

Community Participation in Community Secondary School Construction Projects in Kibaha District Council, Tanzania

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ABSTRACT

The centrality of participatory practices in recording development objectives is widely acknowledged. However, limited information exists on the factors that motivate community participation in the construction of community secondary schools. This article mends the said gap by exploring the factors that motivate community participation in community secondary school construction in Kibaha, Tanzania. The study utilised a descriptive research design, garnering primary data through 118 household surveys and 2 key informant interviews. The study also collected data through documentary reviews meant to triangulate the data gathered through interviews to deepen discussions and check primary data. Quantitative data analysis was conducted using IBM SPSS Statistics software with simple frequency analyses presented in tables and discussed descriptively. Atlas ti was used to process qualitative data that eventually underwent content analysis and descriptive discussion. The study unveils that community participation in community secondary school construction is positively impacted by accumulated knowledge on participation, community secondary school benefits, transparency on income and expenditure, quality leadership, decentralisation of decision-making at low levels of governance, and local people empowerment. Conversely, the absence of these motivating factors has negative motivational effects on community participation in such projects. Hence, it is imperative to make concerted efforts to reinforce the positive motivational factors. These efforts should include enhancing community awareness of participation, empowering community members to actively participate, fostering a culture of good governance, particularly in matters of financial transparency, and involving the community in decision-making throughout the implementation of development projects. Furthermore, clear explanations of the benefits accruing to communities from the construction of community secondary schools are essential.

Keywords: Community Participation, Community Secondary Schools, Motivation, Kibaha, Tanzania

I. INTRODUCTION

Community participation in the construction of Community Secondary Schools (CSSs) in developing countries like Tanzania serves as an alternative approach when government efforts cannot adequately finance the construction of such schools (Kamau et al., 2022). This is particularly so because the economies of most developing countries cannot afford to cope with the ever-growing educational infrastructure demands escalated by population growth and universal free and compulsory primary education (Edward, 2019; Lazaro & Matiku, 2022). Governments in these countries regularly invite the private sector to invest in education to supplement available public school placement vacancies (Damon et al., 2016). However, the high costs associated with for-profit private secondary schools serve as a barrier to access for a significant portion of the impoverished citizens (Lazaro & Matiku, 2022). Therefore, involving local communities in the construction of affordable CSSs is imperative (Kamau et al., 2022). The involvement of community members in Community Secondary School (CSS) construction is also informed by participatory development ethos which happens to be the current development paradigm (Damon et al., 2016).

Ideally, community participation in development endeavours including CSS construction is practised by giving room for people to plan for development projects, taking part in implementing those plans, and monitoring and evaluating their implementation (Chowdhoree et al. 2020; Hao et al., 2022). The inclusive nature of the participatory ideal is expected to enhance community members' commitment to carry out development projects and contribute to their sustenance (Holum, 2022; Grassini, 2018). As noble as the expectations of community participation seem to be, the approach is put to severe tests of fitness by various scholars (Salum & Malipula, 2023). Most scholars question the efficacy of bottom-up participatory development strategies and the nature and level of community members' (the ideal beneficiaries of the development efforts) participation in development processes (Malipula, 2022a). Numerous studies divulge how people participate in development projects and the effects thereof (Mgulo & Kamazima, 2019; Hao et al., 2021). However, little is known about what motivates participation in development projects in general and CSS construction in particular (Mnaranara, 2010; Kamau et al., 2022).

Community participation in CSS construction in Tanzania dates back to the promulgation of the Arusha Declaration in 1967 which informed Tanzanians to participate in development endeavours in a socialist and self-reliant manner (Kitigwa & Onyango, 2023). At the material time, community efforts contributed highly to the construction of primary schools throughout Tanzania (Lyimo et al., 2017). Currently, community participation is cajoled in decentralised local governance which is meant to attract citizens' voices in the development processes (Asukile & Mbogo, 2022). Such consideration rationalises the bottom-up approach depicted in Tanzania's development planning blueprints particularly the Opportunities and Obstacles to Development (O&OD) approach which demands communities to originate from the lower levels of local governance, the Village/ Street level and Ward level (Malipula, 2022a). In our case, the lower levels are Street meetings on the four streets in Kawawa Ward and the Kawawa Ward Development Committees (KWDC). Deliberations of these meetings are supposed to be incorporated into the Kibaha District Council (KDC) plans.

The government of Tanzania under President Kikwete embarked on a massive nationally orchestrated project of constructing CSSs in all Wards (Malipula, 2022b). His successor, John Magufuli, and the incumbent Her Excellency Samia Suluhu Hassan followed suit by building more CSSs and implementing a free primary and secondary education policy (Kitigwa & Onyango, 2023). The later increased enrolment and the demand for more CSSs abound (Lazaro & Matiku, 2022). Community members were engaged in constructing these schools before, however, Mnarana (2010) argues that community members' participation in the rural areas of Tanzania is limited. This is a serious flaw as the state of education delivery in Tanzania after the commencement of free and compulsory education requires a lot of infrastructure and the state has proven to lack enough muscles to address the shortage (Mnarana, 2010; Edward, 2019; Lazaro & Matiku, 2022). Since community participation provides an alternative to supplementing government efforts in CSS construction and communities are complex, knowing what could bring them together to attain CSS construction goals is apparent. Such conviction calls for an investigation into motivators and demotivators of community participation in CSS construction projects. It is against this backdrop that this study strives to explore what motivates community members to be either active or inactive participants in CSS construction projects using experiences from the construction of Kawawa Secondary School (KSS) in KDC. It specifically identifies factors that motivated community participation in KSS construction, ranks the motivators, and proposes a way forward for enhanced community participation in CSS construction projects.

