



TANZANIA OSAKA ALUMNI

Best Practices

Hand Book 4

**President's Office,
Regional Administration and Local Government,
P.O. Box 1923,
Dodoma.**

December, 2017

BEST PRACTICES HAND BOOK 4 (2017)

**Prepared for Tanzania Osaka Alumni (TOA) by:
Paulo Faty, Lecturer, Mzumbe University;
Ahmed Nassoro, Assistant Lecturer, LGTI; and
Michiyuki Shimoda, Senior Advisor, PO-RALG**

**And edited by:
Liana Hassan – TOA Vice Chair
Stella Paschal – Principal Local Government Officer, PO-RALG
Emmanuel Mkongo – Senior Economist, PO-RALG
Honorina Ng'omba – National Expert, PO-RALG**

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List of abbreviations

ALAT	Association of Local Authorities In Tanzania
AMCOs	Agricultural Marketing Cooperatives
AMSDP	Agricultural Marketing Systems Development
ASDP	Agriculture Sector Development Programme
ATM	Automatic Teller Machine
BOQ	Bill of Qauantitie
BOT	Bank of Tanzania
CDO	Community Development Officer
CG	Central Government
CHF	Community Health Fund
CHMT	Council Health Management Team
CMT	Council Management Team
COBET	Complementary Basic Education
CPU	Coffee Processing Unit
CRC	Convention on the Rights of the Child (1990)
CUF	Civic United Front
DADPs	District Agricultural Development Plans
DAIO	District Agricultural and Irrigation Officer
DANIDA	Danish International Development Agency
DAS	District Administrative Secretary
DbyD	Decentralization by Devolution
DC	District Council
DED	District Executive Director
DEO	District Education Officer
DIDF	District Irrigation Development Fund
DIDT	District Irigation Development Team
DLNRO	District Lands and Natural Resources Officer
DLO	District Land Officer
DSM	Dar es Salaam
ELCT	Evangelical Lutheran Church of Tanzania
E-PRA	Extended Participatory Rural Appraisal
ESD	Education for Sustainable Development
FMD	Foot and Mouth Disease
FSC-UK	Forest Stewardship Council – United Kingdom
FST	Forest Scout Teams
FY	Financial Year
GIS	Geographical Information System
GPS	Global Positioning System
HOD	Head of Department
HQ	Headquarters
ICT	Information Communication Technology
IT	Information Technology

IWRM	Intergrated Water Resource Management
JICA	Japan International Cooperation Agency
KATC	Kilimanjaro Agricultural Training Centre
KIMRECOM	Kinondoni Municipal Revenue Collection Manager
LAT	Local Allocation Tax Grant
LG	Local Government
LGA	Local Government Authority
LGDG	Local Government Development Grant
LGRCIS	Local Government Revenue Collection Infromation System
MATI	Ministry of Agriculture Training Institute
MC	Municipal Council
MCCCO	Mbinga Coffee Curing Company Limited
MCDI	Mpingo Conservation Development Initiative
MHIMINA	Mtandao wa Hifadhi Misitu Nangaru
MHIMIRU	Mtandao wa Hifadhi Misitu Rutamba
MIVARF	Market Infrastructure Value Addtion and Rural Financing
MJUMITA	Muungano wa Jumuiya za Uhifadhi Misitu Tanzania
MoU	Memorandum of Understanding
MRRH	Mbeya Regional Referral Hospital
MUST	Mbeya University of Science and Technology
NBS	National Bureau of Statistics
NEDF	Newala Education Development Fund
NFRA	National Food Reserve Agency
NGOs	Non - Governmental Organizations
NHC	National Housing Cooperation
NHIF	National Health Insurance Fund
NMB	National Microfinance Bank
NORAD	Royal Norwegian Agency for Development
NSSF	National Social Security Fund
O&OD	Opportunities and Obstacles to Development
OJT	On the Job Training
OPD	Out Patient Department
OVOP	One Village One Product Movement
PFM	Participatory Forest Management
PO - PSM	President's Office, Public Service Management
PO - RALG	Presidents' Office, Regional Administration and Local Government
POS	Point of Sales
POT	Post Osaka Trainings
PPP	Public –Private- Partnership
PRA	Participatory Rural Appraisal
RAS	Regional Administrative Secretary
RC	Regional Commissioner
RCH	Reproductive and Child Health
RHMT	Regional Health Management Team
RIPS	Regional intergrated Programme Support
RMO	Regional Medical Officer
RS	Regional Secretariat
SACCOs	Savings and Credit Cooperative Societies
SAP	Structural Adjustment Programme
SIDA	Sweden International Development Agency
TACOBA	Tandahimba Community Bank
TACRI	Tanzania Coffee Research Institute

TANROADS	Tanzania Roads Agency
TASAF	Tanzania Social Action Fund
TATEDO	Tanzania Traditional Energy Development Organization
TC	Town Council
TCB	Tanzania Coffee Board
TCCIA	Tanzania Chamber of Commerce Industry and Agriculture
TCFCN	Tanzania Community Forest Conservation Network
TFCG	Tanzania Forest Conservation Group
TFDA	Tanzania Food and Drugs regulatory Agency
TKL	Tutunze Kahawa Company Limited
TOA	Tanzania Osaka Local Government Reform Alumni
TPO	Town Planning Officer
TRA	Tanzania Revenue Authority
UMICHITA	Uhifadhi Misitu Kata ya Chikonji na Tandangongoro
UMIKIWAMI	Uhifadhi wa Misitu Kiwawa na Mihola
UNDP	United Nations Development Programme
UNICEF	United Nations Childrens' Fund
UPE	Universal Primary Education
URT	United Republic of Tanzania
UTT	Unit Trust of Tanzania
VEO	Village Executive Officer
VETA	Vocational Education Training Authority
VNRCs	Village Natural Resources Committees
WDC	Ward Development Committee
WEO	Ward Executive Officer
WHO	World Health Organization
WWF	World Wide Fund for Nature
ZITSU	Zonal Irrigation Technical Services Unit

Foreword

Local Government Reforms in Tanzania are primarily focused towards effective Service Delivery by Local Government Authorities within the Central Government’s Policy Framework. The reforms have attracted cooperation between the Government of the United Republic of Tanzania, Development Partners and many other stakeholders. Through this cooperation, the Local Government Reforms in Tanzania have successfully generated democratic Local Governments, rationalized local human resourcing, increased fiscal disbursements, improved local governance, increased local participation and increased local government autonomy in Service Delivery.

The Local Government Reforms in Tanzania have been implemented in a comprehensive approach that has involved learning Local Government Reform initiatives and implementation in other countries which led to designing an appropriate implementation modality for Tanzania. Since 2002 the Government of Tanzania through the President’s Office – Regional Administration and Local Government (PO-RALG) and the Government of Japan through Japan International Cooperation Agency (JICA) have jointly conducted training on Decentralization reforms in Japan namely “Osaka Training”. This training has been attended by selected PO-RALG Directors/staff, Regional Administrative Secretaries, Council Directors and other Local Government Reform stakeholders. Following Osaka Training, Regional Post Osaka Trainings (POT) have been conducted to Assistant Administrative Secretaries (AASs) and Heads of Departments (HODs) from Local Government Authorities (LGAs) to share lessons learned in Osaka Training in Japan.

Both Osaka Trainings and Regional POTs have provided opportunity for Tanzanian Central and Local Government Staff to learn the Japanese Decentralization Reforms Experiences, select the best Japanese decentralization lessons and implement the lessons learnt within the Tanzanian context. The implementation of the lessons learnt from Japan has resulted into identifiable **“Best Practices”** by specific Regional Secretariats (RSs) and LGAs. This has created urgency for reporting the best practices in the form of a handbook to make other RSs and LGAs appreciate and learn from the local successful implementation and the secrets for success.

This Fourth Handbook is a continuation of the joint efforts of PO-RALG and JICA to strengthen Decentralization by Devolution (D by D) in Tanzania. The handbook provides the History of Osaka Training and the Best Practices in the following order; Chapter One summarizes the lessons learnt from Japan; Chapter Two focuses on Self Help Efforts for Improved Services and has Cases from Lindi DC, Nachingwea DC, Masasi DC, Masasi TC, Mbeya DC, Momba DC and Mbeya RS. The third chapter is on Fiscal Decentralization and Revenue Enhancement and has cases from Kindondoni MC and Tandahimba DC. Chapter Four presents Participatory Service Delivery best practices from Lindi DC, Kilwa DC, Ruangwa DC, Chunya DC, Busokelo DC, Ilala MC, Ileje DC and Newala DC. Chapter Five focuses on Local Economic Development with best practices from Mbinga DC, Masasi DC, Tunduru DC and Namtumbo DC.

The PO-RALG recommends the RSs staff, LGAs staff and all stakeholders in the Local Government Reforms in Tanzania to read the handbook, appreciate the Specific Local Initiatives, learn the secrets of success and use the available local opportunities to perform better in the D by D context.

ENG. MUSSA I. IYOMBE
PERMANENT SECRETARY - PO-RALG

Preface (TOA)

Cooperation between the two Governments (Tanzania and Japan) through Osaka Training resulted into establishment of Tanzania Osaka Local Government Reform Alumni (TOA) in 2002. This Alumni is formed by all Regional Administrative Secretaries (RASs), Council Directors and all ex-participants of Osaka Training and POT. TOA endeavors to build capacity to her members in order to become champions of Local Government Reforms. Implementation of lessons learnt in Osaka Training has resulted into improved service delivery to the communities within the Framework of “D by D”.

For the purpose of enhancing horizontal learning amongst stakeholders, TOA decided to publish a series of best practices reported by members in a reader friendly Handbook . This is the fourth handbook. TOA anticipates to issue more Handbooks in the future concurrently with continued implementation of Lessons learnt from Osaka and Regional Post Osaka Trainings.

The completion of this Best Practices Handbook 4 attracted support from various institutions and individuals. TOA would like to acknowledge and express gratitude to the President’s Office – Regional Administration and Local Government for forging a Memorandum of Understanding with the Government of Japan, financing and allowing Tanzanian senior staff to attend training on Decentralization Reforms in Japan since 2002 todate. Secondly, TOA extends sincere appreciation to the Government of Japan through JICA for designing, supporting and funding the Osaka and Regional Post Osaka Trainings and production of this Handbook. TOA also would like to recognize and appreciate initiatives of the Regional Administrative Secretaries and Council Directors in implementing the lessons learnt and their readiness to prepare detailed cases that appear in this fourth handbook.

The analysis and synthesis of the Best Practices in this Handbook 4 was done by Mr. Paulo F. Faty (Lecturer at Mzumbe University) and Mr. Ahmed Nassoro (Assistant Lecturer at the Local Government Training Institute – Hombolo) while the lessons learnt in Japan were explored by Mr. Michiyuki Shimoda (Senior Advisor, PO-RALG). TOA deeply commends their work and thanks them all.

Lastly, TOA would like to extend appreciation to all PO-RALG staff, JICA staff and TOA leaders who participated in various meetings that improved and concretized this Handbook. It is not possible to list down all contributors to this work. However, TOA values all offerings made by various institutions and individuals.

Finally disclaimer; though many individuals and institutions have contribution in this Handbook, TOA and the analysis team remain responsible for errors and omissions that might be perceived by readers of this Handbook.

ENG. MUSSA NATTY
TOA CHAIRPERSON

Preface (JICA)

Dear Distinguished Readers!

Implementation of Decentralization by Devolution Policy in Tanzania has taken more than 10 years now with the objective to improve service delivery by devolving functions, responsibilities and resources from Central Government to Local Government.

Based on the above, JICA's cooperation has been geared to support implementation of this policy by focusing on strengthening local level service delivery through LGA's capacity development as well as Sector development in the fields of Health, Agriculture, Water and Roads.

