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Local Participation and Satisfaction with Developmental Projects: Segmentation of *Saemaeul Undong* Participants in Tanzania

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Abstract

Local participation in developmental projects in less developing countries is questionable with empirical results being inconclusive. The purpose of the study reported in this paper was to cluster local residents basing on their perceived levels of involvement and satisfaction in Korean funded projects (*Saemaeul Undong*) in Tanzania. A structured questionnaire was used to collect data from 171 local residents in the *Saemaeul Undong* projects in Tanzania. A two-step cluster analysis was performed to explore the possible actionable segments of local residents. Two cluster solutions were deemed valid as they significantly differ with respect to their perceived levels of involvement in the project, satisfaction, and their perceived impacts on the project. For developmental project success, different strategies related to local involvement should be used for the different groups of local residents. The results offer insights on project management, particularly in the use of segmentation approach to the local residents from project design to evaluation.

Keywords: *project management, local residents, involvement*, *Saemaeul Undong*, *satisfaction*, *segmentation, Tanzania*

Introduction

Global development visions, like the Sustainable Development Goals that are reflected in most national policy strategies, are inclusive-development that aim at making development initiatives and their consequences be felt by the wider community. Inclusive-development is understood to be that form of development that does not lead into the exclusion of some groups of people in a society through the concentration of wealth, political rights, participation of decisions, and access to basic amenities in the hands of few (Sachs, 2004). As a means to include the marginalized groups like the poor, especially in less developed countries like the sub-Saharan African countries, alternative developmental agencies like Non-Governmental Organizations (NGOs) and international developmental agencies have tried to take a central stage in the process.

One of the main strategies used by NGOs and international developmental agencies in facilitating inclusive-development is ensuring the participation of the local communities in all aspects of development projects. However, the

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participation of all local community members among other stakeholders is questionable (Hurlbert & Gupta, 2015) given the possible diversity of community members with different interests and attitudes (Aguilo & Rosello, 2005). The participatory approach that came into the developmental limelight in the mid-1970s tries to shy away from top-down, centralized, expensive, and large-scale projects that hardly cater for local needs and wishes (Orbach, 2011). Implementers of the participatory approach, particularly international developmental agencies, are continually using participatory approach; in essence they approach either the central or local government to state the main social challenges and identify those that reflect their mandate; and implement projects together with local residents using funds from the international developmental agencies.

The successes of developmental projects have been related to several factors, with local participation being of utmost importance (Kalandides, 2018; Layson & Nankai, 2015; Scott & Vitartas, 2008). However, most studies focusing on local participation in developmental projects have assumed local residents to be a homogeneous group with the same perception and levels of involvement (e.g., Scott & Vitartas, 2008), which might not reflect the reality. White (1996) clearly indicates local residents' level of participation in developmental projects to relate with their interests and perception of benefits, with possible groupings of local residents with such variables. Despite the hint of heterogeneity in local community perception of, and participation in, developmental projects, there is hardly any research done to ascertain the different groups.

Moreover, the form and level of participation, together with the perceived impacts of developmental projects, have been relatively less researched; particularly on the recently emerging South Korean developmental aids (Watson, 2012). South Korea have successfully transitioned from being a donor recipient to donor status as from 2010 when it officially became one of the Overseas Economic Cooperation and Development (OECD) committee member of donors (ibid.). Given its newness in the category, it is pertinent to assess how Korean overseas development aid is received by local residents in recipient countries like Tanzania. Therefore, this study aimed at clustering local communities' perception of their involvement and satisfaction with Korean developmental projects, particularly the *Saemaeul Undong* projects that imitates the developmental strategy adopted by Korea, which took the country from rags to riches.