II. LITERATURE REVIEW

2.1 Theoretical Literature Review

2.1.1. Social Exchange Theories and Community Participation in Development Projects

Informed by strategic rationality, social exchange theories contend that individuals have expectations of benefits and are motivated to participate in development endeavours that coincide with their expectations. The benefits could be material rewards or recognition (Zboja et al., 2020). To divulge the benefits angle of participation, social exchange theories provide consideration to the centrality of cost-benefit analysis (Jahan & Kim, 2021). The theory postulates that human choices of activities are reliant on an interchange of costs (money, time, and efforts) and benefits, whereby the latter could only have a motivational effect on participation if the former does not entail an unbearable burden (Cropanzano et al., 2017). Social exchange theories hold that social behaviour is a product of varied exchange processes taking place within a particular social order (Gergen, 2021). At its heart, the exchanges are meant to maximise social benefits and minimise social costs. In this regard, the theory proposes that people make conscious calculations weighing potential benefits and costs and/or risks of engaging in any social engagement including participation in development endeavours. Whenever the costs and/or risks offset the benefits, the only choice for people to make will be to let go of such engagement. Such an outlook is deemed relevant in interrogating motivators of community participation in CSS construction projects. Bearing in mind that most of the study participants are less educated and participation studies associate limited community participation with disempowerment (Mulikuza et al. 2019), we consider the dictates of empowerment theories to be germane to this study.

2.1.2 Empowerment Theories and Community Participation in Development Projects

Empowerment theory at its core emphasises the centrality of individuals' and communities' personal, interpersonal, and political power to successfully take part in a given activity including participation in development endeavours (Navy, 2020). (Kamruzzaman, 2020) considers empowerment crucial in informing authentic participation in both processes and outcomes of participation in development initiatives. Navy, (2020) contends that the empowerment

of people for participation depends on the information, leadership, resources, confidence, and skills of participation that they possess. This suggests that actions, activities, and structure may be empowering when they accord the community access to information related to the projects under implementation, resources to participate in those projects, and the confidence and skills to authentically take part in the projects' activities. Transparency, in particular, enables individuals and groups to be empowered and gain the knowledge necessary for accessing and controlling resources and consequently achieving their individual and shared goals (Fung, 2015). Since leaders wield power and have a big role to play in empowering community members, their ability and will to do so have a role to play in motivating participation (Misafi & Malipula, 2016).

2.3 Empirical Literature Review

2.3.1 Motivators of Community Participation in Development Projects

Several studies point out the motivators of community participation in development projects. Most studies conducted contend that community participation is motivated by the benefits that development projects are expected to provide, community members' awareness of participation and its merit, transparency on the administration of development projects, leadership, involvement in decision making and empowerment (Salum & Malipula, 2023; Malipula, 2022a; Chowdhoree et al., 2020; Mgulo & Kamazima, 2020; Laly & Mokaya, 2018; Mnarana, 2010). For instance, studies by Salum & Malipula (2023); Chowdhoree et al., (2020); and Laly & Mokaya, (2018) informed by strategic rationality embedded in social exchange theories contend that individuals have expectations of benefits and are motivated to participate in development endeavours that coincide with their expectations. The benefits could be material rewards or recognition (Zboja et al., 2020). In this regard, community members undertake what Jahan & Kim (2021) dub a cost-benefit analysis before deciding to take part in a development project. As such, human choices to participate or not to participate are reliant on an interchange of costs (money, time, and efforts) and benefits, whereby the latter could only have a motivational effect on participation if the former does not entail an unbearable burden (Cropanzano et al., 2017). This line of thought presupposes that social behaviour is a product of varied exchange processes taking place within a particular social order (Gergen, 2021). At its heart, the exchanges are meant to maximise social benefits and minimise social costs. In this regard, community members make conscious calculations weighing potential benefits and costs and/or risks of engaging in any social engagement including participation in development endeavours. Whenever the costs and/or risks offset the benefits, the only choice for people to make will be to let go of such engagement. Such an outlook is deemed relevant in interrogating motivators of community participation in CSS construction projects.