Since 2002, JICA in collaboration with PO-RALG has been conducting the training on Local Government Reform Programme which is called "Osaka Training." It targeted top management officials in Local Government Reforms i.e. Regional Administrative Secretaries, Council Directors, PO-RALG Officials and Higher Learning Institutions, with the purpose of learning experiences of Japanese Local Government Reforms. On their return, the knowledge and experiences were shared during Regional Post Osaka Training workshops (2003 – 2007). As a result, Tanzania – Osaka Local Government Reform Alumni (TOA) was established in a view to establish a platform where members have opportunity to share experiences, good practices and challenges. JICA has been supporting the institutional building of TOA.

As a result of implementation of lessons learnt from Osaka training, a number of best practices were presented from RSs and LGAs in six Regional Workshops conducted in Dar es Salaam, Lindi, Mtwara, Ruvuma, Mbeya and Songwe during 2015. Through verification and analysis of these best practices, this fourth "Best Practices Hand Book" is finally produced. The book verifies that *we have to learn not only from other countries but also from many initiatives inside the country.*

I am happy if you learn some tips from this handbook and take small but concrete steps forward in improving the implementations at ground.

JICA plans to support TOA to conduct Regional POTs for Regional Secretariat staffs and LGA Heads of Departments by utilizing this handbook. We would like to explore the next Best Practices stimulated by the handbook and the training. We hope to strengthen the horizontal learning platform for field level in future and improved service delivery in Tanzanian communities.

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TOSHIO NAGASE

CHIEF REPRESENTATIVE - JICA TANZANIA OFFICE

Chapter One: Introduction; Lessons Learnt from Japanese Experience

1.0 OSAKA TRAINING

This Handbook was elaborated by Tanzania Osaka Local Government Alumni Association (TOA). TOA is an alumni association of a training course offered by Japan International Cooperation Agency (JICA). The training is entitled “Country Focused Training Course - Local Government Reform Programme in Tanzania”, but more popularly known as “Osaka Training”. The Association is composed of all the RASs and the Council Directors of the Country.

“Osaka Training” started in 2002. During the initial five years, all the RASs from 21 Regions of the country (at that time) together with two Council Directors of the respective Regions were invited. Also high officials of PO-RALG (Directors, Asst. Directors)¹ as well as the Secretary General of ALAT and some prominent academicians participated in the Course.

Due to the remarkable impact and outcome, JICA decided to continue with the same programme, widening its scope to three other African Countries that have been promoting or planning decentralization reforms, namely Kenya, Uganda and Zambia, in addition to Tanzania. Towards the end of 2016 more than 100 Tanzanian reform leaders including RASs and Council Directors have directly benefitted from Osaka Training. Furthermore, those participants, after returning to their respective Regions, conducted local seminars called “Post Osaka Training” to share the experience and knowledge acquired in Osaka, inviting all the remaining Council Directors together with Head of Departments. Thus the beneficiaries of the said Training were expanded to more than 1,500, and the membership of TOA came to cover all the RASs and the Council Directors.

Based on various lessons learned in Osaka and Post Osaka Trainings, the participating LGAs elaborated Action Plans to improve their performance. Having more than 12 years of the history, it has been confirmed that there are a number of useful good practices emerging in many LGAs through implementing the above-mentioned Action Plans which could be worth sharing with others. It was therefore decided in TOA to verify and analyze such cases and compile this handbook, so that the LGA leaders can refer to such cases and apply any of them if they consider appropriate and feasible, with a view to improving their works.

Before going into the respective cases of good practice, however, we would like to see in this chapter why JICA decided to offer this training to Tanzanian reform leaders, what was the meaning of Osaka Training to Tanzania, and what kind of issues were discussed there.

¹ Including Hon. A. Mwanri (Deputy Minister) and Ms. M.K.Tarishi and Mr. H.A.Katanga (former Permanent Secretaries)

2.0 BACKGROUND OF OSAKA TRAINING

Why did JICA decide to offer such course, and what was the meaning of it to Tanzania?

2.1 JICA's Views on the Decentralization Support

JICA has some unique views on the governance support which may differ from other development partners. It has been observing that many strong interventions have been made in the developing countries by the development partners such as the Structural Adjustment Programme (SAP) and the governance support including decentralization reforms. However, it can be said that these programmes and reforms applied in the developing countries are almost the same as what are currently tried in the developed countries, irrespective of the great difference in the background and the conditions between the former and the latter. Also it is often observed that these reforms are promoted under a strong pressure from the donors, without ensuring endogenous development process and ownership of the recipient country.

Based on the bitter experience of failures in international cooperation of this kind, JICA has the following principles in carrying out the decentralization support:

- (i) There is no universal model that can be applied to all countries.
- (ii) Decentralization itself is not an objective, but a means to achieve something.
- (iii) Internalization and endogenous development through nationwide discussion is essential.
- (iv) How to ensure National Minimum Standard² is essential in designing decentralization reforms.
- (v) Decentralization Reform is a long process, which should not be treated as a mere "project".
- (vi) Too rushed decentralization reform will rather bring chaos. In any reform efforts for D-by-D, it is essential to secure enough conditions on the side of LGAs and local society to receive such huge responsibilities devolved.

2.0 The Big Challenge of Tanzanian LGRP Observed by the Formulation Mission in 2002

Upon request from the Government of Tanzania for a training programme on local government reforms in 2001, JICA decided to dispatch a mission to analyze the situation and formulate a training course with most adequate contents to address the important issues. When the mission visited Tanzania in November 2002, it observed the following serious challenges that Tanzanian LGRP was facing:

- (i) Huge and detailed Log Frame (more than 80 pages!)
- (ii) LGRP was being implemented with such a beautiful but rigid Log Frame defining all the details of activities. The mission observed that there was very little room left for flexibility to allow "trial and error" that is considered to be essential. The mission felt as if everything was pre-determined and the Tanzanian Government was obliged to follow that rail without "deviation" and "going back".
- (iii) Prepared mostly with strong "assistance" from the Donor Group
- (iv) The common basket funding donors formed the steering committee together with the Government. Programme design was contracted out to external consultants and even implementation itself as well. The mission was worried that the Programme was elaborated without passing sufficient process of awareness building within the nation and consensus based on their own felt needs.
- (v) Danger in too much rushing to D-by-D

² National Minimum Standard is a concept that a minimum level of services must be secured even in poor remote rural areas just as in big cities.

The policy of D-by-D promoted by the Government seemed to the mission as if Tanzania was looking for almost the same type of model as the recent trend in the developed countries. A question was raised if the capacity and mind-set of LGAs as well as that of the Central Ministries were ready for such a drastic change. The mission observed the following challenges in this regard:

- Resistance from the Sector Ministries
- Lack of in-depth discussion over D-by-D in the society
- Not yet sufficient capacity development in LGAs to assume the devolved duties

2.3 Possible Utility of Japan’s Experience in Nation Building and Decentralization Reforms – Message Given from Japan to Tanzania in Osaka Training

Having observed the above-mentioned situation of Tanzania, JICA considered that Japan’s experience of her nation building and long decentralization reform process could be fairly relevant and useful for Tanzanian reform leaders to learn and review their own reforms.

Japan is a small Asian country outside the Western Civilization that started her nation building as a backward country and later achieved remarkable development. She has ample interesting experience of applying external models (Western models), which other donors do not have. (European Countries have been always the frontrunner at the center of the world and no need to learn from outside.) In fact, Japan started her nation building and development, trying to copy Western models, but failed at the initial stages. Since then, it was a long process of “trial and errors” until eventually reached the creation of her own unique model called “Half-Japanese Half-Western Model”. Japan believes that this kind of creation process with strong ownership through repeated “trial and error” is very important for the Country’s sustainable development.

This process model that Japan took for establishment of her local government system as well as decentralization reforms is quite different from the European model that many of the developing countries are currently trying to introduce. JICA thought that presenting such a “different model” could be useful by itself, since if they have only one model, it becomes the “absolute model”, but when they have more than two, they can start comparing and see which part of which model is more suitable to their own situation, which is an important first step towards creation of their own model.

The followings are just a few examples of the interesting learning points from Japanese model, among many:

(1) Very slow but steady reform process

Japan took 110 years since she started development of local government system and decentralization, and 55 years even counting from the start of major decentralization reforms after the World War II, before reaching eventual D-by-D which was realized in 2000.

The government tried to make sure that LGAs have acquired enough capacity before devolving functions, instead of rushing for institutional reforms of D-by-D.

This experience of Japan gives opportunities for Tanzania to think twice whether their speed is not too fast, and if at all they have to keep the current speed, then how to ensure adequate capacity development process of LGAs.

(2) Agency Delegated Functions (ADF)

In fact, during the above-mentioned 55 years, the government chose the modality of “delegation” called ADF as a transition measure, instead of jumping directly to “devolution”. Because of this modality, Japan has been criticized by the Western countries for long that she is not appropriately

decentralized, and eventually the government decided to go for real D-by-D in 2000, getting rid of ADF.

However, it is now confirmed that ADF has contributed significantly to healthy development of the LG system and to the successful realization of eventual D-by-D in the case of Japan, especially in the following aspects:

- Thanks to ADF, LGAs worked in close consultation with the Central Ministries concerned, and could develop their capacity through On-the-Job Training (OJT) with close technical backstopping from the Ministries. Whenever LGA officers face difficulties, they could consult with Ministry officials by phone, and the latter kindly helped the former to solve the problem together. All these were possible because the work was supposed to be under the responsibility of the Central Ministries but delegated to LGAs. Thus there was no resistance from the Ministries but cooperation, unlike many developing countries promoting D-by-D.
- The whole idea was to make sure that the limited available resources in the country could be mobilized to the maximum extent towards one direction, i.e. development of the nation, instead of fragmenting them and creating conflict between CG and LGAs.
- It was especially important at the initial stages where LGAs' capacity was weak. Without ADF during that time, LGAs could have neither performed their duties to serve for the people nor develop their capacity.
- Another important factor was "OJT", as mentioned above. Thanks to this process of OJT for 55 years, all the staff of LGAs as well as their organization itself could develop their capacity enough, receiving transfer of know-how and expertise from the Ministries, and were ready when the government decided for eventual D-by-D.

This experience of Japan poses a fundamental question to Tanzania on how to ensure reliable and effective capacity development process of LGAs while proceeding with D-by-D, making sure the maximum mobilization of the limited resources of the country and avoiding resistance from the Sector Ministries.

(3) Personnel Exchange System between CG and LGAs

In Japan, during the initial stages of the reform, the modality of personnel exchange between CG and LGAs was used quite often as one of the most effective means to a) fill the gap of qualified staff especially in the poor remote areas, and b) promote transfer of know-how and expertise from CG elite to weak and inexperienced LGAs staff in order to develop capacity of those LGAs.

The Government created a big pool of elite officials in Ministry of Local Government and assigned them to difficult LGAs in the most remote areas in order to help them. This secondment was normally for 4-5 years, after which they returned to their respective mother ministries. The more capable they are, the more remote and difficult LGAs they were sent to. But when they succeeded in performing well in those duty stations, they were promised a good promotion upon their return, which was an important incentive for the elites to go to such unattractive places with high motivation. Also, many LGAs sent their staff to the Central Ministries to work there, with a view to getting OJT on certain subjects that the respective LGAs are interested in.

After repeating several cycles of such personnel exchange, a lot of know-hows and expertise were transferred effectively from CG to LGAs, which tremendously helped the capacity development of LGAs in Japan. Now, LGAs in Japan are self-sufficient in their human resources without any need to depend on CG anymore.

It is obvious that if too rigid human resources decentralization is carried out without careful provision of countermeasures, it will create a serious gap of personnel in the LGAs in poor remote areas. It was for this reason that Tanzania decided to “recentralize” major part of the human resources management. However, it does not make much sense to promote D-by-D without human resources decentralized. Instead of “0 or 100”, it is required to consider certain strategy on how to go about HR decentralization but avoiding at the same time the gap in rural areas, and ensuring a certain process to develop future capacity of such LGAs.