Literature Review

Community participation in developmental projects and initiatives have become catchy phrases in most developmental initiatives, especially in developing countries in the sub-Saharan Africa (Chirenje et al., 2013; Layson & Nankai, 2015; Usadolo & Caldwel, 2016). The importance of this concept in developmental initiatives emanates from the belief that community participation in the development of their wellbeing depends on their participation which increases the chances of the success of the projects, which eventually lead to the sustainability of projects. Uddin (2019)

squarely indicates that local participation in governance of developmental projects basically empower local residents to continue managing projects even after either the financier or the external parties withdraw from the project management; since local participation in projects essentially serves in building local capacities.

The concept of participation in the context of developmental project has been defined differently by different authors. Broadly, it can be defined as the process of involving individuals and groups to come together with the aim of providing interactive communication that provides inputs to a particular societal issue or problem needing a joint resolution (Ashford & Rest, 1999). The process of local participation in developmental initiatives can be understood using Arnstein's (1969) ladder of participation, which is composed of several levels of participations as shown in Table 1. These levels of participation are categorized into three main groups; including genuine participation, tokenism, and non-participation. The lower levels of participation (therapy and manipulation) are less-inclusive as local residents are merely informed of the process of development; such levels further leads local residents feeling disempowered. The second category of tokenism entails allowing local residents to have say in certain aspects in decision-making, but the process of development still lies in the hands of other group(s) of stakeholders. The ultimate level of participation, which is genuine participation, truly allows local residents to have a say in the project as well as playing a major role in the process of its development. The ladder model is used in this study to explore the possible different groups of local residents and their levels of participation.

Table 1: Arnstein's Level of Local Participation

Levels of Participation	Description	Category of Participation
1. Citizen control	Allows local residents (have-nots) to have major decision-making power	Genuine participation
2. Delegated power Partnership	Allows residents to negotiate and engage in trade-offs with traditional power holders	
3. Placation	Ground rules allow the residents to advise, but the power holders retain the right to decide	Tokenism
4. Consultation Informing	Allows residents to hear and to have a voice. However, they lack the power to ensure that their views will be heeded by the powerful	
5. Therapy and Manipulation	The real objective is not to enable residents to participate in planning or running programmes, but to enable power holders to educate and cure them	Non-participation

A group of potential stakeholders in the participation process of interest in the context of developing countries is a local community that is perceived to be relatively marginalized (Ghazala & Vijayendra, 2013) due to characteristics such as education and economic power relative to other stakeholders. Previous studies that have researched on local participation using the Arnstein (1969) model assume

local residents to be a homogeneous group with respect to their levels of participation. For instance, using rural Nigerian local participation in developmental project, Oviasuyi (2010) came up with a sophisticated model which implicitly assumes that it can be applied uniformly to all rural local communities. In a research on community participation in heritage management in coastal Tanzania, Chinyele and Lwoga (2019) conclude that the level of local participation is of tokenism; i.e., all local residents participate in the same extent. Borrowing a leaf from the stakeholder theory, which assumes any society or community to have different sub-groups, with different individuals that have different levels of legitimacy, urgency, interests, and power (Mitchel et al., 1997), then the assumption of having uniform levels of local participation in developmental project is falsified. Moreover, Hurlbert and Gupta (2015) conceptually indicate the limits of the static nature of the Arnstein's model of participation by factoring contextual factors that might lead into dynamism into the model. Consequently, this study assumed the presence of different groups of local residents; with different levels of participation, perceptions and satisfaction with the *Saemaul Undong* projects in Tanzania that were initiated by the Korean Oversea International Cooperation Agency (KOICA).

Methods

Saemaul Undong Movement

The *Saemaul Undong* is a nationwide movement that was government-initiated in the 1970s aimed at modernizing rural regions; and it included a mental health development campaign to instil what was called the 'spirit of *Saemaul Undong'*, which called for citizens to practice diligence, self-help, and cooperation to improve the overall standards of living (Lee et al., 2018*). Saemaul Undong* was the effective use and mobilization of local resources in the modernization process of rural communities (Whang, 1981). The main policy implications is that development and social policies should comply with the economic discrimination principle by preventing any political influence from working against the economic discrimination principle for the success and sustainability of those policies (Sung, 2018). It cultivated various value-chains from production to processing and marketing that increased cooperation, expanded value-added, reduced gaps between rural and urban areas, mitigated gender inequality, and contributed to inclusive growth through an equitable sharing of the benefits (So, 2018). *Saemaul Undong* received strong support and gained international reputation as a 'success model' for community development in the agriculture sector (Yoo, 1987). *Saemaul Undong* can be re-interpreted as a successful social innovation, particularly with respect to its monitoring, evaluation, and scaling strategies (Lew, 2012).

