

Blending Local Government Authorities and Grassroots for Industrial Economy through Participatory Development Communication in Tanzania: Experience from Bahi District, Dodoma Region

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Abstract- Local Government Authorities (LGAs) are an integral part of any successful implementation of people-centered development program, albeit, replete of studies and policies' inability to appreciate this fact. Since Tanzania had embarked into the journey to industrialization, the missing in action of the LGAs is not considered a major factor for the sector's failure. Financial and infrastructure problems are the most commonly reported setbacks. While appreciating the precious LGAs' position, the study, using Participatory Communication for Development approach, seeks to gauge the performance of LGAs in drawing the grassroots into taking a leading role in micro-manufacturing development. The study was conducted in Bahi district and it involved two wards, namely Mpamantwa and Bahi-sokoni. These wards were purposefully chosen for the study due to, comparatively, their big number of people engaging in micro manufacturing sector. Focus group discussions, observation and interviews were used as data collection methods. A total of fifty one (51) participants were used in the study. Results of the study showed lack of information sharing about industrialization between community members themselves; No marketing communication strategies for the ready-made commodities; presence of District Business Council whose existence and information is not shared with the community members; lack of participatory communication strategies among LGAs in engaging the grassroots in manufacturing sector. These factors have consequently led to weak collaboration between the LGAs and the grassroots; dependency syndrome among the LGAs and the grassroots which has made them passive implementers of micro-manufacturing development. Again, despite of lack of collaboration, both LGAs and grassroots still depend on the government to implement or play major part of industrialization. The study recommends awareness creation through participatory communication strategies to both LGAs and the grassroots; and improve the line of communication between the LGAs, grassroots and other key players in the development of industrial economy.

Index Terms- Grassroots, Local Government Authority, Participatory Communication

I. INTRODUCTION

Tanzania's industrial sector has evolved through various stages and policies since independence in 1961 with difficulties (Skarstein and Wangwe 1986). Msami and Wangwe (2016) further delineate three phases: early years of independence (1961-1966); during which the emphasis was placed on growth with little attention to structural change or ownership. The colonial pattern of import substitution was continued (largely processing and simple consumer goods). Socialist era (1967-1985); this era was marked by nationalization and establishment of new industries under state organizations. Structural adjustment and liberalization phase (1986-1995); here the state was unable to run the industries it started, most of them had stopped operating, as a strategy to rescues the situation, the government had to privatize them. However, the strategy did not work out well as most privatized factories did not come back to operation, instead some of them were turned into godowns.

Then came the Sustainable Industrial Development Policy SIDP1996-2020 (Ministry of Industries and Trade, 1996) which aims to enhance sustainable development of the industrial sector with a priority to employment creation, economic transformation, and equitable development and seeks to strike an appropriate balance between import substitution and export orientation. One of SIDP targets is to initiate affirmative-action measures to promote indigenous entrepreneurs. However, SIDP fails to recognize the role the LGAs can play in promoting and developing manufacturing sector.

Let us train our focus to the most recent government move, The National Five Year Development Plan 2016/2017-2020/2021 (FYDP II) and Tanzania Development Vision (2025) which is all out to see Tanzania graduating to a middle-income country by walking its theme "Nurturing Industrialization for Economic Transformation and Human Development" (Ministry of Finance

and Planning, 2016). The FYDP II deserves credits for devoting a space unfolding the role of LGAs in achieving Local Economic Development (LED). The outlined supporting strategies for LED through LGAs include: Regions and LGAs tendering and procurement procedures are designed to favour small contractors and emerging businesses; Support businesses done by the disadvantaged communities; Investing in physical (hard) infrastructure by improving roads, sewerage systems, airports, etc. for businesses; investing in soft infrastructure including human resource development, institutional support and regulatory issues; marketing of LGAs' investment opportunities to local and international businesses, including supporting service centers that provide assistance and information to businesses that want to start operations in their respective areas of jurisdiction. More than any other policy, the FYDPII has gone miles by directly including the LGAs in realizing the LED.

Whereas the FYDPII is to be recommended for giving the LGAs their due impetus, its strategies in achieving the LED are mainly on giving material support like: improving roads, sewerage systems and institutional assistance, making LGAs tendering mechanism that favours small businesses. The awareness creation through participatory communication or 'soft infrastructure' has received a slight mention. That is a conspicuous drawback as awareness creation is important in translating programs and plans into action.