3.0 THE ISSUES RAISED AND DISCUSSED DURING OSAKA TRAINING

Due to space limitations, only a few most fundamental issues could be presented in the section above, among many messages given from Japan to Tanzania based on her own experience. Here, some other points will be itemized below with brief explanations.

3.1 General Issues

The following issues and questions were raised to be discussed during Osaka Training:

(1) Importance of capacity development of LGAs as necessary preconditions for successful decentralization

- Are there no risks of stagnation of the service delivery, decentralizing so much responsibility in such a short period?
- How to cope with the situation where LGAs need to be equipped with enough capacity to assume all the devolved functions?
 - What about recruitment? How to secure qualified personnel in the LGAs of poor and remote areas?
 - How to fill the gap of know-how and experiences in LGAs and develop them? Is it not necessary to ensure some mechanisms of transfer of know-how and expertise, as well as technical backstopping from CG to LGAs? Is it not important to nurture collaborative relationship between CG and LGAs, instead of always looking for external support?

(2) Decentralization and Development

- In order to achieve socio-economic development of the country with very limited resources available, it is essential to seek for the best strategic mobilization of these available resources. (This is what Japan has been doing for her development.)
- How to manage the Country’s development and decentralization together which are sometimes contradictory each other. How to make sure to avoid fragmenting the resources and conflict between CG and LGAs as well as among different LGAs?

(3) Decentralization and National Minimum Standard

- How to manage between decentralization and National Minimum Standard? How to ensure the LGAs in poor remote rural areas to have as good capacity as those in rich cities in terms of service delivery to the people? (human and financial resources)

(4) Reality of the LGAs’ Capacity for Service Delivery

- A question was posed as to how many extension officers are there in one LGA including those who are deployed at Ward and Village levels, in order to let the participants realize what a harsh situation the Tanzanian LGAs are obliged to cope with. Compared to less than 100 in Tanzania,

just taking one example, Nagano Prefecture³ in Japan which is rather smaller prefecture in rural area has more than 1,500 agricultural extension officers. Moreover, there are 77 lower LGAs within the said Prefecture, each of which employs 20-30 extension workers. It means the farmers in Nagano Prefecture are enjoying the services provided by more than 3,000 LGA extension workers, compared to Tanzanian farmers who have less than 100⁴. Furthermore in Japan, there are a number of private companies that sell agricultural machineries, fertilizer, agrochemicals, seeds, etc. together with strong agricultural cooperatives, all of which provide a number of extension services and technical supports.

- We should recognize the above-mentioned harsh realities, and start our strategy from there. We should not dream as if it is possible in Tanzania to realize as good service delivery as the industrialized countries with such a small number of staff to cover a huge area, if the Government is to do everything alone.

(5) Importance of people's self-help efforts, and collaboration between LGA and communities

- Because of the above-mentioned harsh reality, it is indispensable to make maximum use of people's potential for self-help efforts in order to implement better service delivery.
- It is JICA's belief that if people are properly guided and facilitated, they will be able to do a lot of things by themselves, including construction of primary schools, dispensaries and community roads, and maintaining them.
- In the case of Japan as well, at the initial stages of her development, the Government was too poor to construct primary schools, for example. It was the community people who contributed from their pocket and worked together to construct, and furthermore, looked for somebody who can teach and paid them their salary. That is why many of the schools at that time in Japan were not "public" but "private", which means "community owned schools". It was only after several decades that the government became well-off and started owning them as public schools.
- It requires a kind of mind-set change of the Government as well as people, from thinking that it is the government to provide all the services for people, into a perception that people can do a lot by their own self-help efforts and the government is to facilitate such process instead of implementing everything alone.

(6) Importance of defining adequate size of LG units, and develop innovative mechanisms to reach out from LGAs to communities

- From the above-mentioned requirement, it is crucial to develop much stronger mechanisms for LGAs to reach out to communities. In Tanzania, area covered by LGA is relatively big compared to that of Japan, so it is important to think how to bridge between LGAs and communities.
- From the viewpoint of nurturing strong sense of local autonomy among people, the LG unit should be small enough so that people can feel that it is their own. On the other hand, the LG unit has to be strong enough to provide enough level of services, which requires certain size of unit in terms of financial and human resources. These are two contradictory requirements.

³ Prefecture in Japan is somehow comparable to Tanzanian Districts in size. (Though in many cases, Tanzanian Districts are far bigger than Japanese Prefectures.)

⁴ Moreover, Japan is not an exceptionally better-off country in this regard. To the contrary, Japan is the country that has the least number of public servants per population among the industrialized countries. It means U.K., France, Germany, Italy, etc. have even more government personnel!

- In order to give a good answer to the above contradictory question, the only solution is a multi-layer system from LGA to communities. In Japan, this multi-layer system is well functioning. But Tanzania also has a very well established system of District-Ward-Village-Kitongoji. This is very advantageous to nurture local autonomy and collaborative development endeavors between LGAs and communities. Furthermore, O&OD could be an excellent platform to consolidate that system and make it function.

3.2 Human Resource Management and Its Decentralization

As seen in the previous sections, Osaka Training had been rather warning the Tanzanian leaders during the initial few years to be careful about too rapid and drastic reform of D-by-D. However, as far as the human resource management aspect is concerned, the message became a bit different since it started observing the recentralization of the appointment authority of Council Directors and Head of Departments of LGAs as well as establishment of the Recruitment Secretariat for all the personnel of LGAs.

Japan did not go for D-by-D so quickly, keeping certain interventions of CG. In this sense, Japanese decentralization was not a perfect one for many years until 2000. However, as far as the human resource management is concerned, Japan made it completely decentralized from the very beginning of the reforms.

It was because human resource decentralization is the most fundamental basis for decentralization. In Japanese local government system, everything is decided and carried out within each LGA without any CG intervention right from recruitment, training, salary scale, transfer, promotion, till retirement. Japanese LGAs recruit new graduates every April according to their needs. After being recruited by one particular LGA, the employees will work for that LGA all through their life until retirement. There is no transfer from one LGA to the other in principle.

Furthermore, the Mayors are politicians elected by popular vote by the residents, and he/she will be the head of administrative branch of his/her LGA facing with the Council as the legislative branch. The technocrats will report to the Mayor and not to the Councilors, being represented and thus protected by the Mayor towards the Council and the Councilors.

In Osaka Training, the following three factors were emphasized as crucial elements to achieve the maximum human resource capacity of LGAs:

- 1) Recruitment
To recruit the best person apt for the organizational mission; and
- 2) Training
To train them towards achievement of the organizational mission (not for individual aims); and
- 3) Mobilization
To ensure maximum mobilization (exploitation) of the full capacity of all the members to achieve organizational goal

For those sakes, Japan considers it indispensable to decentralize the HR management so that each LGA can analyze its own situation, plan, recruit, train, assign, and mobilize its own personnel by itself. LGA staff should be someone who loves the area as well as the people there, works hard for the people,

understands well about the situation of the area, knows the people well and thus be able to work closely with the residents. These form the essence of decentralization. It is the experience of Japan that in those LGAs that are achieving remarkable success, there are officers who really work hard for the people and collaborate with the residents, and most of them were the ones who were born and brought up in the area and love their home town, together with the very strong leadership of the mayor who was also born there.

Another important element that makes Japanese LGAs stronger is their effective training of the staff. Japanese LGAs invest a lot on their staff through trainings as well as OJT which is given very strategically based on their institutional needs (not individual) and with longer perspective. It is possible in Japan because there is no transfer of staff to other LGAs and retention rate is so high, thus LGAs can invest without fear of losing their staff after training them. To the contrary, in Tanzania there are frequent transfer of important officials from one LGA to the other and difficulties in retaining staff. Under such circumstances, the big challenge is how to ensure the training outcome to be maintained and led to improvement of LGA's performance, and how to make the LGAs to be serious about their staff capacity development despite such high possibilities of losing them after training. A question was posed if it is possible for Tanzanian LGAs to prepare and implement an effective staff capacity development strategy (plan) with longer perspective under such circumstances.

On the other hand, Osaka Training presented the issue of "team work" and mobilization of 120% capacity of the existing staff towards the same institutional goal. In Japan, there are several elements of HR management system that are carefully elaborated for that sake, such as:

- 1) deliberately developed salary scale with a view to avoiding corruption and making staff to work hard until retirement;
- 2) Japanese unique "late promotion system" to make everybody work so hard for years (exploit 120% of the capacity of everyone);
- 3) Staff rotation system within the same LGA and accumulated evaluation system in order to make fair and objective evaluation to everyone as well as to identify capable staff who are apt to be promoted as Directors;
- 4) totally concentrated HR management function in Personnel Division to support 3) above;
- 5) Japanese unique working environment to facilitate "team work", supervision by bosses, and OJT by the supervisors, called "Big Roomism" (open office).

All that are explained in this section are provided in Japanese LGAs for the sake of ensuring the three crucial factors of HRM mentioned above, i.e. 1) Recruitment; 2) Training; and 3) Mobilization. Question was posed, under the current circumstances of Tanzanian LGAs, how to ensure the above-mentioned three elements.

3.3 Local Finance and Fiscal Decentralization

a) Financial Basis for LGAs

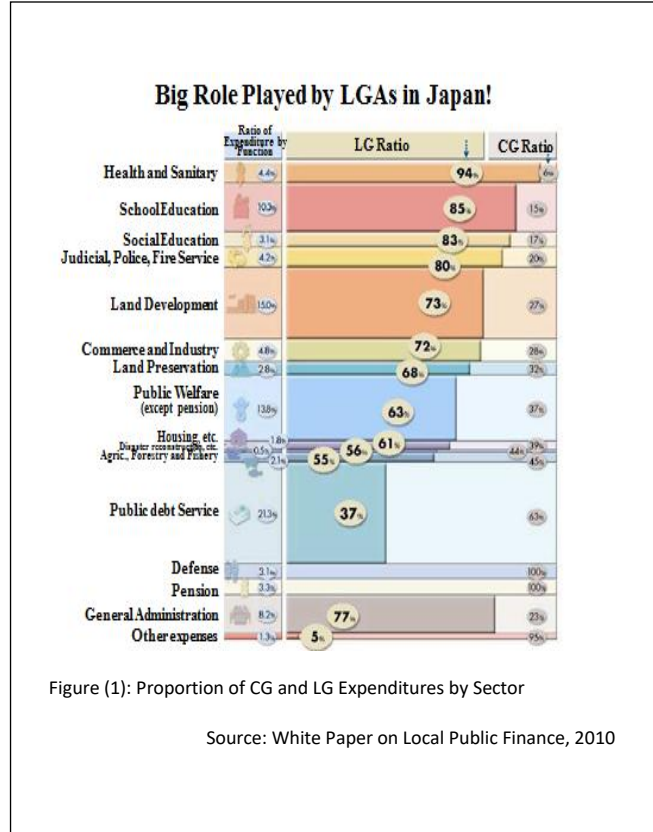
Figures (1) and (2) provide a symbolic overview of the situation of LGAs in Japan from financial viewpoint.

Figure (1) indicates how big the role played by Japanese LGAs is in terms of each sector service spending. Looking at the health sector, LGAs spend 94% of the total national expenditure while CG spends only 6%.

In education, the proportion between LGAs and CG is 85% and 15%.

