue supporting the initiated projects through subsidies to ensure sustainability. A few (2.1%) of the interviewed people recommended that the initiated projects should be finished for community to benefit from them. The suggestions made by the interviewed people were important for improving the implementation of the methodology.

Table 18: Suggestions for solving the mentioned problems (N = 190)

Variable to measure	Category	Frequency	Percent
Suggestions on solving problems	Emphasis on accountability of leaders	43	22.6
	Improving meetings and education of members	87	45.8
	Subsidies by the government	17	8.9
	Implementation of identified projects	4	2.1

4.7 The Relationship between Political Ideology, Religious Beliefs, Culture and O&OD Participatory Methodology

Relationships between political, religious and cultural beliefs, and O&OD participatory methodology were assessed in order to observe the statistical association that exists among them. In this case Ch-square test was employed at 5% level of significance.

Table 19: Cross-tabulation of political ideology, religion, and culture to observe the association with O&OD participatory methodology District-wise

Variable	Manyoni n = 120		Kondoia n= 70		X ²	df	P -value
	Yes (%)	No (%)	Yes (%)	No (%)			
Political ideology	78.3	21.7	52.9	47.1	13.402	1	0.000
Religious beliefs	15.8	84.2	70.0	30.0	5.338	1	0.018
Culture beliefs	14.2	85.8	41.4	58.6	17.907	1	0.000

The results in Table 19 show that there is an overall chi- square value of 13.40 with 1 degree of freedom. This means that the probability of occurring by chance alone is less than 0.05 ($p = 0.000$), thus the relationship between political ideology and community perception on the O&OD participatory methodology is statistically significant. This was also acknowledged by seventy eight percent (78.3%) of respondents from Manyoni and about twenty percent (21.7%) of respondents from Kondoia and focus group members from both Districts. This result implies that political ideology influences community perception on the O&OD participatory planning methodology when politicians interfere with planning, decisions and implementation of identified projects for their interests or political focus. This was also observed by REPOA (2010), that the planning framework allows local politicians and bureaucrats to influence the location of public projects towards

communities' choice, aimed at promoting geographical equity in service provision as well as political interests.

The relationship between religious beliefs and community perception on the O&OD participatory methodology is statistically significant as the value of $P = 0.018$, with overall chi-square value of 5.338. The result is contrary with eighty four percent (84.2%) of respondents from Manyoni who said that there was no relationship between religious beliefs and perception on the O&OD methodology. But 70% of respondents from Kondoia agreed that religious beliefs influenced community perception in terms of decision making and participation in projects implementation. Also, through focus group discussion it was observed that religious beliefs do not influence the community perception of the O&OD participatory methodology in terms of decision making and implementation of identified activities. Sawe (2006) concurs with the results from Kondoia when explaining that religious beliefs have been influential in any idea like that of O&OD methodology.

Likewise the relationship between culture and community perception on the O&OD participatory methodology is statistically significant at $P= 0.000$ and overall chi-square value of 17.907. But basing on respondents views, about eighty five percent (85.8%) of respondents from Manyoni and almost forty percent (41.4) of respondents from Kondoia reported that there was no association between culture and community perception on the O&OD participatory methodology. Through discussion with DFT and focus group it was observed that decision making is culturally oriented since male adults are the decision makers.

CHAPTER FIVE

5.0 CONCLUSIONS AND RECOMMENDATIONS

5.1 Overview

This chapter summarises the results, the conclusions and recommendations based on the objectives of the study of assessing community perception on the O&OD participatory planning methodology. Specifically, the study focused on the opinion of community members on the extent to which the O&OD had enhanced community participation and established who participates in project planning through the O&OD planning methodology. The study also assessed the benefits of participation based on the projects initiated through the O&OD methodology. Lastly the challenges encountered by the community during implementation of the O&OD methodology were determined.

5.2 Conclusions

1. The results from this study show that community members know the O&OD methodology but they do not know its contents in detail. The results also show that the community members' perception of O&OD methodology in Manyoni District was negative implying that the methodology had not enhanced community members to own the planning process and realise the communities' needs. In Kondoa the methodology was perceived positively meaning that their needs were fulfilled, although they reported that the planning processes were dominated by District staff.

The extent to which the methodology has enhanced community participation was measured through projects formulated and initiated by the communities themselves. The results show that there are projects formulated through the methodology and

initiated by communities. However, FGDs, and discussions with VFTs revealed that there was no intense analysis of potential projects, instead there was just a listing of activities, probably due to the incompetence of WFTs which resulted from inadequate training, which, when given was too short to enable members of the communities to grasp and understand the O&OD methodology.

2. The study indicates that different categories of people participated in project implementation and planning using the methodology. However, it was observed that male adults participated unwillingly for fear of being punished if they did not participate. The results show that vulnerable groups were also involved in the planning process. The study observed that people of different age groups, sex, marital statuses, education and economic levels have different perceptions of the methodology. However, based on chi – square test, there was no significant relationship between age group, sex, marital status, education, economic level and the perception of the O&OD methodology. However, discussions in FGDs, DFTs and WFTs show that age (adult), sex (male), marital status, education (literate) and economic status (rich people) have a positive perception on the O&OD methodology in planning process, implementation of the projects and in decision making.
3. The community gained tangible and intangible benefits through the O & OD methodology. The tangible benefits were realized after the completion of the initiated projects, while the intangible benefits which include collective implementation of activities, empowerment in decision making, increase in knowledge, sharing and exchange of ideas, were realised in the course of planning and project implementation.