Other studies link community members' motivation to actively participate in development endeavours with the level of awareness of participation aspects (Mnarana, 2010; Malipula, 2022a; Kitigwa & Onyango, 2023). At its core, these studies contend that the more aware they are of the concept and practices of participation the higher the level of participation in development projects including CSS construction projects. Scholars buying into this line of thought hold the view that raising community awareness accords community members the ability to define their needs, understand ways and means of solving their problems, and take part in solving them- key prerequisites for a genuine sense of ownership and responsibility that motivate participation. Mnarana (2010) contends that enhanced awareness of participation encourages collaboration and teamwork among participants as they are made to understand and believe that working together results in better outcomes. Such a viewpoint is anchored on the fact that increased awareness of participation among community members encourages cooperation, communication, and the sharing of ideas which eventually enhances their participation in classroom construction projects. Lazaro & Matiku, (2022) link the sharing aspect resulting from awareness with creative and innovative solutions to varied challenges faced during project implementation. Such connection motivates participation as it enhances community members' sense of ownership, assures them of smooth implementation of projects and sustainability. In sum, the influence of awareness of participation on participation in CSS construction delineated above is complex. Awareness is deemed pivotal in empowering community members to become active contributors to development processes, fostering collaboration, and instilling a sense of ownership, all of which actively motivate community participation in CSS construction.

Empowerment or Capacity Building is also considered paramount in facilitating community members' dedication, and abilities to manage and utilise resources which are important determinants to strengthen people's ability to solve local issues is referred to as capacity building. Capacity building sessions help to develop community awareness of local problems and issues and will increase local participation in developing and demanding a project that will satisfy the needs of the community. This theory considers empowerment crucial in informing authentic participation in development initiatives (Kamruzzaman, 2020). Empowerment for participation depends on the information, leadership,

resources, confidence, and skills of participation (Mnaranara, 2010). This suggests that actions, activities, and structure are empowering when they accord the community access to information related to the projects under implementation, resources to participate in those projects, and the confidence and skills to authentically take part in project activities. Transparency, in particular, enables individuals and groups to be empowered and gain the knowledge necessary for accessing and controlling resources and consequently achieving their individual and shared goals (Fung, 2015). Since leaders wield power and have a big role to play in empowering community members, their ability and will to do so have a role to play in motivating participation (Misafi & Malipula, 2015).

Many studies have suggested that projects incorporating participatory decision-making processes lead community members to perceive themselves as key shareholders. Such processes are made possible by a leadership that is inclusive and decentralises power and authority to the lower levels of authority (decentralisation), and enables community members to take part in development endeavours in an informed manner (Salum & Malipula, 2023; Malipula, 2022a). Such a situation presupposes the existence of transparency as the community has been aware of project plans, deliverables, beneficiaries, the funding and implementing agencies, and the positive as well as negative impacts of the projects to the community for them to decide to participate or not to (Hao et al., 2022).

2.4 Analytical Framework

The theoretical and empirical review above entails that determining influences of motivation and community participation are too complex to be determined by a single theory. As such, an eclectic conceptual framework deduced from the reviewed theories is proposed to guide this study. Based on the theories highlighted above the study uses project benefits, transparency, leadership, empowerment, and decentralisation as variables to establish motivators of community participation in CSS construction. Project benefits in this study will include immediate benefits like income through entrepreneurial opportunities and long-term accrued returns after project completion like skills, employability, change of attitude, etc. It is generally assumed in this study that high knowledge and expectations of benefits motivate people to participate in the implementation of projects. On the other hand, transparency in this study will be gauged through elements such as accountability in terms of reporting income and expenditure and how the benefits are shared among the participants. It is expected that transparency gives people the opportunity to be aware of what is going on and attracts high participation. In this study transparency on how resources for the projects are mobilised and spent will be measured by looking into the availability and accessibility of financial and income expenditure reports, and accountability of leaders to the people on giving information on key issues.

Empowerment as indicated above entails increased capacity to undertake a given function. In this study, empowerment concentrates on capacity building initiatives geared towards enhancing community members' ability to make decisions on public matters of concern to their community. This variable is measured by access to information on CSS construction, access to training on the benefits of participation in the construction of CSSs, and community members' capacity to make their own decisions on participation in the CSS construction processes. Leadership refers to the organisational capacity of the people entrusted to be leaders in sharing ideas, decision-making, public resource use, and management. The more leaders do so, the more the community is expected to participate. In this study, leadership is measured by the ability to solve problems, share ideas, management of public resources, have decisive communication, be honest, delegate, respect others, take responsibility, and capacity to motivate others. Lastly, decentralisation in this study entails that the more decisions on CSS construction are decentralised the higher the motivation for community members to participate. As such, the study strives to understand who makes key CSS construction decisions. Specific interest is placed on measuring local peoples' involvement in making decisions on what to do, resource use, procurement, and amount of cash contributions. Lastly, the tested motivators will be ranked to establish their level of importance in motivating CSS construction.

III. METHODOLOGY

The study employed a descriptive research design to examine the factors driving community involvement in constructing KSS, situated in Kibaha District, Coast Region, Tanzania. This approach offers a detailed understanding of population characteristics and behaviours, utilising either quantitative or qualitative methods, or both (Bryman, 2015; Yin, 2014). KDC was chosen due to its status as one of the poorer LGAs in Tanzania, and its cultural emphasis on traditional practices over education (Malipula, 2022b). This setting offers an opportunity to explore community participation motivators on CSS construction in a poor area where formal education may be undervalued compared to

other regions. Also, KDC was chosen because of its proximity to Dar es Salaam, the business capital of Tanzania, which sheds light on the dynamics of semi-urban involvement in CSS construction projects.