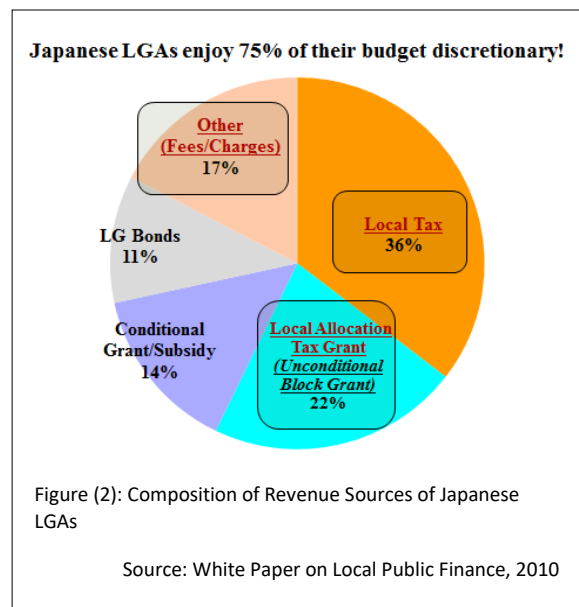
Considering the close correlations between amount of expenditure and volume of work, it can be analyzed that the Japanese LGAs are performing highly important part of the Government service delivery.

Oh the other hand, it is very important to note that such big amount of budget is actually allocated to LGAs to enable them to perform the heavy duties assigned (decentralized) to them.



What about Tanzania? In fact, looking at all the functions devolved to LGAs in Tanzania, the volume of works assigned to them is almost the same as those given to Japanese LGAs. Nevertheless, the budget allocated to LGAs was less than 3 trillion Shillings out of the total national budget of more than 11 trillion in 2011/12.

Another interesting comparison is about discretionary nature of the budget of LGAs. The Figure (2) shows composition of the revenue sources of Japanese LGAs. As can be confirmed there, 53% is from their own sources (local tax and fees/charges). Furthermore there is a totally discretionary unconditional grant called “Local Allocation Tax Grant” (LAT Grant). LAT Grant is one single block grant. It is transferred from the Ministry of Finance into the general account of each LGA on the first day of every quarter. Calculating the amount of revenue from their own sources together with this LAT Grant, Japanese LGAs enjoy 75% of their budget at their discretion. This forms an important basis for Japanese LGAs to make their development plan realizable, counting on the sufficient and predictable budget every year.



Tanzanian participants reviewed the situation of their LGAs, and confirmed an unhealthy picture of the conditions that they were given, as shown in Figure (3).

Indeed it would have been still functional even in this manner if this 94% of grant were unconditional and discretionary. However in reality, it is composed of a number of different grants, many of which are conditional. Thus, even if the LGAs prepare a good development plans, it is so complicated to accommodate their priority projects because of this problem of conditional grants, which makes the development plans not easily realizable.

Furthermore, it should be remembered that the total budget allocated for all the LGAs is such a limited amount of 3 trillion Shillings out of 11 trillion. And that even this limited amount of just 3 trillion Shillings accounts for 94% of LGAs' total budget, which shows how limited their own source of revenue is.

Osaka Training urged the Tanzanian leaders that if D-by-D is to be promoted and much of the Government function is to be devolved to LGAs, corresponding amount of budget must be allocated, either in the form of own sources or unconditional discretionary grant⁵. If at all the appropriate budget allocation is not possible, then the functions should not be devolved to LGAs. Otherwise, it will be a logical consequence that the decentralized service delivery will be paralyzed and it is the citizens who will suffer eventually. As having been able to observe, in Japan when 85% of educational service delivery responsibility is decentralized, the corresponding amount of the budget is facilitated to LGAs. Otherwise it is not fair to LGAs and actually to the people.

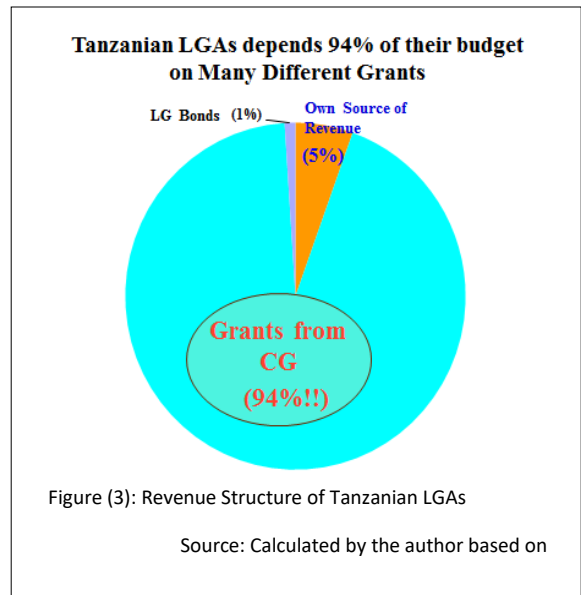
b) Local Taxation for Sustainable Vigorousness of LGAs

In Japan, there is a clear philosophy behind the definition of local taxes allocated to each of the two layers of LGAs. (Prefectures as Higher LGAs and Municipalities as Lower LGAs⁶) Although Prefectures being HLGAs, are comparable to Tanzanian Districts in area-wise, as far as functions are concerned, it is the Municipalities that have similar responsibilities to Tanzanian HLGAs. In Japan, most of the basic service delivery is provided by the Municipalities since they are closer to the people, while Prefectures are mainly concerned with economic development since it requires a bit larger area to plan and implement strategically.

Based on the above-mentioned nature of the roles expected to the Municipalities, the following is the clear feature of the taxes allocated to the Municipalities:

⁵ In fact it is not recommended to promote a radical fiscal decentralization to give too much taxation authority to LGAs at this stage. Because it will make the LGAs in poor rural areas suffer since they don't have tax basis, though those strong LGAs in rich urban areas will enjoy a lot of revenue from their own sources. Therefore it is more realistic to make the grants unified in one single channel and totally unconditional and discretionary for the time being.

⁶ There are 47 Prefectures and about 1,742 Municipalities as of October 2012. Municipalities consist of **Cities, Towns and Villages**, which is a different classification from Tanzanian.



As can be seen in Figure (4), Fixed Property Tax accounts for 45.3% of the total tax revenue, which is almost a half. Together with “Municipal Inhabitant Tax on Individuals” and “City Planning Tax”, the share is getting more than 80% of their total tax revenue. Fixed Property Tax and City Planning Tax are imposed on the lands and buildings, which will not escape. As long as the lands and buildings are precisely registered, the tax revenue from those two sources is stably secured.

“Municipal Inhabitant Tax on Individuals” is like the poll tax (Development Levy⁷) abolished in Tanzanian. This tax source is also stable since all the residents are registered and LGAs know where they are. Now looking at the Tanzanian situation, most of the tax revenue sources are economic based ones, such as Produce Cess (23%), Service Levy (18%), Guest House Levy (3%), License (10%) and Fees & Charges (17%), which fluctuates in accordance with the economic situation of the area, while the Property Tax accounts for only 8%.

Osaka Training urged the Tanzanian leaders that if LGAs are expected to provide needed services in a constant and stable manner, it is fundamental to develop a stable taxation system. From her proper experience, Japan believes that without putting emphasis on those stable tax sources like Property Tax and Pole Tax, it is not possible to expect much for LGAs to perform. In this context, it is critical to establish an accurate land register system as well as the resident registration, which will help a lot for the entire Country not only to have more revenue, but also for many other purposes.

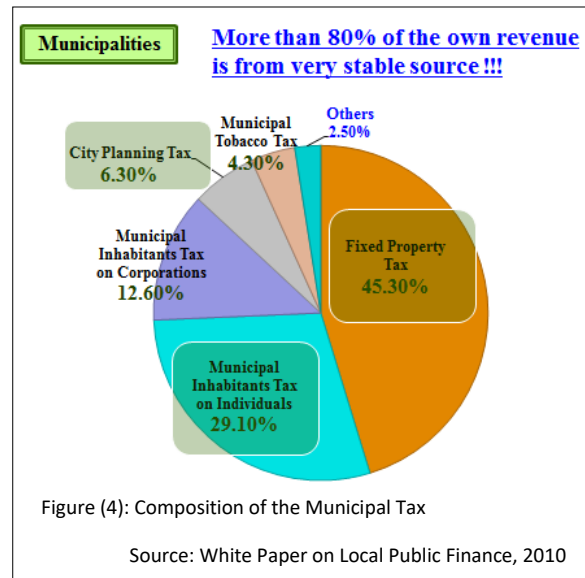
In this regard, it is worth mentioning that there are some very interesting and encouraging practices of this kind in Tanzania already as the case of Mtwara Mikindani and Kinondoni Municipals.

3.4 Local Economic Development – Japan’s Interesting Experience of “One Village One Product (OVOP)” Movement

Local economic development has been always major concern of the Council Directors of Tanzania. In this regard, there is a World famous experience in Japan called “One Village One Product (OVOP)” Movement, originated in Oita Prefecture that used to be one of the poorest Prefectures in Japan at that time. This experience could be very relevant and useful to Tanzanian rural development if it is properly interpreted and applied to Tanzanian context.

(a) What is OVOP?

OVOP is a collection of local development initiatives promoted by leaders of the respective communities in Oita Prefecture, who love their community and were worried about the poverty there. Although such individual practices had been existing here and there in the Prefecture since 1960’s, OVOP movement



⁷ The only difference is that while the latter is imposed the same amount equally to everyone, the former is imposed according to the income level of the household. If there is no income or not up to a certain level of income, the family members of that household do not have to pay this tax.

itself was officially initiated in 1979 by Dr. Morihiko HIRAMATSU, the then Governor⁸ of the Prefecture by identifying such cases and promoting them.

Talking about Dr. Hiramatsu, he had been a highly promised elite official of the then Ministry of International Trade and Industry (MITI) which was the strongest Central Government Ministry, but decided to go back to his home prefecture since he was worried about the situation of the prefecture that was remaining one of the poorest in Japan at that time. When he won the election and assumed office of the Governor, the first thing that he did was to visit all the villages in the Prefecture. During these visits, he found various spontaneous but precious endeavors for development in the villages. He was moved at the fact that there were such good practices of local development spontaneously pursued by the villagers with passionate local leaders, and that those cases had been unknown to the government. He appreciated their efforts, and encouraged them. For those villagers many of whom had never even been out of their own village, it was really an encouragement that such a big man visited their village and admired what they had been doing. They had never imagined that what they were doing was something special and valuable. Since his visit, such endeavors of the villagers became more and more enthusiastic being proud of themselves.

In his part, Dr. Hiramatsu thought it an important role of the Prefectural Government to encourage and promote this kind of precious initiatives of the villagers to improve their life by themselves, and widely share such good practices with all the other village leaders in the Prefecture.

The core feature of each case of OVOP is to produce some unique products (including tourism), and achieve local development, using existing available resources in the village. However, even more important element in this movement was that: through the concrete experience of endeavors of their small local economic development activities, the villagers consolidated their self-organizing capability; were empowered; and strengthened the local autonomy in the village. The important fact here is that experiencing success and failure (and overcoming it), the community not only achieved the economic success but also got empowered and became stronger through the process. It is fundamental to note this fact in understanding the OVOP Movement. Because to get one time success in certain business is not all that difficult with strong injection from outside, but when they encounter some problem later, they will not be able to overcome it if they have not been empowered through the past process to solve problems by themselves.

In this sense, it is very interesting to observe that in most of the cases of OVOP in Oita, they went through the following process:

- Before OVOP, the villagers were poverty stricken, given up hope to change, envious and jealous even among themselves, and thus no collaboration among them to improve their life together. However, with the experience of OVOP, they started recognizing “Yes, we can if we want!” This was a remarkable process of mind-set change.
- Based on the above-mentioned mind-set change, they accumulated experience of collaboration within the community, sharing the common challenges and experience of overcoming them together. This process made them to be organized better and better.
- Through the same process, they also strengthened the relationship with outside supportive organizations including LGA and NGOs.
- Together with all the above-mentioned empowerment, the community achieved a tangible

⁸ The post of Governor of the Prefecture is the leading post of Japanese Higher LGAs equivalent to the Municipal Mayors for Lower LGAs (See “3.2. Human Resource Management and Its Decentralization” for the Mayors.)

outcome of economic development.

(b) What did Dr. Hiramatsu do as the Prefectural Governor?