One would expect in the implementation of all the mentioned programs since independence, the LGAs would have taken a critical role and position. This chronological and policy account is a clear indication that industrial programs do not give the LGAs their due impetus as a crucial factor in building inclusive, well performing and sustainable industrial sector in Tanzania. The oversight of the LGAs role is also seen in studies on industrialization as well. For instance, Dihn and Monga (2013) and Ramis (2002) unravel the constraints to development of light manufacturing sector in Tanzania as inadequate power supply, inadequate transportation infrastructure, lack of entrepreneurial skills, lack of access to financial assistance and the absence of venture capital. In the study by Oni (2012) on failure of small industrialization in Nigeria, mismanagement and misappropriation of fund allocated for the purpose of supporting the small scale industries is reported. The missing of LGAs in industrialization process is not mentioned as a factor for backwardness in studies that investigate on the failures of the manufacturing sector, despite the fact that LGAs are an important avenue to bring the grassroots into policy implementation.

The top-down decision making regime has been the most ineffective in terms of achieving sustainable development (Campbell and Shackleton 2001). When a policy is dictated by those in power the rural communities are relegated to the position of recipients and in turn they are alienated from resources they should rightfully control, manage and benefit from (Songorwa 1999, Ajayi and Otuya, 2006, Okon 2017, Orapin 1996). Alexander and McGregor (2000) conclude that a programme that does not include the community in its implementation fails. It is undisputed fact that top-down approach is less efficient in attaining sustainable development as these studies suggest, although they do not indicate how the LGAs can be used to ignite bottom-up methodology.

The LGAs are veritable agent of development through grassroots participation (Ezeani 2006, Ozor and Nwanko 2008, Nwanko 2008, Adams 2008, Mwanga 2011). The grassroots are ordinary members of the community who have to take full control of the process and outcomes of development (Gupta et al., 2003; Seyfang & Smith, 2007). The role and position of local government in development process cannot be overemphasized. Mwankupili (2018) and Riwsuan (2003) maintain that the aim to establish local government system was to encourage citizens' participation in public authority, development planning and implementation. It is the local government authority that creates an avenue for the grassroots to take part and be in control of development undertaking (Kheerajita and Florb 2013, Chambers 1983, Labaris and Yusuf 2013). Adamolekun (1983) adds that Local government means people's political instrument to participate in resource allocation, distribution and power acquisition and enabling the beneficiaries to desist being only passive receivers. Much as these studies acknowledge the importance of LGAs in development, their focus is not specifically on industrial economy.

This study, therefore, seeks to gauge the performance of LGAs in drawing the grassroots into taking a leading role in micro-manufacturing development through Participatory Development Communication Approach.

II. THEORETICAL FRAMEWORK: PARTICIPATORY DEVELOPMENT COMMUNICATION APPROACH

Tufte and Mefalopulos (2009) define Participatory Development Communication as an approach based on dialog, which allows the sharing of information, perceptions and opinions among the various stakeholders and thereby facilitates their empowerment, especially for those who are most vulnerable and marginalized. Singhal (2001) defines participatory communication as "a dynamic, interactional, and transformative process of dialog between people, groups, and institutions that enables people, both individually and collectively, to realize their full potential and be engaged in their own welfare." Therefore, participatory communication refers to two-way communication based on dialog between people, groups, and organizations, which empowers various stakeholders, especially the grassroots, to equitably share and exchange information, knowledge, and experience.

The following characteristics of participatory communication approach by Cadiz (2005) will enhance our understanding on how it works for effective desired outcomes: (1) Communication between equals. This refers to the equality among all stakeholders. They can interchange the roles of the sender and receiver in two-way interaction. This means both the sender and receiver have been empowered (2) Problem-posing. This refers to the developer, expert, or facilitator acting as a mediator to facilitate the members to discuss together, not a solution provider. (3) Praxis, a cycle of action and reflection. This refers to the translation of information into communication practice in development. (4) Conscientizing. This refers to the growing of all stakeholders in understanding human, social, and development processes.

III. RESEARCH METHODS

Study Area

This study was done in Bahi district which is among the six districts of Dodoma region located in Central Tanzania. The district is located 50 km from Dodoma Region Headquarters, it is predominantly rural covering a total area of 544,842 ha (13% of total area of Dodoma Region) Lwelamira and Safari (2012). Being rural, Bahi district was purposively chosen since the study aims at assessing the collaborative response of LGAs and the grassroots to the Industrialization call. Moreover, it was prudent to use the study area with the mentioned feature to see how deep has the call for industrialization trickled down. Two wards were selected for the study, namely Bahi-Sokoni and Mpamantwa.