Data Collection Methods

To capture objective quantitative responses, a closed-ended questionnaire with questions for involvement in the project, and perception regarding the economic, social, and environmental impacts of the *Samaeul Undong* project in the area were included. To ensure reliability and validity, the questions were adapted from

previous studies (Ribeiro et al., 2013; Scott & Vitartas, 2008). The question items capturing these variables were framed in a 5-point Likert scale with 1 representing strongly disagreement with the statement, while 5 connoting strong level of agreement. On top of the questions capturing the study variables, we included demographic variables questions that were of categorical in nature. The questionnaire was appraised by faculty members from business and developmental studies to check the content validity, as well as to understand the ability of the questions. Despite Swahili being the main common language in Tanzania, the questionnaire was in English as the opted method of survey was personal with the interviewers being graduate students who could easily understand the questions in English and translate into Swahili.

Three research assistants with the two principal researchers met twice before data collection to discuss the questionnaire, as well as to have common understanding of the questions. The principal researchers visited the four selected *Samaeul Undong* villages before the actual data collection in order to meet the village leaders and explain the purpose of the study. During the initial visit, data collection dates were agreed upon with the village leaders who then agreed to inform villagers who participated in the *Samaeul Undong* to congregate on the agreed date of data collection. As more than 90% of all the villagers who participated in the projects turned up for the meeting, this mode of data collection was used for the questionnaire survey. Each respondent was assigned to any of the interviewers who introduced themselves and the study before the actual data collection that took approximately 15 minutes.

The questionnaire data were entered onto excel sheets that were later transposed to SPSS 23 for further data analysis. In total, 171 dully filled questionnaires were used in data analysis, particularly to perform cluster analysis in two phases. The first phase, the hierarchical cluster analysis, was used to explore the number of possible meaningful clusters (Dolnicar, 2004). The second phase of cluster analysis employed the K-means using the Ward method to validate the number of clusters. Thereafter, mean comparison and Chi-square tests were employed to check group differences. The advantage of this segmentation approach emanates from the posterio sense-making of data, rather than an *a priori* one that is more theoretically driven and might not reflect reality (Dolnicar, 2004).

Results

The sample profile of the respondents is shown as Table 2. Demographically the sample is representative by reflecting the typical characteristic of African rural adult population found in most Tanzanian societies. For instance, educational-wise finding a graduate level villager is rare, which is typified by 1 respondent in the sample, while those with secondary level education dominate the sample; as well as having 4.1% of respondents having informal education. Typical of rural occupation setting, 66.1% of the respondents were self-employed, as well as being

a resident of the area for a longer time period as more than 75% have been living in the area for more than 10 years.

Table 2: Sample Profile

Demographic variable	Frequency	%
Gender		
Male	79	46.2
Female	91	53.8
Marital status		
Single	16	9.4
Married	138	80.7
Separated	11	6.4
Widow/widower	6	3.5
Age		
18 to 25	33	21.5
26 to 41	74	48
42 to 57	45	29
Above 57	19	12.4
Education level		
Informal	7	4.1
Primary	134	78.4
Secondary	14	8.2
Vocational	15	9
Graduate	1	.5
Occupational		
Employed	4	2.3
Self-employed	113	66.1
Unemployed	6	3.5
Others	48	28.1
Length of residence in the area		
Less than 5 years	11	6.4
5 to 10 years	29	17
More than 10 years	131	76.6