The study involved a total of 120 participants, consisting of 118 community members aged 18 and above from two streets in Kawawa ward (Makazi mapya and Matunga Streets), and 2 Key Informants (KIs) selected for their leadership roles in CSS construction. The inclusion of 2 KIs was justified by Vasileiou et al. (2018), who argue that qualitative studies require data collection until saturation is reached, indicating that increasing the sample size would not yield new information. The selection of 118 respondents aligns with Bailey's (1994) recommendation that quantitative studies should include a minimum sample size of 30 cases to minimise sampling errors. The household was chosen as the unit of analysis, as CSS construction participants are typically associated with households. Participants were randomly selected from street household registers to ensure a representative sample, with a simple random selection method employed to choose adult respondents from the selected households. The selection process was facilitated using lists of inhabitants obtained from Makazi mapya and Matunga Street offices.

The study utilised both primary and secondary data collection methods. Primary data were gathered through survey questionnaires and Key Informant Interviews (KIIs), while secondary data were obtained through a review of relevant documents. A standardised questionnaire was used to collect data from 118 participants regarding the motivators of community participation in CSS construction projects. IBM SPSS Statistics software was utilised to analyse the quantitative data, with simple frequency analyses presented in tables and texts. Qualitative data were gathered through face-to-face KIIs, guided by an interview guide were recorded with consent from the KIIs and subsequently analysed using Atlas ti software. Content analysis techniques were used to establish relationships and draw conclusions. Secondary data, sourced from scholarly books, government documents, dissertations, and journal articles, were also reviewed to triangulate and supplement the primary data findings.

IV. FINDINGS & DISCUSSIONS

4.1. Motivators of Community Participation in CSS School Construction Projects

This subsection presents results and a discussion on the motivators of community participation in KSS construction. It contains presents and discusses how knowledge of the benefits of constructing KSS, awareness of participation, decentralisation, transparency, empowerment, and leadership qualities as conceptualised above influenced community participation in the construction of KSS.

4.1.1 Knowledge of Benefits of Constructing KSS and Participation in its Construction

As indicated earlier, the study was interested to know whether benefits expected to be accrued from CSSs attract people to participate in constructing them. Firstly, we established respondents' awareness of the benefits of CSSs and later established how the benefits influenced their participation. The data collected indicate that 98% of the respondents were aware of the benefits of constructing CSSs in the ward while only 2 % of respondents were not. The benefits identified by respondents from an open-ended question are summarised in Table 1.

Table 1

Benefits of Constructing a CSS in Kawawa Ward

S/N	Benefits	Percentage
1	Reduction of transport costs for children joining secondary school education	77
2	Increases enrolment of students passing standard seven examinations	52
3	The school will reduce the number of youths loaming on the streets	39
4	Will contribute to the availability of experts in the community and beyond	36
5	Increased economy and reduced ignorance among the population	32
6	Increased chances of getting employment among people	14
7	Attracting other services like health, electricity and water	13
8	Market for local entrepreneurs' products	11
9	Limited pregnancy related dropouts	8

The high percentage of respondents indicating knowledge of the benefits of CSS construction and the actual advantages highlighted in Table 1 point out that the respondents undoubtedly know the advantages of building a CSS in their area. In light of the social exchange and expectancy theories people are expected to be moved by the advantages

of a project to actively participate in its execution. Indeed, this was the case as 86% of all respondents agreed that the advantages of having a CSS in their area attracted them to participate in the construction of the school, while 14% said the benefits did not attract them to participate in the same. Our interviews with KIIs pointed out that community members who were not aware of the merits of CSS construction and the eventual running of the school participated because of fear of sanctions - social (ex-communication) and state (fines) associated with non-participation. This position is well summarised by the following views from KI 2:

“Most people understand the importance of education nowadays. Even the few who do not know the importance of the CSSs participated in the construction of the school because they fear paying fines or being viewed as enemies of development by their colleagues.”

The data also indicate that awareness of the benefits of CSS construction and expectations of reaping those advantages motivated KSS construction as the social exchange and expectancy theories entail. Equally, avoidance of social and state sanctions depicted above which motivated active participation in KSS construction entails relevance of the need and expectancy theoretical perspectives that associate community participation with the need to belong to a society by abiding to its socially desirable aspects and subsequently enjoying the benefits thereof. The findings are in line with Mnarana (2010) and Laly & Mokaya (2018) who associate participation in development projects with knowledge of the benefits and the potential of realising them.

4.1.2 Awareness of Participation and Participation in CSS Construction

The theoretical review above pointed out that the community’s knowledge of participation is expected to enhance participation. This view was vindicated through a cross-tabulation performed to determine whether there is any relationship between training on participation and actual participation of community members in KSS construction. It was established that 77% of the total number of respondents were trained on participation out of which 89% participated in the construction of KSS while 23% of the total number of respondents were not trained on participation, out of which 28% participated in the construction of KSS. Interviews with KIIs indicated that community members were provided with knowledge on participatory development as an important element of D&D in general and project-specific mobilisation that incorporated knowledge on participation. The following views of KI 1 portray participation-related knowledge sharing on KSS construction.