Data Collection

The methods used for data collection were unstructured interview, Focus Group Discussion, observation and documentary review. Unstructured interview was administered to the three (3) officials at the council levels, namely the District Executive Director (DED), District Community Development Officer (DCDO) and the District Planning Officer (DPLO). The information expected from these three was on policy and planning towards the implementation of the industrialization policy. The unstructured interview was also administered to the Ward Executive Officers and the Community Development Officers from Bahi Sokoni and Mpamantwa wards respectively. Unlike structured interviews, unstructured interviews allow probing, enabling the researchers to elicit a lot of desired information. With unstructured interview, the researcher may ask more questions after observing something, or requesting more explanations about something (Magigi 2015). In both Bahi and Mpamantwa, the Village Executive Officers (four (4), two from each Ward) were also administered with unstructured interviews. From the ward and village level the researcher was interested in getting understanding on the implementation of the industrialization policy. These members of LGAs were purposefully chosen for interviews as they are key informants.

Again, researchers conducted an interview with 12 people, 6 from each ward, who run micro-manufacturing activities. These were carpenters, metal workers, as well as weavers and brick makers. The researchers used snowballing to get the respondents and participants for FGD. The WEO identified few respondents who in turn identified others.

Also, a total of four (4) Focus Group Discussions (FGD) were conducted (two FGD for each wards were organized). For each ward, the FGD were composed of 7 members from groups running small manufacturing enterprises, individuals with skills or run small manufacturing enterprises, namely; carpenters, metal workers, weaving and brick makers. Other participants in FGD were those whose activities have the potential to spur micro-manufacturing growth were gardeners, farmers, herders, making a total number of 28 participants for all the four FGDs. The researchers used snowballing to get the participants for FGD. With FGD the researcher wanted to delve into the subject by aiming to know the awareness about micro-manufacturing sector among the respondents, and if there is any support or collaboration with the

LGAs. This made a total of fifty-one (51) participants that were included in the study.

Moreover, Observation was also another method used in collecting data. Through observation the researchers were able to get information that respondents knowingly or unknowingly could not give. For instance, the relationship between the grassroots and their leaders, as well as the resources available in the area. The document reviewed was Bahi Profile from which the researchers found the information about population and available resources in the study area.

Data Analysis

The data were transcribed verbatim. A thematic approach was used to analyse the study findings. Significant stages that was used in analysis were; one, coding of files notes and transcripts, two, examination and interpretation of the resultant codes into descriptive themes and lastly the interpretation of themes into abstract analytical themes.

IV. RESULTS

This part presents the result of the study findings. It reveal the communication related stumbling blocks to industrial economy in Tanzania. It shows how poor communication paralyses the manufacturing sector in the study area. In that sense, the following results were revealed based on the idea of theoretical framework guiding the study.

Information gap in terms of knowledge about the implementation of industrialization agenda. At the district council level industrialization is understood to emanate from the grassroots. During the interviews the District Director, District Planning Officer and Community Development officer maintain that people should organize themselves and use the available resources to start their own small industries. According to these officials, people, for instance, who do gardening can process products like fruits, vegetables or tomatoes to add their value for marketing. The District Director when interviewed said that:

“Implementing industrial economy, people should embark in starting small factories on their own. They should not sit and wait for the government or any other organization to do that for them.”

The DPLO added that;

“For those who are engaging in gardening, they can start small processing plants to add value to their products, which will see them getting more profit.”

At the level of District Council, it is well understood that industrialization process begins at the grassroots level. The people should be at the center and thus, drivers of the process.

On the contrary, the grassroots believe the factories will be built by the government. Majority are waiting for the government to build factories in their villages. One of the brickmaker said that;

“We are ready for industrialization, let the government build factories for us to work in them.”

The carpenter added that;

“After the launching of the industrialization campaign we are eagerly waiting for the government and other investors to come and build factories in our village and create jobs for us.”