The hierarchical cluster analysis that was used to explore the possible number of clusters was performed on 7 items that included local involvement in the project, project implementation, and relevance of the project to the community. Following Aguilo and Rosello's (2005) recommendation of stepwise approach to come up with possible numbers of clusters starting with a five-cluster solution, 2 clusters were observed using dendrograms and coefficients. The K-means cluster analysis solution for the 2 cluster is displayed as Table 3, together with the t-values obtained from the mean comparison of the clusters. Out of the 7 scale items used, 6 significantly segregate the 2 clusters; with the first having 89 cases and the second with 82 cases. As the second cluster had a significant more positive perception regarding their involvement and the value they put on the project, they are named

'*participants*'; while the first cluster is named '*observers*' to indicate their relatively less involvement in the project.

Table 3: Cluster Analysis Solution

Items	Cluster	Mean	Std. Dev.	t-value	Sign.
I was highly involved in all aspects of the project	1	1.9438	1.05915	-17.511	0.000
	2	4.2805	.65309		
I participated in the project from the design to the implementation stage	1	1.6292	.87102	-21.852	0.000
	2	4.3049	.71473		
I participated in the project from the design to the implementation stage	1	2.2247	1.25003	-5.262	0.000
	2	3.2561	1.31291		
The KOREA project was irrelevant to the community	1	2.4270	1.36422	1.136	0.258
	2	2.1951	1.29994		
The implementation of the project was smooth	1	2.7303	1.33794	2.042	0.043
	2	2.3171	1.30411		
The project is worthless to the community	1	2.5056	1.24429	-3.369	0.001
	2	3.1098	1.10001		
The project was carried out in the right manner	1	2.6742	1.16556	-2.366	0.019
	2	3.0854	1.10220		

A further validation of the cluster solution was tested using discriminant (Dryglas & Salamaga, 2017) with the results displayed as Table 4. The scores for the seven items were used as independent variables, while the cluster membership was used as the dependent variable. The canonical correlation coefficient was high (above 0.898) with the variance explaining 100% in the clusters. Supporting the cluster analysis results and mean comparison, item capturing involvement in the project from design to implementation is the one that highly discriminate the two clusters.

Table 4: Discriminant Analysis

Function	Eigenvalue	Var. explained (%)	Canonical correlation	Wilks' lambda	X^2	df	p
1	4.142	100.0	0.898	0.194	270.992	7	0.000

As a means of exploring the differences between the two clusters of residents' involvements in the *Samaeul Undong* projects, a series of independent sample t-test were performed on the items for economic, social, and environmental impacts of the project as perceived by the residents together with their levels of satisfaction with the projects (Table 5).

Table 5: Cluster Profiles with Respect to Project Impacts

Scale Item	Cluster	Mean	Std. Dev.	t-value	Sign.
Our household standard of living is higher because of KOREA project activities	1	2.5393	1.39036	-2.607	0.010
	2	3.0854	1.34441		
The KOREA project creates more jobs for local people	1	2.5393	1.50798	-2.544	0.012
	2	3.0854	1.29768		
KOREA project helps to provide market for farm products	1	2.4719	1.38244	-1.451	0.149
	2	2.7683	1.27946		