“LGA officials provide knowledge on O&OD to people and go to the grassroots to impart knowledge on participation whenever a project is implemented. Leaders from the Council and street leaders gave knowledge of participation to the inhabitants of Kawawa Ward and mobilised them to participate in KSS construction. This knowledge has motivated community participation in the construction of KSS.”

It is imperative to note that 83% of the respondents indicated that they were mobilised by different leaders to participate in KSS construction and 17% were not. A cross-tabulation performed to determine the relationship between mobilisation campaigns and participation in KSS construction revealed that 80.5% of the respondents mobilised participated in KSS construction whereas 19.5% did not. Only 16% of those who were not mobilised to participate in KSS construction participated. These results indicate that knowledge of participation contributed positively to community members’ participation in the construction of CSSs. Such a position is mainly informed by the fact that they were introduced to the benefits of participation in general and on school construction in particular as the empowerment theory suggests. The findings concur with those of Salum & Malipula, (2023) who associate active community participation in development projects with knowledge of participation.

4.1.3 Decentralisation and CSSs Construction Projects

This subsection seeks to unveil how the application of decentralisation ethos in KSS construction influenced community participation. Table 2 summarises respondents’ views.

Table 2

Decentralisation in KSS Construction

S/N	Statement	Agree	Disagree
1.	The decision on resources used for KSS construction was made by KWDC	95%	5%
2.	The decision on the resources used for KSS construction was made by KDC	5%	95%
3.	People execute KSS construction work plan made by the KDC.	67%	33%
4.	WEO told us to implement KSS construction plan they never took part in making	68%	32%

Table 2 above indicates that many respondents (95%) were of the view that decisions on the use of KSS construction resources were made by the KWDC while 5% said the decisions were made by the KDC. The fact that the results about the decisions on the use of resources for KSS construction were said to be done at Kawawa Ward as opposed to the KDC headquarters suggests that the letter and spirit of decentralisation were in place. However, the same cannot be said for the preparation and execution of school construction plans as 67% of respondents expressed the view that community members had to execute KSS construction work plans as submitted by the KDC whereas 33% disagreed with such an assertion. In the same vein, 68% of respondents held the view that community members were told to take part in the implementation of KSS construction plan without participating, whereas 32% thought otherwise. The view of the many in the participation of community members in decision-making is anchored on the fact that the plans did not emanate from the Street Assemblies as 75% of the respondents opined. This is an anomaly as the KWDC according to the O&OD is supposed to deliberate on issues raised by Street Assemblies whose members are street inhabitants above 18 years of age. Indeed, the KWDC consists of Street leaders but their inclusion does not signify popular participation. This position is hinged on the fact that KWDCs deliberations on issues previously discussed at Street Assemblies whose membership is open to all inhabitants aged 18 entail voices of the many are heard, and the opposite is construed to be true if the same is not done. As such, these results imply that community members' participation in the planning of KSS construction was nominal as the planning process was top-down.

The views expressed above indicate disrespect to decentralisation which is viewed as imperative in providing space for community participation to have a stake in development initiatives that could motivate their participation in development projects as all theories guiding this study portend. The disrespect of decentralisation discourages community participation in development activities as community members do not see the immediate connection between their voices, needs and wants, and the projects implemented in their society (Malipula, 2022a).

4.1.4 Transparency and Community Participation in CSS Construction

This section establishes how transparency on information related to KSS construction influenced community participation in KSS construction. Emphasis was put on transparency in information on income and expenditure of KSS construction funds, physical development reports of KSS, and information on procurement of items used for the construction of KSS. Respondents' views on transparency and community participation are summarised in Table 3.

Table 3

Transparency and Community Participation in CSS Construction Activities

S/N	Issue	Yes	No
1.	Income and expenditure reports for KSS Construction posted/seen on the notice board	15%	85%
2.	Income and expenditure reports for KSS Construction presented in public meetings	17%	83%
3.	CSSs Physical development reports for KSS Construction posted/seen on the notice board	7%	93%
4.	CSSs Physical development reports for KSS Construction presented in public meetings	9%	91%
5.	Procurement transaction documents for KSS Construction seen	5%	95%
6.	Procurement transactions for KSS Construction presented in public meetings	10%	90%

The data in Table 3 indicate that transparency was lacking in KSS construction processes as information on all variables used to measure accessibility and dissemination of KSS construction information was quite low. The high degree of lack of transparency is attributed to the top-down nature of the construction of KSS presented above. Such a position is attributed to the fact that the move for the construction of CSSs in all Wards in Tanzania was directed by the country's top leadership and meant to serve several streets within the Wards. In this regard, KSS was meant to serve four Streets in Kawawa Ward and there is no statutory Ward meeting that directly brought on board all community members of participation age to deliberate on the matter. The only forum is the KWDC whose membership does not include inhabitants but their representatives, including street leaders and the Ward's Councillor. As such, for any information to reach community members it needs to be communicated by the Street representatives. The views of the respondents suggest that the representatives failed to satisfactorily communicate KSS construction information to most community members. An exception can be made for inhabitants staying near Kawawa Ward headquarters or those who went to seek service from the Ward office.