First and foremost, it should be clearly noted that OVOP was in no sense a “Top-down” programme that Dr. Hiramatsu created and told people to do something. Unfortunately, most of the developing countries that were interested in OVOP and tried to introduce it in their countries misunderstood this point. They just looked at the economic success of OVOP and promoted as a national policy giving instruction with top-down approach to each village to produce something that can be sold nationally or internationally. To the contrary, what Dr. Hiramatsu did in Oita Prefecture was, first of all, to visit all the villages, identified the already existing precious endeavors, admired and encouraged them.

Secondly, he informed the other villages and their leaders of those good practices so that they get inspired and start thinking of their own development using available resources in their respective areas, instead of complaining that they have nothing in their village and giving up hope. Thirdly, when he identified good products in some villages, he helped them to get market in and outside the Prefecture. Using his know-how, experience and connection developed since he had worked as a high rank official of Ministry of International Trade and Industry, he promoted these products nationwide. Fourthly, he promoted exchange of experience among leaders of respective villages so that they can learn from and get stimulated each other (horizontal learning, not vertical). He established “*Toyonokuni*⁹ Human Resource Development School¹⁰” for the village young leaders to get together and learn from each other. This stimulated the leaders so much which led to emergence of a lot more of OVOP cases.

As can be seen above, OVOP in its essence was a movement composed of various spontaneous local development attempts which were identified by the LGA, appreciated and encouraged. And the LGA played a role of “facilitator” and not “implementer” or “instructor”. What Dr. Hiramatus did was not to tell the villagers what to do and lead the movement, but respected their initiatives and ownership, and accompanied their efforts. Osaka Training emphasized this aspect of OVOP, and its close relevance to the situation of Tanzania, believing that there must be such spontaneous development endeavors in Tanzanian villages with good leaders who are concerned about their home. It could be highly effective for Tanzania to encourage such efforts and give them opportunities of horizontal learning. Osaka Training urged the Tanzanian leaders that they should not think there is nothing in their villages. There must be good practices but still unknown to them. They should start trying to identify such cases, encourage, and share with others. It would be much more effective than learning from outside or from textbooks. It is also from this viewpoint that compilation of this Handbook itself was decided.

3.5 Other Issues

Due to space limitation there are more issues that are important and relevant to Tanzania which could not be covered. These are the experience of Minamata (“Minamata Disease” and recovery from that tragedy); participatory local development planning; urban planning; land use and land adjustment, Japan’s experience of economic development and roles played by LGAs, etc. Concerning the experience of Minamata, Osaka Training is putting a lot of emphasis on its importance, and believes that the developing countries have a lot to learn from there.

⁹ “*Toyonokuni*” is a traditional name of the area of Oita Prefecture

¹⁰ It is called “school” but there is no physical facility. It is a sort of workshop type training programme for the leaders to get together.

4.0 FURTHER DEVELOPMENT AFTER OSAKA TRAINING THAT LED TO PUBLICATION OF THIS HANDBOOK

As described in Section 1 above, Osaka Training was conducted exclusively for Tanzania during the first five years (2002 – 2007), and continued for another six years extending its scope to three other countries (2008 – 2012). The most remarkable incident during these eleven years was the establishment of its own alumni; TOA. It is a World exceptional and exemplar case to have special alumni for one particular training course and that covering all such important leading stakeholders of the reform as the RASs and the Council Directors together with high rank officials of PO-RALG. It was also a pleasant surprise even for JICA that is offering thousands of training courses all over the country.

Moreover, TOA started a series of seminars and workshops such as Post Osaka Trainings and Post Regional Workshops to share experience of the member LGAs. These opportunities, not only serve for experience sharing among the member LGAs, but have become a rare arena to discuss and exchange opinions about the reality of D-by-D in the field and challenges of the reform implementation that they are facing. So far, there is no organization of this kind in Tanzania, composed of the top technocrats of LGAs and RSs. Nonetheless ALAT exists, but the main actors in this association are the Council Chairpersons who are politicians and not bureaucrats. In this sense, TOA has an interesting possibility to serve as a national association of all the top management of LGAs and RSs who are the expert practitioners of D-by-D, struggling in the reform implementation in the frontline every day. Their collective suggestions and recommendations could be very useful elements for more successful reform implementation.

Tanzania has already accumulated more than one decade of experience in practicing D-by-D in each LGA. There must be a number of interesting initiatives and useful experiences in many LGAs all over the Country that are worth sharing with others. Japan believes that this kind of horizontal learning from such cases would be much more effective than vertical learning from outside, based on her own experience such as OVOP Movement described in 3.4 above. This Handbook was compiled with the above-mentioned background and considerations. It is a hope of TOA and Osaka Training that it will contribute to improvement of the performance of many LGAs, stimulating each other, and further good practices coming out, which leads to eventual success of D-by-D in this Country.

Finally, it is worth mentioning that based on all the remarkable outcomes of Osaka Training in Tanzania described in this chapter, JICA has decided to continue Osaka Training for five more years concentrating again on Tanzania with a special view to supporting TOA activities and its institutional building. Thus, more and more Tanzanian reform leaders will be benefitting from Osaka Training to contribute to better implementation of D-by-D Reform of the Country.

Chapter Two: Community Self-Help Efforts for Improved Services

Self-help approach is a new paradigm in the field of rural development, whose main goal is rural development. Specific objectives of the approach are to increase the well-being of the poor people, and provide infrastructural facilities. It is a voluntary and self-managed group of people belonging to similar socio-economic characteristics, who come together to initiate ideas that will promote sustainable development. The self-help approach of rural development in the form of undertaking economic programmes provides employment, infrastructure that a community can provide for themselves, acquainted with skills and occupational diversification. Also, it provides social welfare programmes to improve health, nutrition and general community welfare.

Self-help efforts refer to attempts by the communities to address challenges facing them socially and economically without waiting for major interventions from the government. Self-help efforts involve determination to solve community problems through community reorganization, participation and implementation. In all these cases the community itself feels the need, plans on how to meet the need, searches for local resources required to achieve the need, organizes itself into implementation groups and implements the project.

In several occasions Self-help refers to the formation of local voluntary association, in which members share common interests, organize and coordinate programmes with the sole aim of improving the socio economic well being of their entire community. Studies reveal that groups in local communities over years have successfully organized themselves to construct roads, health centres, bridges and houses, cultivate farms, offer scholarships, and establish industrial/commercial institutions among others. Evidence of these has led to the multiplication and expansion of both membership and self-help activities in rural communities.

In Tanzania, self-help efforts and community participation have been common due to historical social and economic ideology of self-reliance. Since independence communities in their villages were urged to live in communities and practice cooperative methods towards solving their own problems. At the peak of this ideology during the 1960s and 1970s and especially after the Arusha Declaration, communities designed several projects and implemented them in terms of construction of schools and dispensaries, digging of water wells and charco dams, paving roads and practicing cooperative agriculture.

Although these practices declined during the 1990s towards the new millennium due to claims by the government that it can provide all services, there are communities that have recently practiced intensive self-help efforts in construction of roads, dispensaries, primary school classrooms and government buildings; all aimed at improving service delivery.

In this chapter, several best practices are presented from Lindi DC, Nachingwea DC, Masasi DC, Masasi TC, Mbeya DC, Momba DC and Mbeya RS. Below are the stories in brief.

Lindi DC best practice is on participatory rural road construction, Mvuleni – Kitomanga Road, which is an important piece of road but its absence created serious problems. Through self-help efforts the community was able to construct perennial passable road through sensitization and awareness creation to the villagers, deliberating and including the Mvuleni - Kitomanga road construction in the Village Plan. The Council provided an Engineer to the construction site, allocated financial and material resources, conducted tendering and contracting and set annual allocation of funds for periodic maintenance of the Mvuleni – Kitomanga Road.

Nachingwea DC best shows community participation and self-help efforts in Boma (Government Offices) construction. Before 2008 Nachingwea DC used to experience poor service delivery due to lack of modern office building and facilities. Later the Full Council meeting made a deliberation to construct a modern Boma. In this meeting the District Commissioner (the late Mr. Leonidas Gama) was an invitee. The strategies used to realize the objectives include formation of Implementation Committees, conducting sensitization meetings at all levels and collection of contributions from each Ward and Village in terms of sand, stones, timber, gravel, food stuffs for workers, burnt bricks and poles depending on the resources available in their locality. The Council also committed itself to reporting of community contributions and expenditures and effective implementation under the supervision of the Council Engineer.

Masasi DC best practice is about community self help efforts in construction of a dispensary at Mapili Village. The Village located 80km from Council Headquarters is one of the 126 villages that never had a dispensary since its establishment in 1978. Villagers used to travel 25km to Newala District Hospital to access primary health services which created a lot of challenges. The villagers started by reporting the problem to the District Commissioner, making cash contributions and later formed a construction committee as villagers had realized that the Village Government was tasked with many routine activities. The Council assisted in preparation and endorsement of standard Bill of Quantities (BOQ) that was used by villagers to purchase industrial construction materials and engage in actual construction of Mapili Dispensary using Village artisans (fundis). The construction process started on 23rd February 2009. The traditional gender roles determined the participation of men and women in the construction activities. Further mobilization of funds to accomplish construction used the established cashew-nut marketing system that facilitated collection of community contributions (warehouse receipt system).

Masasi TC best practice is a community initiative in promoting basic education at Mpekeso Village. Before 2010, the enrollment of pupils within Masasi TC deteriorated grossly due to long distances that young pupils had to walk to reach schools, lack of conducive teaching and learning environment and inadequate awareness amongst parents on the importance of children's education. Mpekeso Village was among the Villages most hit by these problems. The village deliberated to promote basic education through awareness creation to the community, collection of contributions, construction of two classrooms, participation of the villagers through identification of the construction site, brick making and actual construction of the first COBET building. The people also participated in pupils' enrollment, establishment of new village primary school and construction of two classrooms and 6 stances. Lastly the Council support to Mpekeso Primary school was realized through TASAF programme that targeted infrastructure development in which the Council formed a project management committee. The TASAF team facilitated the community to elect and endorse a project management committee.

Mbeya Dc Self-help efforts in road and water projects present the experience of Tembela, Ijombe, Itewe, Maendeleo and Inyala Wards. People living in Maendeleo, Tembela, Ijombe and some interior Villages in Ulenje and Itewe Wards experienced difficulties in accessing markets for their agricultural products due

to lack of reliable, all season road as well as lack of safe and clean water for Ijombe Ward Communities. In 2012/2013, the communities of Tembela, Ijombe, Itewe, Maendeleo and Inyala Wards joined forces with the Council to upgrade Ntangano – Ijombe - Itewe road and construct Nkunywa Bridge at Ntangano – Ijombe road. This involved identification and deliberation of the need for the road and the bridge, collection of cash contributions, participation in construction works and the use of force account. Similar strategies were used for the water project though surveying of the scheme, formation of water user committees and training are unique strategies as the water project is purely managed by the Village Water User Associations.

Momba DC best practice is unique. It is about community self-help efforts in construction of local suspension bridges commonly called “*kiteputepu*”. Momba communities used canoes and traditional foot bridges to cross river Momba; though with significant worries with regard to their safety. To address this challenge the communities engaged in planning and decision making with assistance of facilitators from the Council; using the O&OD approach. Between 2004 and 2006, awareness creation, collection of household contributions and requests for Councils’ support were actualized leading to the construction of sixteen suspension bridges. These have significantly improved movements of people and transportation of agricultural produce.

Mbeya RS best practice is named “Mbeya Regional Referral Hospital Marafiki Initiative” because its implementation is unique as construction of Hospital Walk Ways was implemented purely by active participation of local philanthropists. Until mid-2014, there were no hospital walkways to connect various hospital departments such as the outpatient (OPD), maternity and RCH block, X-Ray laboratory, store, male and female wards, pediatric ward and mortuary. But through identification of the need, advocacy and coordination of stakeholders, sharing the need with the Hospital Administration, conducting stakeholders meetings and collection of funds from Marafiki; construction of walkways was possible. The initiative has resulted into presence of MRRH Marafiki Group with 22 members, improved hospital environment and motivated staff.