The same was observed among the WEOs, village and hamlet leaders. There is no shared understanding of implementation of the industrialization agenda at all levels. When the government launched the industrialization campaign, it gave directives to all the LGAs in the country to set aside lands for building factories and the related activities. During the study it was found that ward councilors, WEOs and village chairpersons from both Bahi Sokoni and Mpamantwa are unaware of their responsibilities especially those pertaining to industrialization. They hold that their duties end up with ear-marking areas for industrial activities. They wondered why the government has not yet started building factories in those areas. Additionally, they want the government to form an organ that will be responsible for monitoring the industrialization process. If a lot is to be thus left on the shoulders of the central government, industrialization is on the bumpy road.

Lack of consultations and Interactions between local communities, village, ward and council management team. Consultation and interaction is supposed to provide a forum for all stakeholders from the District Council level to the grassroots in manufacturing sector to deliberate on various issues including challenges. The study found no forums for sharing pertinent issues about manufacturing sector. The following are some of the problems hurting the industrialization process as a result of lacking a forum to deliberate them;

Pests and diseases: Gardening produce serve as important raw materials for industries. One of the important economic activities in Mpamantwa village is gardening. The crops mainly produced are vegetables, tomatoes and onions. These gardens are attacked by pests and diseases. At least each farmer has a whole of the nursery being affected and so no transplanting can be done. The same can be said about mature plants. This has adversely impacted on the production. And since there is no concerted rolling back efforts by both the community and the LGAs, pests and diseases are becoming persistent and widely spreading. The problem is not known to the local authority. This has made some farmers to abandon gardening in despair, they find no need to invest a lot of effort, time and money on gardening while getting little or even nothing in return. To put it into perspective, when there is low pests and diseases prevalence, 1 acre produces up to 100 buckets of tomatoes or 1 ton of vegetables. This is contrary to paltry 20 to 30 buckets of tomatoes or 200 to 300 kilograms of vegetables during high prevalence of pests and diseases per the same 1 acre.

Shortage of water: There are six points supplying water in Bahi-Sokoni village. The population has grown and the water supplying points that were built years back cannot suffice the current population that has risen to, according to the village

chairman, more than 14,000 people. This problem is aggravated by unwillingness of the LGAs and the people to mobilize themselves to dig and build more wells. This village is part of catchment area of the extensive Sulungali dam which sprawls from Bahi to Manyoni district. Big as it is, the dam is not perennial, it exists only during years with good rain. In Mpamantwa village where gardening is a major activity, shortage of water poses a big challenge since gardens need regular watering for good harvest. During rainy season water is easily reached at around 10 meters or so underground and so each person makes sure has a well right within the plots he cultivates. This situation changes in dry season, most of the wells become dry, only few survives, with little water, nonetheless. Water insufficiency makes farmers leave some of their plots uncultivated, this in turn causes free fall in yields.

Insufficient Power: Not all the areas in both Bahi and Mpamantwa wards are connected to the national grid. For example, Mkakatika village in Bahi wards which has about 18 hamlets, 11 are connected while 7 are not connected. In Mpamantwa village 2 out of 7 hamlets are not connected. Some vitongoji like Uhelela and Chimila in Mpamantwa ward are not connected to national grid and thus lack power. Almost every village in these two wards has areas which have no power. The shortage of power hampers the metal works industry like welding which is impossible without electricity. Places where there is no power spot no metal work factory.

There is lack of effective communication strategies to market their read-made products which has led to a very small market: The market for both Mpamantwa and Bahi Sokoni villages to sell their products is during market days, which are thrice a month. Most of the customers in these market days are people from within the said villages and those from neighbouring villages and wards. The other place that serve as market for their commodities is Bahi railway station. This is indeed a small market that cannot absorb all the items made in these villages. More over there is need to add value to the products. For instance, Bahi-Sokoni village has good number of people who engage in rice production and most of the buyers come from outside Bahi, but low market price is a challenge. Paddy which is rice in husky is sold at a very low price, for example, at a time of interview, in 2018, the price had plummeted from 80,000/- (35.5\$) to 40,000/- (17.7\$) Tanzanian shillings. According to the interviewees, for them to sell their rice at a good price they need threshing machines to add value to their product.