Concerning the influence of transparency on community involvement in CSS construction, 86% of the respondents were of the view that limited transparency accounted for those who did not participate in the construction of the KSS and reduced the level of participation among those who participated. This position is understandable as lack

of transparency reduces the ability of the community to participate in an informed manner and reduces their sense of ownership. The 14% that was against the view of many on this variable claimed that the lack of transparency is not a good thing, but it could not have a negative influence on community participation in the KSS construction. This is chiefly because the construction was vivid and going on in other parts of the country, and the expected benefits of the CSSs are well-known and appreciated. The view of the minority seems to be relevant to the community's participation in the actual construction exercises and not the planning processes. In general terms, transparency is considered to be a noble element of participatory development regardless of its conceived implication on the community's participation as neither of the views on the matter underrated its significance in development endeavours. The views presented above seem to augur well with the empowerment theory that considers transparency necessary for enhancing community members' participation in development endeavours (Fung, 2015).

4.1.5 Empowerment and Community Participation in CSS Construction

Informed by the fact that most people did not participate in decision-making circles and that most of our respondents were poor, less educated, and less exposed, the study took an interest in knowing whether people were empowered to actively take part in KSS construction. Respondents' views are summarised in Table 4.

Table 4

Empowerment in Making Decision

S/N	Statement	Agree	Disagree
1.	People were empowered to mobilise resources for constructing CSSs	12%	88%
2.	People were empowered to participate in procurement processes	14%	86%
3.	People were empowered to decide on contributions to KSS construction	18%	82%
4.	People had access to important information for decision-making	29%	71%

The data presented in Table 4 above clearly indicates that limited empowerment efforts were put in place to make the people of Kawawa effectively participate in the construction of KSS. This position is evidenced by the fact that all variables used to gauge information on empowerment indicate over two-thirds of the respondents were not empowered. Such a situation according to the empowerment theory warrants limited participation. Given the limited formal education and economic backwardness of the respondents, the lack of deliberate initiatives to empower them to do so renders the role of community members insignificant. This is particularly so because they can hardly make informed decisions and, on some occasions, relevant contributions to KSS construction on technical issues. The point that we are driving home here augurs well with Salum & Malipula, (2023) who contend that limited empowerment belittles the quality of the participation of community members in public projects including CSS construction projects. Such a situation according to the motivational theories demotivates participation as people want to be recognised and accorded means to realise their needs.

4.1.6 Leadership Qualities and Community Participation in CSS Construction Projects

Leadership qualities in the current paper were considered to be crucial for the successful participation of community members in development projects. Cognisant of the centrality of leadership, a general question meant to gauge information on the level to which leaders inspired participation in KSS construction was asked. The results indicate that the leadership had a very limited inspirational role to play in advancing participation in the construction of KSS as Table 5 below exhibits.

Table 5

Leadership Contribution in Inspiring Participation in KSS Construction

S/N	Level of contribution	Percentage
1.	Very high	3
2.	High	8
3.	Moderate	17
4.	Low	50
5.	Very low	22
	Total	100

The fact that only 72% acknowledged that their leadership had a limited contribution in inspiring community participation in the construction of KSS while 11% were of the opposite viewpoint and 17% moderate, substantiates the limited role of leadership in inspiring participation in CSS construction. As such, it is only logical that one looks into the qualities of the leaders to explore their relevance in enhancing participation as envisioned in the theoretical and analytical sections. Based on experience from their street leadership, respondents were asked to agree or disagree on elements of good leadership qualities. Respondents' views are summarised in Table 6.

Table 6*Leadership Qualities in the Management of School Construction at Kawawa Ward*

S/N	Statement	Agree in Percentage	Disagree in Percentage
1.	Leaders share ideas before public decisions are made	33	67
2.	Resources for school infrastructures are well-managed	14	86
3.	Leaders were honest in using resources mobilised for KSS construction	21	79
4.	Progress of KSS construction is reported to the Street Assembly	31	69
5.	Street leaders respect Street members	48	52
6.	Street leadership cares for the welfare of the Street	49	51
7.	Street leadership makes progress toward goals	22	78
8.	Decisions on KSS construction activities are made by community members	23	77

Table 6 demonstrates that the qualities of leadership in the study were far below the participatory ethos examined. Such a stance is predicated on the supposition that over two-thirds of all respondents contended that their leaders fall short in 6 out of 8 of the variables used to garner information on the matter. Even the remaining two that haven't recorded unprecedented levels compared to the six, present high rates of disapproval 52% and 51% for leadership respect to the people and community members' welfare respectively. The general view notwithstanding, the fact that views on leaders' respect for people and their welfare were split almost by half, indicates some elements of good leadership. As such, it is worth looking at the views critically as the view of the minority raises eyebrows and contradictions once pegged against the bad qualities presented above. Such a viewpoint is founded on the recognition that one may ask how respectful and pro-community members' welfare leaders could be without being transparent on resource use and making them part of development planning and decision-making processes. The bad leadership qualities presented above suggest that the Kawawa community lacked leadership that could exemplify participatory ethos and practices that would inspire them to participate. These findings are consistent with Malipula (2022a) who contends that community participation in development projects is affected by leaders' lack of qualities necessary for exuding participatory elements for community members to imitate in their community development involvement.