The Chapter calls for Local Government Authorities to encourage communities identify the challenges that limit service delivery and join hands to address them. It brings about the practice of self reliance by communities, in which communities are at the forefront realizing their needs, planning for addressing the needs, implementing strategies to address the challenges and enjoying the improvements. The chapter indicates that community self-help efforts with support from the local Councils and the Government result in improved and sustainable service delivery. The concept of bottom-up planning and implementation as reflected in O&OD approaches is amplified by the best practices narrated in this chapter and calls for all Local Governments in Tanzania to facilitate communities address their felt needs though participatory initiatives and participatory planning using the O&OD approach.

LINDI DISTRICT COUNCIL



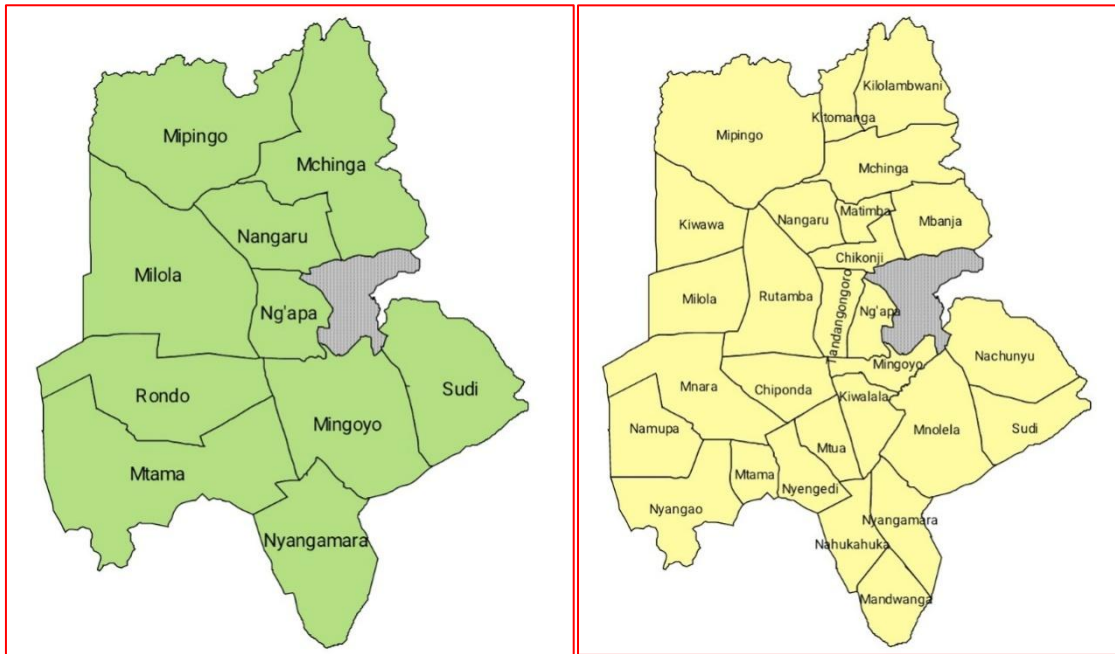
PARTICIPATORY RURAL ROAD CONSTRUCTION



MVULENI – KITOMANGA ROAD IN LINDI DC

1.0 INTRODUCTION

Lindi District Council is one of the six Councils in Lindi Region. This Council was established since 1984 as a District Council under the Local Government (District Authorities) Act No. 7 of 1982. Lindi DC is located between latitudes $9^{\circ}.3'$ to $10^{\circ}.45'$ South and longitude between $38^{\circ}.4'$ and 40° East. Lindi DC borders Kilwa DC to the North, the Indian Ocean to the East, Mtwara Region to the South and Ruangwa DC to the West. According to 2012 Census, Lindi DC has a population of about 194,143 (91,647 males and 102,496 females). Administratively, Lindi DC is divided into two electoral constituencies that are Mchinga and Mtama. There are 9 Divisions, 31 Wards, 140 Villages and 748 Vitongoji.



Lindi DC Maps (Divisions and Wards)

Lindi DC has bimodal rainfall, with short rains (vuli) between November and January, and the heavy rains (masika) from March to May. Overall, it receives an average of about 1000mm per year, with considerable annual variation and slightly lower rainfall inland than on the coast. Proximity to the sea means that humidity remains quite high throughout the year, and the monthly average temperature ranges from 24-28°C.

Generally, the Council is still reliant on small-holder farmers practicing shifting cultivation; about 95% of the population is dependent on agriculture (RIPS, 2004). Fishing is also important for the livelihoods of coastal villages, but catches are small and traditional fishing gears predominate. Other economic activities are petty businesses, harvesting of forest products, commercial and small industries.

Mvuleni and Kilombwani Villages form part of the Kilombwani Ward in Lindi DC. According to 2012 census the population of Kilolambwani Ward was 6,286. This Ward has seven villages that include Dimba, Kijiweni, Kilolambwani, Maloo, Mng'ole, Mvuleni A and Mvuleni B. The inhabitants in these villages depend solely on shifting crop cultivation and petty businesses while receiving limited social and economic services from the Council headquarters due to poor infrastructure; especially feeder roads.

2.0 PROBLEM

Rural feeder roads are those roads that link rural agricultural fields to the local markets and from the local market to the main trunk road network. Rural feeder roads are small local roads, paths and tracks in rural areas that have low or no motorized traffic volumes. Typically they link up villages with other villages or villages with road networks.

Rural road opening up and improvements also termed road rehabilitation and/or routine maintenance of existing feeder roads affect rural development in many ways. It facilitates movement of agricultural inputs and products from and to the market as well as improving access to services such as education, health, agricultural technology and knowledge and information. Road opening helps the development of rural non-farm and small rural farms through changes in prices, shifts in production structures, increased specialization, off-farm diversification, income earning opportunities and eventually higher living standards. It also helps to promote migration from rural to urban areas as well as connecting rural areas. Finally it helps to improve food security of the rural population during food crisis. In other words, transport greatly induces local market development.

Lindi DC has experienced the problem of shortage and poor rural road infrastructure for many years both before and after independence culminating into poor performance of the Council in provision of services. In 2008 the Council had total road network of 621 Kms. The Table below shows the reality of the road network in 2008.

Table 1: Lindi DC Road Network in 2008

No.	Type of Road	Distance/Item	Tarmac	Gravel /Mud	
				Gravel	Mud
1	Trunk Roads	198km	103km	95km	–
2	Regional Roads	78km		22km	56km
3	Council Roads	308km		40km	268km
4	Village Roads	37km	–	–	37km
5	Concrete Bridges	5			
6	Culverts and Drifts	36			

Among the villages which faced serious infrastructural difficulties were Mvuleni and Kilolambwani. The major challenges experienced by these two villages included prolonged travel of a distance of 70km via Mchinga junction to access referral facilities at Kitomanga Health Centre and troublesome transportation of local exports and imports from Mvuleni and Kilolambwani Villages to the Lindi – Dar es Salaam highway. This situation resulted into deaths of patients, decay of perishable agro products and shortage of necessary imported goods. In response to the above problems the community felt the need to open up a road of 18kms to connect Mvuleni and Kilolambwani Villages to the Lindi-Dar es Salaam highway and Kitomanga Health Centre. The decision to open up the 18km feeder road posed several other challenges. These included thick forests to be cleared, several river basins and clay soils which complicated paving of the road. These hurdles resulted into high construction costs in terms of site clearing, surfacing and construction of culverts and bridges.

3.0 OBJECTIVES

The main objective of opening up the 18km road was to connect the two Villages of Mvuleni and Kilolambwani to the main road (DSM-Lindi highway) and easy access of referral health services from Kitomanga Health Centre. Associated with this general objective the villagers from the two villages

intended to facilitate transportation of agro products (Cashew nuts, Ground nuts, Sesame, and oceanic products like fish) to the highway, improve importation of necessary goods and services (bananas and cassava) from Matapwa at Mipingo and enhance provision of other public services by the Council.

4.0 IMPLEMENTATION STRATEGIES

Mvuleni and Kilolambwani community members started to realize the importance of having a reliable feeder road connecting Mvuleni and Kitomanga since ten years ago. For the first time in 2005 they started to organize themselves for site clearing from Mvuleni to Kitomanga. Unfortunately, one of the Villagers got an accident which led to losing his eye and this demoralized them to continue with site clearing activities. This accident was considered to relate with witchcraft and resulted into complete stoppage of opening up the road. In 2010 Lindi DC decided to use political leaders, i.e. the Member of Parliament of Mchinga Constituency and Ward Councillor of Kilolambwani together with the District Engineer and District Community Development Officer to mobilize and organize community members of Mvuleni and Kilolambwani to restart the opening up of the road. This implementation phase involved a number activities elaborated.

Sensitization and awareness creation through village meetings; The Mvuleni and Kilolambwani community had stopped to clear the site for the new shorter road due to witchcraft beliefs that clearing the forest to make a road would lead to bad omen and is an act of abomination which would result into several catastrophes to the community. A significant part of the community believed in this view. Secondly the political competitions in the villages created resistance to community self help efforts as some political parties and their contestants argued that road construction and delivery of other public services are purely functions of the government. A significant part of the community also adopted this view. To be able to construct the road the village government, in collaboration with the Mchinga Member of Parliament, the Kilolambwani Ward Councilor and several Council staff had to visit each Kitongoji and meet with men and women to convince them to participate in site clearing for the new shorter road to Kitomanga. The village government also conducted several meetings to change the mind-sets of the community members and explain in detail the benefits of the Mvuleni – Kitomanga road. At the end of 2012 the community had acquired adequate awareness and readiness to participate in all road construction activities.

Deliberating and including the Mvuleni - Kitomanga road construction in the Village Plan; through the facilitation of the Kilolambwani Ward Councillor the two Villages set their priorities, assessed them and forwarded them to the Ward Development Committee (WDC). The leading priority documented was the construction of Mvuleni – Kitomanga Road. The general assemblies of the two villages approved the priorities and recommended inclusion into the Village Plans. To cement the decision, the two villages set an action plan that involved phases for site clearing, digging and making of drainage furrows.

Clearing of Land and Site; land and site clearing involves the complete removal of trees so that land can be used for different purposes including development, creation of sub-divisions and better use of land. In this case site clearing was done for purpose of constructing a new road. Through Vitongoji and Village meetings, the community decided that all men in the two villages participate in road site clearing. Site clearing was done using locally available tools such as machetes, hand hoes, axes and pangas. Village revenue was used to provide food and refreshments at the site and it is women who were given the role of cooking and transporting food and refreshments to the site.

Assigning the Council Engineer to the Construction Site; Lindi DC was informed by the Kilolambwani Ward Councillor of the great initiative that the Villagers had decided to engage into i.e clearing the site

and digging 18Km road from Mvuleni to Kitomanga. Upon this notice and confirmation of the work that was in progress the Council allocated engineers and technicians to the site. The role of these staff was to guide the villagers in technical processes such as surveying, identification of land material, selection of gravel material for road surfacing, construction of bridges and digging of drainage furrows. The villagers were highly motivated to work with qualified engineers and technicians from the Council headquarters.

Allocation of financial and material resources by the Council; apart from assigning technical staff to assist the villagers in opening up the road, later, Lindi DC budgeted and disbursed funds for upgrading the road to gravel level. In year 2013/2014 the Full Council endorsed the upgrading of the Mvuleni – Kitomanga Feeder road and allocated funds (indicated below) for hiring road construction machinery, paving and surfacing the road, improving drainage furrows, constructing bridges and reinforcing areas that have poor drainage during rainy reason.