Mpamantwa tomato producers face both small market and low price. The main buyers of their produces are small vendors, most of them, dwellers to Mpamantwa ward. This is a small market which is composed of people with small capital. A vendor may buy 1 or 3, in rare cases 10 buckets of tomatoes. The price for 1 bucket of tomatoes varies from year to year depending on the amount of production. For instance, in 2017 there was good harvests because of low pests and diseases attack, thus 1 bucket of tomatoes was sold at 3,000/- (1.3\$) In 2018, the high prevalence of pests and diseases has consequently led to low yield, the price of 1 bucket has shot to about 15,000/- (6.6\$) and 16,000/- (7.1\$) Tanzanian Shillings.

Absence of extension officers: Both Bahi-Sokoni and Mpamantwa villages lack the VEOs, agriculture extension officers

and community development officers. For instance, in Mpamantwa, the pests and diseases attacking their gardens have become so persistent because there are no agriculture extension officers, this has consequently led to dwindling in productivity. In both places, the village chairpersons as well as the WEOs claimed that they are sometimes forced to use teachers to give technical advice and skills to the people engaging in different activities like gardening. The absence of extension officers has proved to be an impediment to many development undertakings in Mpamantwa and Bahi-Sokoni. The members of these communities have nowhere to run to when confronted with a challenge in their economic activities. As Anaeto et al (2012) put it, the importance of an extension officers cannot be overemphasized: they are advisers, a technicians and middlemen operating between the government and the grassroots, change agents, consultants and advocates helping the people to identify their problems and find their own solution. Extension officers translates government policies into actions, thus their importance cannot be overemphasized.

Therefore, some or all of these problem could be done away with or their impact lessened if there were consultation and close interactions among the stakeholders. Consultation is very important way a community can handle the challenges it is facing. Industrialization cannot grow in the prevalence of those challenges.

Avoidance of leaders to meet their people. Problem faced by grassroots are not shared with the LGAs officials shy to meet the people to avoid being asked questions on various issues including industrialization. The grassroots do not see the LGA as a partner in business. The District council knows very little about people's problem because of its laxity to convene meeting or visiting people engaging in small scale factories. When asked if they regularly visit people running small industries, the DCDO said:

"We don't visit them regularly, if there were any problem we could have been informed. In very rare cases a ward executive may invite me to attend a meeting and give some clarification on certain issues."

Community members (grassroots) think that leaders at the District Council are avoiding them. One of the participant during FGD said;

"They don't want to meet us, they are avoiding us, and they think if they meet us we will tell them a lot of problems which they can't help us solving."

The same was is seen with village and ward leaders. The village chairperson said:

"It is difficult to visit all the people running small industries, we think the meetings we convene quarterly are enough for understanding their problems."

This avoidance of leaders to meet the people strips them of the status of being partner in business.

No record is kept by the village chairperson or WEOs of people engaging or with knowledge of small scale industries.

Members of the community as well as the LGAs admit that there are good of number of youth have knowledge in carpentry, mechanics, masonry and welding. The researchers met some of them and were able to see some of their works. The village chairperson and WEOs as well as the district council do not have them in their records. Having them in records helps to know their number and kind of support they may need. It is difficult to deal with the problems of people whose presence and activities are not known. Village chairpersons and ward executive from both Bahi-sokoni and Mpamantwa admitted not to have record of any person engaging in micro-manufacturing. On having a record both village and ward leaders shared this comment:

"We don't have a culture of putting in records people who engage in industrial related activities."

Grassroots and lower LGA level's ignorance of the existence of District Business Council.

The grassroots who are supposed to be the major beneficiaries were found to be completely ignorant of the existence of the District Business Council. This casts doubt on the way the representatives from the business community from each ward are chosen. It is hard to imagine how those representatives are chosen without involving the WEOs or VEOs. The whole process of getting the representatives is not participatory as it is supposed to be. Most of the representatives chosen are friends and those known to the district council officials as revealed by the District Planning Officer said that:

"I know some of them (business people) personally."

The business council is little known at the ward and village level. During the interviews, the Bahi Sokoni and Mpamantwa ward executive officers (WEOs) shared the following comment about the District Business Council:

"We know very little about the council; we only hear some people talking about it."

No feedback goes to the grassroots after the business council meetings. The council meetings are done four times a year but there is no trickle down effects of this council. The issues discussed in the council are not shared with the ward, village leaders and grassroots. The process of appointing the representatives to the council is not participatory. This makes the business council less effective in as far as the development of small scale industries is concerned.

Lack of transfer of knowledge and skills in micro-manufacturing sector.

This study found four women aged above forty-five with weaving skills transfer and had a FGD with them. When they were asked how they came to get that skills, they said:

"We learned from our parents. Our parents were good in weaving in their youth age."