4.2 Ranking the Motivators of Participation in Construction Projects

To know the importance of the motivators of participation divulged above, respondents were asked to rank the motivators in terms of importance. Respondents' views are summarised in Table 7.

Table 7*Ranking Motivators of Community Participation in CSS Construction Activities*

S/N	Motivators	Important in Percentage	Not important in Percentage
1.	CSSs Education Benefits	86.5	13.5
2.	Knowledge on Participation	77	23
3.	Decentralisation	73	27
4.	Transparency	64.	36
5.	Leadership qualities	62	38
6.	Empowerment	59	41

Table 7 shows that CSS education benefits are the most influencing motivator for community participation in CSS construction activities as it attracted an unprecedented 86.5% of respondents. The choice indicates that people are motivated to take part in the implementation of public projects and that they are aware of their benefits. The catch here

is that they will participate more in projects that have more benefits to them than the other way around. As such, community members' decisions to participate or not are consciously made out of some sort of cost-and-benefit analysis. In this regard, it is imperative that concerted efforts toward unveiling the benefits to be accrued from development projects need to be done before the planning of such projects to influence voluntary participation in their implementation (Salum & Malipula, 2023).

This study established that lack of knowledge on participation in public projects was the second most popular motivator of participation attracting 77% of the study's respondents. The knowledge referred to by respondents included an accumulated experience of formal and informal education on community participation in development endeavours. This position seems partly vindicated by the data discussed above indicating that participation was greater for those with knowledge of participation compared to those who were not. The KIIs generally pointed out that lack of knowledge on participation provided a bottleneck to community members' participation in the technical aspects of planning, monitoring, and evaluations of KSS construction. Also, they noted that some could not understand why they participate while the school is owned by the government which collects taxes and has a lot of money. It is worth noting that the fifth phase government through its leader President Magufuli bragged about being rich and qualified to be a donor-giving country as the words of respondent 3 substantiate.

You know it was very tough to make people participate when the head of state tells people that education is free, I don't want people to contribute, the country is rich and can help other countries. Given the limited understanding of our people, limited civic understanding, and other personal goals the people make it very hard to motivate participation in CSSs construction.

The quote among other things indicates that community members felt they had no civic duty to participate in CSS construction because the government has the muscles to pull the project off on its own. As such, expressing the need for community participation in developing countries is obvious because the gap in public goods demand is apparent (Kamau et al., 2020). More important community participation in the construction of CSSs is done even in the rich countries of America and Europe (Kitigwa & Onyango, 2023).

Decentralisation particularly by devolution was also regarded as an important motivator for participation in the KSS construction. This position was stressed by KIIs as they considered decentralisation critical for granting people in the lower level of governance power to deliberate on the use of public resources which enhances their sense of ownership of community development projects and participation in the same. The importance of decentralisation is important because of the demotivating effect of the centralised decision-making that characterised KSS construction discussed above. Such a position augurs well with Malipula (2022a) who contends that D by D has proven to be tokenistic, and therefore, people do not feel part of development activities taking part in their areas.

Transparency is another motivator of community members' participation attracting 64% of all respondents. The results indicate that transparency enhanced participation and lack of it informed the opposite. Such a position is collaborated by the fact that 62 % of the respondents indicated that lack of transparency on KSS construction income and expenditure reports as well as physical efforts contributed by the people discouraged their participation. Such a position is in line with Mulikuza et al., (2019) who contend that a lack of knowledge demoralises participation or makes participants fail to participate in an informed manner.

Leadership qualities were also picked by 62% of our respondents as a motivator for community members' participation in KSS construction. From this study, it was realised that elements of good quality leadership like sharing of ideas between leaders and the community, engaging community members in decision-making over resource use and control, honesty, and ability to provide feedback to the community positively influence participation. It was overtly pointed out that handling management issues in a decentralised manner particularly when it comes to making decisions over resource use in Street platforms was deemed important to influence people's participation in implementing public projects. Acts pointing towards abusing the qualities highlighted were said to present a setback to community members' participation in the construction of the KSS.

Furthermore, it was learned that participation cannot take place without empowerment on control and use of project resources as 59% of respondents indicated. Community members need to be provided with information relevant to participation in general as well as the specific roles that they are expected to play in the development projects that they are supposed to take part in. Such knowledge was fundamental in affording people to make informed decisions and eventually participate effectively. For instance, it was identified that people were not empowered in procurement processes and in setting how much money to be contributed by the community for school construction. Such a situation discourages community participation as dictated by the empowerment theories delineated above.