Tendering and contracting construction of Mvuleni-Kitomanga road; the technical assistance provided by the Council Engineer to the Mvuleni and Kilolambwani resulted into inclusion of the Road into Council plan in 2013/2014. To be able to implement this project the Council designed Tender Offers and advertised them through Public Media. Several tenderers submitted their proposals and a selection process was conducted to get one Tenderer who implemented the project. The details of the project implementation and actual construction works involved paving and surfacing the road, improving drainage furrows, constructing bridges and reinforcing areas that have poor drainage during rainy reason.



Construction works, Mvuleni – Kitomanga road during construction

Annual allocation of funds for periodic maintenance by Lindi DC; the Council listed the feeder road into its annual rehabilitations plans and started to include the Mvuleni-Kitomanga road in Road Fund budget from 2012/2013, 2013/2014 and 2014/2015. These important decisions took place after acknowledging the efforts made by the people of Mvuleni and Kilolambwani Villages.

5.0 RESOURCES

Road Construction works, including construction of feeder roads are inherently expensive. In 2012, the Mvuleni and Kilolambwani Villagers determination to construct a road involved several resources in terms of Community contribution through labour, attainment of equipment and provision of food worth TZS 5,000,000. On the other hand in 2013/2014 the Council contributed a total of TZS 392,891,000 from Road Fund budget for hiring road construction machinery, paving and surfacing the road, improving

drainage furrows, constructing bridges and reinforcing areas that have poor drainage during rainy season. The total resources from the community and the Council created an important feeder road of 18Km from Mvuleni to Kitomanga, a permanent infrastructural asset that has greatly stimulated economic growth, service delivery and governance.

6.0 RESULTS

Traditionally, Self-help efforts by communities used to be a common phenomenon in Tanzania. Almost all ethnic groups practiced self-help efforts through various forms such as *Msaragambo*, *Harambee*, *Umoja* and *Ujamaa*. The Mvuleni and Kilolambwani Villages self-help effort to construct a feeder road realised a number of results as elaborated below.

The Mvuleni and Kilolambwani communities now boast of having a road that is upgraded, reliable and passable throughout the year connecting them to Kitomanga and Lindi Municipality where most of the business (wholesale and retail) activities are held. The presence of a reliable road is greatly appreciated by the villagers because of the relief obtained through the reduced time taken to travel from these villages to other parts of Lindi and the Country.



Mvuleni-Kitomanga road and bridge

The implementation of this project under self-help efforts has made the community more bound together leading to easy implementation of many other projects in water and agriculture sectors. Due to massive sensitization and awareness creation programs that were conducted for this project to succeed, the people in Mvuleni and Kilolambwani have developed positive attitudes towards participation in local development projects, effective attendance in Kitongoji and Village Meetings and Assemblies and willingness to make cash contributions to various village initiatives such as construction of classrooms, construction of laboratories and purchase of desks for the Village and Ward Schools.

One of the powerful triggering factors for the construction of the road was access to referral health services beyond the two villages and in more advanced medical services. The construction of the road had created easy accessibility of the referral health services at Kitomanga Health Centre. This has been reinforced by availability of ambulance vehicle that can easily and efficiently use the 18Km new road to provide ambulance services to the needy, women and children in particular.



Ambulance at Kitomanga Health Center located along DSM-Lindi Highway

The Mvuleni and Kilolambwani inhabitants used to experience serious problems in terms of public transport within the villages and between the villages and the Main Road to Lindi and Dar es Salaam. This has now become history as the communities have realised improved public transport. The Mvuleni WEO states *“.....this new road you see has performed wonders or let's say miracles, the buses ferrying people to Lindi and Kitomanga have increased in number and quality, we used to have only one bus which was really bad and old,now we have more than four buses alternating to ferry people to Lindi..... the youths are now employed in bodaboda services, some rush people to Kitomanga health centre, some provide transport services within the village.....some travel to Lindi with their Bodaboda to buy and sell commodities using this road that we constructed using our own hands.....villagers are very happy with the road and the transportation services, not only in health, education and administration but also in agriculture and commerce.....”*



Villagers enjoying riding on paved road

The upgrading of the Mvuleni – Kitomanga Road had resulted into increase of agricultural and fishing activities because of improved transportation from the point of production to market. Sesame is one of the crops that the community has increased its production in terms of acreage and production per acre. Other crops include cassava, coconut and legumes. Activities in timber harvesting, fishing and business have also increased due to guaranteed quality road and transportation by Lorries, Pickups and Toyo Tricycles. These various types of Transportation Vehicles are readily available and at reasonable costs.



Sesame farming along Mvuleni-Kitomanga road

The improvement in health services, transportation, agricultural production and commercial activities due to the upgrading of road is leading into steady increase in individual and household earnings. The movements to Lindi and Dar es Salaam have increased indicating improvements in incomes and citizen satisfaction. The initiative long term impact is envisaged to be general wellbeing of the Mvuleni and Kilolambwani inhabitants coupled with substantial growth in economy, expansion of commercial activities and improvement in governance and service delivery.

7.0 SUSTAINABILITY STRATEGIES

Having realised successful construction of the road and the benefits accruing from this self-help effort, the Mvuleni and Kilolambwani Community is aware of the risks if effective sustainability strategies are not designed and implemented. Some of the risks include degradation of the road through long rains, overloading of transportation trucks and lack of coordinated periodic maintenance of the road. To ensure the road is sustainable the Villages and the Council have set the strategies described below.

Establishment of road management committee; each village has appointed members to form the road management committee that is tasked with functions that include making regular check-ups of the road to identify the areas that need immediate maintenance, make quarterly reports to the Village Council regarding the condition of the road and organize villagers when maintenance works have to be done. The committee also approaches and coordinates various road users and stakeholders to ensure effective participation in maintaining the road. In this role those who poses or use heavy trucks and vehicles are summoned to make contributions for maintenance.

Continued allocation of funds for periodic maintenance; Kilolambwani Ward has a significant number of villages and inhabitants who need sustained services from the Council. The road initiated by the two Villages has facilitated and created efficiency in service delivery. For this reason the Council has upgraded the road from village road to Council level and since 2013/2014 the Council plans and allocates budgetary amounts for Mvuleni – Kilolambwani road. This ensures maintenance at least on annual basis.

Continued collaboration and good relations with political leaders; the end of this strategy is to make politicians encourage and mobilize villagers from time to time to maintain the road. The Member of Parliament, the Ward Councillor and all Village and Vitongoji Chairpersons are summoned to cooperate

amongst themselves and the community members to ensure that the road is reliable throughout the dry and wet seasons.

8.0 SECRET OF SUCCESS

Community self-help efforts usually emanate strongly from community felt needs. The Mvuleni – Kitomanga feeder road construction was successful because it emanated from the felt need of the community. Community felt needs are changes deemed necessary by significant part of the people to correct the deficiencies they perceive in their area. In this case the inhabitants in the two Villages really shared the Need for the road to access various services. This created commitment and willingness to engage fully in construction of the road. Other secretes that facilitated the achievement of the initiative include:

- (i) Massive sensitization and awareness creation programs,
- (ii) Readiness of the community to contribute and volunteer to construction works,
- (iii) Availability of Local technicians in the two villages that were used to supervise construction works,
- (iv) The Council effort and willingness to appreciate community initiatives encourage the community and provide financially and technically support.

NACHINGWEA DISTRICT COUNCIL



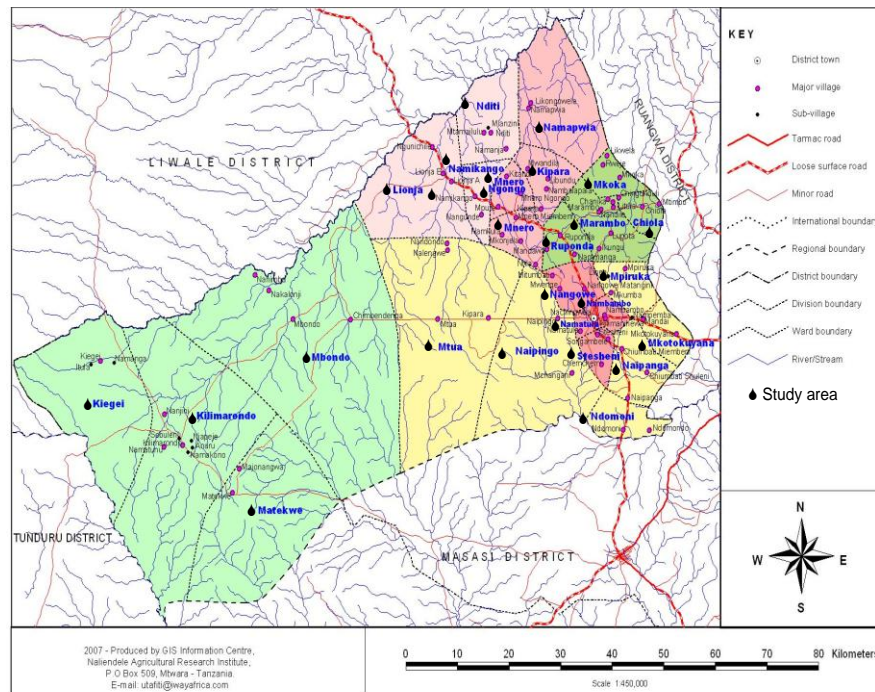
NACHINGWEA COMMUNITY PARTICIPATION AND SELF HELP EFFORTS



A CASE OF BOMA CONSTRUCTION

1.0 INTRODUCTION

Nachingwea District Council was established on 31st December 1983 under the terms of the provisions under sections 8 and 9 of the Local Government Act No. 7 of 1982, (District Authorities). It started its operations on 1st January 1984. Nachingwea DC is located in the South East of Tanzania main land and is one of the six Councils of Lindi Region. Nachingwea DC lies between Latitude 10^o -11^o South and Longitude 38^o-39^o East. The altitude ranges from 200 – 900m above sea level. The District borders Ruangwa DC to the North-East, Masasi DC to the South-East, Tunduru DC to the South-West and Liwale DC to the North West. Nachingwea DC is composed of 5 Divisions, 34 Wards, 127 villages and 527 Vitongoji. According to the 2002 Tanzania National Census, the Council has a population of 162,081.



A map of Nachingwea DC to show political boundaries

Nachingwea DC has an area of 7,070 km², out of which total arable land is about 5,337km² and 152.685 km² (29.7%) of arable land is under cultivation. The potential irrigation land is 260ha; the irrigated land area in the District is 60ha. The District is occupied with Savannah vegetation characterized by different dominant grasses, trees and bushes. The District receives annual rainfall between 800 – 1,000mm and has only one rainy season which normally falls between the months of November to April. Lionja, Lukuledi, Kihatu and Mbwemkuru are seasonal rivers which become mostly active during rainy season. Rainfall increases with altitude, hence the lowlands are relatively dry compared to the highlands. Day time temperature ranges from 25^o to 31^o C and relative humidity ranges from 71% to 86%.

2.0 PROBLEM

Before 2008 Nachingwea DC used to experience poor service delivery due to lack of modern office building and facilities. The District Executive Director (DED) used a small and dilapidated office building which could accommodate only a few departments. As a result, Heads of departments and their staff were concentrated in few, congested and dusty available rooms. All other sector departments were scattered throughout the small town of Nachingwea and hosted in buildings not intended for offices rather for poor quality residences, making communication with the DED's office complicated. Also

provision of services to the citizens was complicated as citizens had to walk long distances from one department to another in attempts to complete their demands. There were no adequate conference rooms for the staff and the Full Council. Also space for storing important documents and office equipment were very limited resulting into damage and loss of several classified information and government documents.



Former DED's office



Former DC's office

The story was the same for the District Commissioner. The Commissioner and all staff used an office building which was previously used as a cashew nut warehouse. This building had poor ventilation, inadequate space, no rooms for meetings and it was a menace to the staff and the citizens. The surroundings of the building were dusty during dry seasons, muddy during rainy seasons and dirty throughout the year. Service delivery was compromised due to demotivated staff congested in cashew nut warehouse. Also the District Commissioner's office was detached from the District Executive Office creating challenges to citizens in need of government services.