However, that knowledge and skills is not being communicated to the younger generation, as a result the number of weavers is decreasing alarmingly. The following were the reasons for older generation not transferring the weaving skills to the young generation:

Formal education: it was found that most of the time the children are fully engaged in formal education. With many schools built in each Ward the number of school going children has increased tremendously, and upon arrival home, they have to do the assignment the teachers gave them at school. This has reduced the contact time between parents and children, during which sharing skills like weaving could take place. One of the parents during data collection had this to say;

"There is no enough time for a parent to train a child how to weave, most of the time our children are in schools. No parent would like to disturb the school going child with weaving skills training, we don't want to overwork our children, let them go to school first."

Negative attitude towards traditionally made baskets: The traditionally made baskets face competition from the plastic baskets, people associate the plastic baskets with modernity. This attitude is contributed by readily availability of plastic baskets, found in almost each shop. On the contrary the traditional baskets are scarce which is caused by not only the long time it takes to make them but also the small number of weavers.

Lack of awareness creation subsequently dependence syndrome of both the LGAs and the grassroots

The study revealed a close relationship between lack of awareness and dependence syndrome. From the LGA rankings to the grassroots, industrialization is perceived as a process to be carried out by the central government or any outside organ.

At the District level: This study found a close relationship between lack of awareness and dependence syndrome. The former causes the latter. Dependence syndrome is seen right from the district council down to the grassroots. Officials at the district council including the District Executive Director (DED) understand very well that people lack awareness on how industrialization should take place and who is responsible to bring industries. Nevertheless, they do not think awareness creation is one of their duties. For instance, the District Planning Officer (DPO) said;

"The biggest constrain we face in as far as industrialization is concerned is lack of awareness among our people. We need people or an organization which can work zealously on creating awareness among the communities, make them understand that they are the ones to build factories and not the government."

The same was echoed by the DED. Thus, the top brass of the LGAs does not own the process of industrialization, they depend on outsiders.

At the grassroots: Few youths are known to be running their small scale industries despite a good number of them having knowledge of the same. During this study it was found that there are youths with knowledge in masonry, metal works, gardening, carpentry, pottery and weaving who are idle and jobless. They are untapped resources. This is a clear indication of lack of awareness among the youth. They feel are incapable to run any factory, however small, this reveals dependence syndrome which is weighing down their commitment and creativity to start small scale industries. Some of the youths were quoted as saying: because communities are incapable to start and handle the process. This is an outcome of lack of awareness that has, consequently, led to dependence syndrome and lack of the sense of ownership among the communities

V. DISCUSSION OF THE RESULTS

This part discusses the collaboration between LGAs and the grassroots in development of micro-manufacturing sector in the light of characteristics of Participatory Development Communication framework as explained by Tufte and Mefalopoulos (2009), Singhal (2001) and Cadiz (2005). Participatory Development Communication is an approach that brings together all the actors through dialogue and interaction in accomplishment of any development project. The discussion is centered on the characteristics of the framework as below.

Communication between equals. This refers to the equality among all stakeholders. They can interchange the roles of the sender and receiver in two-way interaction. This means both the sender and receiver need to be empowered. In Mpanantwa and Bahi-sokoni wards there exists a communication gap between the LGAs and the grassroots. When asked about the existence of District Business Council (DBC), which is an important tool for development of industries, all the 28 FGD participants said they did not know anything about its existence.

The problems faced by the citizens are not mutually discussed by the key stakeholders, namely the LGAs and the grassroots. The participants, during the FGD were able explain a number of problems they face like market for their products, pests and diseases in their crops, water shortage. However, DED, DPLO and DCDO failed to specifically identify them. Moreover, the study found lack of close interaction between leaders and their people. The people are not free to approach the district council for any inquiry or support.

Problem-posing. This refers to the developer, expert, or facilitator acting as a mediator to facilitate the members to discuss together, not a solution provider. Both Bahi-sokoni and Mpanantwa wards lack a facilitator to pose a problem and let the LGA and the grassroots who are the key stakeholders come up with a solution. According to Adamolekun (1983), through problem-posing, local government becomes people's political instrument to participate in resource allocation, distribution and power acquisition and enabling the beneficiaries to desist being only passive receivers. Consequently, both the LGAs and the people wait for the government and non-government organization to come and provide solutions for their problem. Without problem-posing creativity cannot be ignited among the community. For example, the DED and the DPLO were of the idea that awareness creation among the people should be done by an NGO.