4. Community encountered various challenges during the implementation of the O&OD methodology. These challenges were involvement of District staff in the planning process with low community members participation, poor accountability and responsibility of village leaders, inadequate transparency among leaders, demoralization due to lack of legal action against those who did not participate in implementation of the projects and inadequate training in project planning, implementation and evaluation. Community participation with the aim of reducing costs among the communities project was also dominant instead of effective participation with the sense of ownership and ensuring sustainability.

During launching of the O&OD methodology, there were interlinkages among all sectors, but the study observed that each sector involved in the O&OD methodology worked independently. O & OD is expected to play significant roles based on the progress of decentralization programme. Currently this role is not significant because the mechanism for monitoring and the emphasis of the methodology was not made clear because the DFTs have no capacity for monitoring the Village/Ward development plans even the simple task of checking the activities of WFTs and VFTs.

5.3 Recommendations

Despite the good intentions of O&OD, the evidence from the study indicates that the methodology does not work as documented. The following recommendations are made based on this study.

- (a) As the community members acknowledged knowing the O&OD methodology, this is an opportunity for District Council to put more emphasis on the use of the O&OD methodology to ensure community's priorities are incorporated in the

District plans. To achieve this there should be training for VFTs and community members on planning, monitoring and evaluation aspects.

- (b) O&OD participatory methodology should be emphasized particularly at the community level. That is, the village government should improve the involvement of community members in the formulation and implementation of village development plans, while the District Council should give priority to plans initiated by villages rather than speculating on what needs to be done at a particular village.
- (c) It was observed from this study that the majority of community members do not attend village meetings and even those who happen to attend the meetings do not participate fully in project planning process. Therefore it is recommended that meetings should be emphasized and sensitization promoted through traditional dances, since meetings is the only way of ensuring and promoting transparency and accountability of leaders. Community empowerment in terms of training on the importance of meetings and their rights to get information at meetings should also be strengthened.
- (d) There should also be regular follow-ups, monitoring and feedback to community to cement trust between leaders and community members. The District Council should put more emphasis on follow-ups using the DFT.
- (e) In the establishment, promotion and maintenance of sustainable development, different groups (men and women, vulnerable) should be participating equally using O&OD methodology in the design, implementation and evaluation of programs that affect them, since they have different access to resources.

- (f) On the issue of the demoralization of some community members due to lack of legal action against those who do not participate in implementation of the projects, emphasis should be on the use of bylaws, close follow-ups and community sensitization to realise the benefits and build project ownership.

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APPENDICES

Appendix 1: Variables, operational definitions and indicators

Variables	Operational definition	Indicator
Age	Number of years a person has lived	Youth (below 18 years) Middle aged (18-26 yrs) Adult (26—55 (years) Old (55 and above)
Sex	State of being male or female	Female /male
Marital status	Having a spouse or the state of being married	Wife /Husband
Income	Earnings from doing work or receiving from Investment	Money /Production/ Assets
Education	Number of years a person attending a formal schooling	Primary / secondary/ Tertiary
Cultural factors	Beliefs of an individual/society that affects participation	Norms/Beliefs
Political ideology	Beliefs or principles based on Political Party	Membership of party
Religiosity	Having a strong beliefs on God or gods	Frequencies of attending Churches / mosque
Institutional analysis	Bylaw set to assist implementation of planned activities	Report showing the bylaws action

Appendix 2: Sample size determinations

Sample size will be determined using Z formula

$$\text{Formula} \quad n = \frac{Z^2 pq}{d^2}$$

Where n = number of sample size in the study area

Z = Standard normal deviation set at 1.96 corresponding to 95% confidence level

p = proportion in the target population, (if population is not known we use 50%)

$q = 1 - p$ (1- 50%) (1- 0.5) = 0.5

d = degree of accuracy desired (set at 95% equivalent to 0.05)

$$n = \frac{Z^2 pq}{d^2} = \frac{(1.96)^2 (0.5) (0.5)}{(0.05)^2} = 384.16 = 384$$

Based on Z formula, the sample size to be studied is 384 but due to limitation of funds and time, 215 respondents was taken

Source: Lecture notes (Mwageni, 2008)

Appendix 3: O&OD Planning Process at Village Level

Schedule Activities

Day-1

- Extraordinary Village Assembly for launching the planning process.
- Formation of focus groups. Focus groups are purposive groups formed on the basis of sex, age, and occupation, is a major participatory tool for O & OD Planning process. Focus group discussions provide access to a larger body of knowledge of General Community information Household wealth ranking is an evaluation of the economic status of every household in the Community

Day 2

Drawing the map

- Transect walk refers to the collection of spatial information, through direct observation while walking across a selected route in the Village.
- Historical time lines is a participatory tool, which enables the Community members to carry out a simple analysis of the major historical events in their Community.
- Gender Resource Map analysis
- Institutional analysis; Institutional analysis helps the Community to know the area of collaboration in terms of good governance (i.e. administration, corruption and transparency), service delivery, gender rights, economic strength and support, social cultural behavior and influence.
- Seasonal calendar is a participatory tool which presents diverse information in a common time frame.
- Sources of Revenue and Expenditure
- Gender daily activities calendar is a participatory tool that enables the generation of information by gender and age based on the Division of labour at the household level.

Day 3-5 Focus Groups to discuss the Tanzania Development Vision 2025

Day 6 Focus groups to integrate the draft plan

Day 7 The Village Council to prioritize specific objectives

Prepare the Plan

Prepare 3 year Plan

Day 8 Ward Development Committee Meeting to be held so as to give advice on the draft Village plans.

Day 9 Extra ordinary village assembly to receive and approve the village Development plan.

Source: PORALG, Opportunities and Obstacles to Development: Community Participatory Planning Process (Rural Process), 2004.