Prices of goods and services in my area have increased because of KOREA project	1	2.3034	1.17168	-.549	0.583
	2	2.4024	1.18488		
Income related to the project has improved over the years	1	2.5056	1.15919	-2.065	0.040
	2	2.8902	1.27663		
KOREA project provide culture exchange and education	1	2.5843	1.52858	-6.945	0.000
	2	3.9878	1.04815		
Due to the project, there has been an improvement in the health sector	1	2.6067	1.50467	-6.221	0.000
	2	3.9268	1.24504		
Due to the project, there has been an improvement of water	1	3.3146	1.35341	1.188	0.237
	2	3.0366	1.67365		
Due to the project, there has been an improvement of electricity supply	1	1.6067	1.11414	-2.281	0.024
	2	2.0610	1.45167		
The project infrastructures in general keeps on improving year after year	1	2.7528	1.25482	-.350	0.727
	2	2.8171	1.13451		
Due to the KOREA project, there has been greater protection of natural environment	1	3.1348	1.27200	-2.483	0.014
	2	3.5854	1.09940		
The construction of project facilities has led to the improvement of natural environment	1	3.2022	1.26293	-2.252	0.026
	2	3.5976	1.02872		
The project has led to local community awareness of environmental conservation in my area	1	3.4382	1.06552	-1.363	0.175
	2	3.6585	1.04491		
I am satisfied with the current status of the KOREA project in my community	1	2.3483	1.28895	-.743	0.459
	2	2.5000	1.38109		
Overall, the benefits of the KOREA project are greater than the costs to the people of the area	1	2.8539	1.26626	-1.021	0.309
	2	3.0488	1.22628		
Overall, the KOREA project has had positive effects in the community	1	3.0337	1.24726	-1.283	0.201
	2	3.2683	1.13365		

Generally, the results show a mixed perception of local residents with respect to economic, environment, and social aspects of the projects as some items were significantly different for the two clusters. For both clusters, local residents' perception regarding satisfaction did not to differ significantly.

Conclusion and Implications

This study aimed to explore the possible different groups of local residents in the *Saemaul Undong* projects in Tanzania using the cluster analysis approach. The results show the presence of two distinct clusters of local residents with respect to their participation in the projects, as well as their perceived impacts of the projects. The group that had a perception of involvement (*participants*) with the project also perceived the outcomes of the project to be positive, compared to the one that had a less positive perception of involvement (*observers*). However, the two groups did not differ on their levels of satisfaction with the projects. The presence of distinct groups affirms the utility of the stakeholder theory in understanding local residents' dynamism in developmental projects. The results indicate the applicability of the Arnstein's (1969) ladder model, but in a dynamic manner as there are different groups of local residents who are differently involved in the projects. The *participants* who perceive to be highly involved from the design stage to the

implementation can be seen to be in the participatory category of the ladder, while the *observers,* who had less involvement, can be said to be in the non-participatory level of the ladder. Such a diversity in the perception of local residents towards developmental project in the same locality furthers upholds the emerging notion of dynamism in local participation in projects (Hurlbert & Gupta, 2015).

The results offer practical implications to developmental partners, local governments, and local communities at large. To developmental partners and local governments, the results provide insights on strategic approach in the involvement of local residents in developmental projects. In ensuring higher levels of project success, developmental partners and local governments have a higher leverage point in ensuring the group of local residents who have the right attitude and interest in the aspects developmental project are given priority in the involvement of project that will have a higher possibility in creating a positive perception on the impacts of projects. This necessitate a careful project planning and design prior to project implementation by necessitating the identification of different groups of local residents with respect to their interest and attitudes; and selecting the right target group(s) to be involved in the project phases. Another practical implication relates with project evaluation; To capture local perceptions of the impacts of developmental projects, it is better to group the perceived impacts to reflect the interests of the different groups of local residents to avoid over- or under-assessment of project impacts, which can mislead future initiatives as well as discourage developmental partners. In any developmental project, the notion of having different local stakeholders with different interests (Mitchell et al., 1997) should not only be taken during the initial project design, but also during the closing and evaluation stages to reflect the communities' heterogeneity.

In complimenting and extending the results of this study, future studies are encouraged to focus on aspects that are important but were not captured in the study. With the possibility of contextual factors like local residents' interest, involvement, and cultural values having a possible effect on local residents' satisfaction with a developmental project (Hurlbert & Gupta, 2015), future studies can be undertaken in different contextual environment to validate the presence of different groups of local residents. As the study used a quantitative approach, some of the imbedded community factors might have been overlooked, thus necessitating an extension by using a qualitative approach to unveil such factors. A comparative approach comparing different developmental projects from different donor countries could further offer practical insights to developmental partners and governmental bodies on the means and strategies to implement projects, particularly in less developed countries needing such projects.

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