The ranking presented in this section seems to concur with the analytical frame that guided this study. All of the variables deemed relevant for motivating community participation in CSS construction were vindicated to varied degrees. This suggests that enhancing community participation in CSSs construction projects can be motivated if the identified motivational factors are embraced and effectively put to use in the said projects.

V. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions

Whereas the literature on participation underscores the impetus for community participation in development endeavours within the local government system, the current study has managed to establish low levels of participation in CSS construction projects implemented within the local government orbit. Lack of accumulated knowledge on participation in public projects impacted negatively on community members' participation in the implementation of CSS construction. Such a situation is attributed to the fact that there is a relationship between knowledge of participation, the functioning of decentralised local governance, and community members' involvement in development projects. Such a position revolves around the fact that accumulated knowledge on participation influences the population to understand development issues introduced in their community and adopt new knowledge for effective participation in decentralised development endeavours meant to improve their lives. It is against this background that general knowledge of project benefits, participation, and decentralisation was chiefly considered to be the most crucial motivators for motivating peoples' participation in the implementation of public projects' activities. As such, knowledge of participation, decentralisation and the expected benefits to be accrued out of development projects must be made known to the people before the projects take off. This will positively influence community members' decision to participate in said projects. Equally, transparency, leadership qualities, and empowerment proved to be important in motivating community members' participation in development projects. Such position is chiefly because people are interested in knowing the result of their contribution and other support towards the accomplishment of projects through income and expenditure reports; moved by leaders who can marshal them to participate through participatory ethical acts as pointed out in the results; and capacity building in matters related to participation like control and use of project resources. As such, these motivators shall be taken on board to ensure enhanced community participation in development projects.

Making the motivators inform positive participation requires local government structures to be more inclusive and functional in terms of ensuring that all avenues for participation are upheld and capacity of the people in terms of accumulated knowledge of participation in all levels is strengthened. Such development will make the local government system which provides room for peoples' participation more practical and meaningful in enhancing participatory development endeavours meant to improve community members' welfare like CSS construction. In a broad sense, failure to address the impediments to the implementation of participatory development ethos in general and community members' participation in development projects in particular, will constrain the elevation of effective, responsive, and responsible government for poverty reduction at lower levels of local government. In this regard, knowledge, procedures, and structures for community members' participation have to be geared towards enhancing transparency, ethical leadership, and conscious effort to build capacities of local people to make use of the space for local engagement in development initiatives that good local governance entails.

5.2 Recommendations

Based on the findings, discussions, and conclusions above that overtly associate active community participation in CSSs construction with knowledge accumulation, awareness of school benefits, transparency in financial matters, quality leadership, decentralisation of decision-making, and local empowerment, the recommendations aiming at facilitating these factors is essential. In this regard, the need for developing and implementing educational programs aimed at increasing community awareness and understanding of the benefits of community participation in development endeavours in general and on CSS construction projects in particular. At its core, these programs should emphasise the centrality of community involvement in CSS construction projects and the longstanding merits of investing in education for the benefit of individual community members and the community as a whole. Such knowledge would be well engraved in society if elements of transparency and accountability perceived as positive in motivating community participation pointed out in this study are improved. Such development presupposes the establishment of transparent processes for managing finances and resources allocated to CSS construction projects. This includes frequent provision of thorough information on income and expenditure to community members, guaranteeing accountability in financial

management, and thoroughly linking community members in all of the decision-making processes related to project finances.

In the same vein, the capacity of community members and leaders has to improve to ensure that they can actively and effectively take part in CSS construction projects. The limited knowledge on the part of community members and limited leadership qualities on the side of leaders all need to be enhanced. In this regard, training and capacity-building programs for local leaders focus on improving leadership skills, promoting effective communication, and fostering collaboration among community members to facilitate successful project implementation. On the part of community members community engagement workshops, technical training related to construction and other allied fields, facilitating and creating platforms for meaningful participation in project planning and implementation are needed. The empowerment aspects recommended could prove to be meaningful if coupled with decentralisation policies that empower local communities to make decisions regarding CSS construction projects. This involves enhancing the ability of representatives in lower levels of governance, particularly in community councils or school committees, to align with local needs and priorities. Equally, robust monitoring and evaluation mechanisms to assess the progress and impact of community participation in CSS construction projects need to be established and community members be empowered to take an active role in the same. Empowerment has to be made in the areas of evaluation of the effectiveness of interventions, identification of areas for improvement, and making necessary adjustments for the successful realisation of project objectives.

Enhanced community participation in CSS construction projects requires a well-jelled partnership and collaboration between local communities, government agencies, non-profit organisations, and other stakeholders involved in CSS construction. Pulling together resources and expertise from these partners is critical in ensuring the effectiveness and sustainability of CSS construction initiatives, which critically enhances community participation in CSS construction. Such enhancement is related to the fact that project benefits motivate performance. Implementation of these recommendations is critical in promoting and enhancing community participation in CSS construction projects, ultimately contributing to the improvement of educational infrastructure and outcomes in local communities.

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