“We will be able to industrialize only if the NGOs and other volunteers come and conduct awareness creation to our people.”

Also the participants in the FGD said they are waiting for the government to bring industries for them so that they can get employed.

“We are eagerly waiting and ready to release our lands for the government to build factories on them.”

This is a clear indication of dependence syndrome, thus there is a need for an expert or a facilitator who will enable them to feel responsible for the solutions to the problems they face.

Praxis. Tufté and Mefalopulos (2009) hold that for sustainable development, each project being implemented by community has to constitute a cycle of action and reflection. This refers to the translation of information into communication practice in development. The study did not find this important practice in both wards. There is no culture of the LGAs and their citizens sitting together to decide on the actions to be done towards industrialization and their implementation. Actions and their implementation are followed by the reflection in as far as industrialization is concerned, reflection aims at assessing what has been done, how far have the plans been achieved and setting the future course of action. Both the LGAs and the grassroots admitted not to have that arrangement.

Conscientizing. This refers to the growing of all stakeholders in understanding human, social, and development processes. In this study it was found that the understanding on who is supposed to own the process of industrialization is very minimal among both the LGAs and the citizens. The following responses indicate misconception of industrialization:

“We have persuaded the people to release some of their lands on which the government should construct the factories”

The WEO was quoted as saying.

“We are eagerly waiting for the government to bring us the factories for us to work in them”

This idea was shared by all the participants in FGD.

Both the LGAs and the citizens do not own the process of industrialization, their understanding is that it is the government which is responsible for the process. They wait for the outsiders to do everything for them. Singhal (2001) and Cadiz (2005) posit that participatory development can readily be attained if preceded by conscientization of the primary stakeholders. Conscientization raises the understanding of the community members' as being the key implementers of industrialization process.

With well effected Participatory Development Communication, the primary stakeholders namely; LGAs and grassroots, are capable and willing to become involved in the process and take part in decision-making. Outsiders are equal partners, but the community, who are the primary stakeholders,

make the final decisions as ownership and control of the process rests in their hands. This means that the outsider may come to Mpamantwa and Bahi-sokoni as the problem-poser not a solution provider. The outsider who may be a facilitator or an expert is to enable them to own the process of industrialization and start its implementation.

VI. CONCLUSION

There is a relationship between industrialization awareness and achievement of industrialization vision. People at the grassroots are still not aware of their role in industrialization process due to lack of education and capacity. They still think that it is the government that has to run the industrialization process. At the same time, despite the fact that LGAs are somehow aware of the industrialization, they also still wait or depend on the central government on the process. Awareness on industrialization is as needed as possible for both LGAs and grassroots to fasten the process and realize the industrialization vision.

VII. WAY FORWARD

Awareness creation through Participatory Communication Approach

Creation of awareness among the stakeholders is highly needed among the district level, which is the highest level of LGA to the grassroots. Awareness boosts participation and self-confidence among the key players. It makes everyone feel responsible and capable to undertake a business however big it may appear to them. With awareness creation dependence syndrome will be reduced if not eliminated. The people in Mpamantwa and Bahi-sokoni wards will stop looking up to the government to build factories for them, they are the key players themselves.

Moreover, active participation among the people leads to effective utilization of the available resources like land, water and the people themselves. There is abundance of resources that are lying unutilized and underutilized in Mpamantwa and Bahi-sokoni wards. These resources when fully utilized will help in solving some of the predicaments standing on the way to industrialization.

Improvement of cooperation between the LGA and the grassroots

There is also a need to improve the lines of communication and cooperation between the LGA and the grassroots. The community will be able to face their problems successfully, if leaders and the people are closely cooperating. Council Management Team (CMT), Ward Executive Officers, Village Executive Officers, *Kitongoji* officials should work closely with the people, with the intention of understanding their problems. The District Business Council should be representative enough and the methodology to get members should also be inclusive. Problems felt at the grassroots should also be familiar to the local administrators. The administrators should not be posing as problem solvers, but partners in business.

It is imperative to make the use of an interactional and transformative dialog involving experts in equipping LGAs and the grassroots; to create a sense of ownership, commitment and enable them to realize their full potential; to create collaboration between the LGAs and the people engaging in small scale industries.

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