Both office buildings did not reflect the image of the Council in terms of the status of the Tanzanian Government, the wealth of the Nachingwea Community and the age of Council which was established in 1983 and started full operations and provision of services in 1984.

3.0 OBJECTIVES

In modern management, quality and well located office buildings and space are important for status, staff motivation, staff retention, smooth service delivery and security of staff, operations and documents. The major objective of the Nachingwea initiative was to improve and modernize service provision to the citizens. Specifically the Council in collaboration with the District Commissioner's office intended to;

- (i) Strengthen working relationship between Central Government (District Commissioner's office) and Local Government (District Executive Director's Office).
- (ii) Provide modern, quality and enough office space for government officials, equipment and documents.
- (iii) Improve the working environment of government employees in terms of well designed, ventilated and furnished offices.

- (iv) Enhance community participation in project implementation by stimulating people in Nachingwea to develop a feeling that development in the Council is a shared obligation of all stakeholders and not responsibility of the Government alone.
- (v) Reduce costs for security services due to scattered and dilapidated offices. The fact that the Boma building would accommodate both the DED's office and the District Commissioners' office would lead to shared costs for security, water and power, leading to reduced operational costs.

4.0 IMPLEMENTATION STRATEGIES

In Tanzania, community participation in project implementation used to be an obligation of each member of community. Post-independence leaders directed regions, Councils, villages and communities to involve each member of the community to participate in development process. People, through villages and neighborhoods jointly got involved in production and ownership of all major means of production. After changes in mid 1980s and 1990s the spirit of community participation and contribution deteriorated. Community contribution tends to make communities feel a sense of ownership of the projects in their communities and this facilitates sustainability. Community participation in Nachingwea Boma construction is one of few cases where the community devoted its resources in building the District Commissioner and District Council's office.

For many years Nachingwea DC had plans to construct its own modern and quality office building. Later the plan was presented in Full Council meeting for approval where the District Commissioner (the late Mr. Leonidas Gama) was an invitee. During the meeting Mr. Gama appreciated the plan and improved the plan by introducing an opinion of having two offices integrated into one block. After long and varied discussions it was agreed that the Boma construction has to include both government offices i.e. the District Commissioner's office and Council Director's office.

On 23rd July, 2001 the Council conducted a meeting which involved Heads of Departments, Heads of Parastatal Institutions, leaders from political parties, leaders from religious institutions and other stakeholders. It was agreed that the Boma construction start by using stakeholders and community initiatives and contributions. The District Commissioner, Mr. Leonidas Gama and the Council Chairperson, John Malibiche were given the task to lead the movement of mobilizing communities towards realization of Nachingwea District Boma. After serious efforts to mobilize resources from communities, construction activities started officially in November 2002. The activities towards construction and completion of the Boma are detailed below;

Formation of Implementation Committees; It was necessary to divide the responsibilities to various groups in the form of committees. A Central Committee was formed composed of 20 members and four sub committees i.e. finance and planning committee, works committee, sensitization committee and coordination committee. The committees had members from various categories of the society including nine elders in each committee. All committees were supposed to engage in sensitization activities towards raising more funds and mobilizing construction materials from all levels of the Nachingwea community. For accountability purposes it was agreed that all leaders in the Council should avoid direct engagement in financial matters, instead concentrate on supervision.

Conducting sensitization meetings at all levels; the Sensitization team visited all communities in the District to create awareness on the rationale and benefits of participating actively in the project. In collaboration with the District Commissioner all Wards and Villages were reached by the team and given adequate information regarding improvement in service delivery if the Boma was built to standards reflecting the status of the high ranking offices in the Council. Convincing citizens to grasp the usefulness

of constructing the office resulted into success in cash and material contributions from communities and other interested stakeholders.

Collection of contributions; each Ward and Village was assigned to collect portions of construction inputs such as, sand, stones, timber, gravel, food stuffs for workers, burnt bricks and poles depending on the resources available in their locality. The collection of various contributions was done by Ward Executive Officers and Village Executive Officers. These officers generated a register of all eligible citizens and collected their contributions through installments until all the pledges were completed. The Collections were submitted to Finance and Planning Committee which was responsible for allocating funds to various Boma construction activities.

Reporting of community contributions and expenditures; it was agreed that since the project was community based from all levels of the District, all revenues and expenditures be reported to the communities through their Councilors on quarterly basis to ensure transparency and raise compliance. This strategy stimulated consistency in cash and material collections as the communities felt proud of their initiatives leading to more willingness to work together with construction committees and teams towards effective completion of the project.

Office Construction and allocation; from the design stage it was clearly agreed that the construction of the Boma would be implemented by the Council Engineer. In the Full Council meeting, it was also decided that the ground floor would accommodate the various offices of the Council while the first floor would host the District Commissioners' office. This allocation and layout was rationalized by the fact that the Councils' offices attract many customers in terms of Council employees and citizens. To minimize troubles to these service seekers it was agreed that the ground floor accommodate the DED's office.

6.0 RESOURCES

Construction of Government buildings is in general done by the government through its development annual budgets. The decision by Nachingwea Full Council to construct a Council building was unique and not cheap to the communities. The entire construction of the Boma involved two categories of contributions; material contributions from Wards and Villages and monetary contributions from various stakeholders.

(a) Material Contributions from Villages; all villages were approached and requested to contribute construction materials depending on resource endowments in the respective ward or village. The contributions from various villages are shown in table 1 below.

Table 1: Materia Contributions from Wards and Villages

Na	Item	Number of villages	Number of items	Value per item	Total value (TZS)
1	Timber	67	9200	7,000	64,400,000
2	Bricks	9	550000	50	27,500,000
3	Pebble	14	185 trip	20,000	5,550,000
4	Stones	6	75 trip	20,000	1,500,000
5	Sand	1	1900	15,000	28,500,000
6	Mound	1	160	15,000	2,400,000
7	Posts	3	10000 pcs	400	4,000,000
	SUB TOTAL				133,850,000

(b) Monetary Contributions; monetary contributions were necessary in this project and it was designed in a manner which enabled each eligible person to contribute according to his/her income. Government employees contributed TZS 6,000 per year and farmers contributed TZS2,000 per year. Businessmen contributed to the project depending on the value and size of their businesses. Contribution of each category till completion of the project is shown in table 2 below.

Table 2: Monetary Contributions by Various Stakeholders

No	Category	Amount	%
1	Farmers contributions through cash crops	469,957,080	89
2	Regional Commissioners' Office	340,000,000	4
3	Citizens	9,352,250	2
4	Employees	8,329,250	2
5	Clothes sell	6,928,500	1
6	Other contributions i.e businessman	9,737,800	2
	SUB TOTAL	844,305,880	100

(c) Transportation of construction materials; the Nachingwea DC lorry was used to transport construction materials from villages.

(d) Contributions of the Central Government; the Central Government contributed funds to accomplish construction works indicated below.

- In the year 2007/2008 TZS 100,000,000 were allocated through the Regional Administrative Secretary's office
- In the year 2008/2009 an addition of TZS 200,000,000 was allocated for installation of electricity and water systems and fitting of doors and windows.
- In the year 2009/2010 the Ministry of Finance released TZS 200,000,000 for fencing the office which marked the end of community based Boma construction.

7.0 RESULTS

The Nachingwea community and administration labored for many years to achieve the completion of constructing a modern and quality building for both the DED's and DC's office. The completion of this challenging project manifests itself in the many benefits as elaborated in the paragraphs below.

The District Commissioner and District Executive Director offices are accommodated in the new building. The first floor is occupied by all District Commissioner's sub-offices and staff while the ground floor is well designed for service delivery and accommodates the District Executive Director's and many other Council staff. All departments and units with exception to Health, Water and Works are accommodated in the new, well-furnished building. The office was officially inaugurated by Dr. Jakaya Mrisho Kikwete; the former President of United Republic of Tanzania on the 2nd December, 2012. During the official opening of Boma, the government staff dressed themselves with T-shirts carrying the message "HONGERA WANANCHI WA NACHINGWEA KWA UJENZI WA BOMA" literally meaning "Congratulations Nachingwea Citizens for Construction of Boma".



Nachingwea District Boma completed through stakeholders contributions

Improved service delivery; communities, various stakeholders and individuals are currently enjoying improved services and easy access to the offices of the District Commissioner and District Executive Director. One Ward Executive Officer had these words to say *“..... before this building was completed we used to go round and round.... And it was worse when you had issues that involved the DED’s office, Sector Departments, and the DC’s office, you would take three days to complete a task that today takes only one or two hours but involving all the offices.....we are happy getting quick services, in quality offices with a lot of space for us to rest while waiting for official endorsements.....”*.

Improved working environment; the staff for both the Council and the DC’s office now work in well ventilated, furnished and spaced office rooms leading to smooth working and providing services. The proximity between Council offices and between the Council and DC’s office has resulted in improved relations and operations between the two groups of government staff. The effect of this is improved staff motivation, retention and satisfaction culminating in improved service delivery to various customers including the citizens.



Some of the offices in the ground floor

Enhanced community participation; the spirit of community participation was greatly enhanced through Boma construction initiative. Effective mobilization of resources from all villages, various institutions and

the whole Nachingwea community revitalized the traditional bond amongst the community to participate in development projects. Community sensitization and awareness creation programmes that led to the achievement of this initiative have changed the Nachingwea people to become responsive to the development needs and approach them communitywide with high enthusiasm in making contributions to solving their problems in Villages and Wards. Boma construction and completion has increased significantly the spirit of community contribution. For example, recently the Nachingwea communities have made various efforts to make Nachingwea a better place to live through implementation of various projects such as Construction of laboratories worth TZS 130,000,000 at Nachingwea Girls’ Secondary School and the Construction of classrooms at Nachingwea Girls secondary School by Ngwena Co. Ltd in which the Nachingwea community contributed TZS 36,000,000 and District Council contributed TZS 4,000,000. Another recent project under community initiatives was the construction of Nangowe Ward office through community efforts and District Council. During construction of this office, community was responsible to build the office till the linter level where finally the Council joined forces to complete the finishing activities worth TZS 16,000,000.



Physics, Chemistry and biology laboratories at Nachingwea Girls’ S/school



Classrooms at Nachingwea Girls’ S/School

Nangowe Ward Office

8.0 SUSTAINABILITY STRATEGIES

One of the remarkable outcomes of the Boma construction is the sense of ownership built among Nachingwea community. Receiving services at the Boma has created a sense of ownership and witnessed that their efforts injected in the construction process has made the Council to have a good

office for their employees working at Council Headquarters. This has maintained the spirit to continue participating in other projects based on the fact that if they managed to build such a huge building they can manage to implement other projects in their areas.

The Council has strategized in using political leadership to keep the communities aware of the value of joint self-help efforts in all sectors such as education, water, health and agriculture. The Council also is determined to use fully the O&OD methodology for identifying community priorities, planning and using self-help efforts to implement projects instead of waiting for the government in all levels of project implementation.

9.0 SECRET OF SUCCESS

Community participation is always constrained by lack of awareness, poor communication and information sharing between the organizers and the community, unstipulated roles and responsibilities, lack of management capacity at various levels and lack of financial resources for coordination activities. These challenges were certainly encountered by the Nachingwea DC administration in ensuring the Boma construction is successful and through community and stakeholders participation. The success was achieved because of secretes listed below.

- (i) Effective awareness creation to Nachingwea community on the rationale of contributing and participating in Boma project implementation.
- (ii) Team work among District leaders, the District Commissioner, the Council Chairperson and the District Executive Director who devoted their efforts towards development of Nachingwea District.
- (iii) Construction of the Boma was the felt need of Nachingwea community.
- (iv) Effective involvement of community in project implementation (planning, implementation, monitoring and evaluation) built a sense of ownership and was the key to success.
- (v) Transparency on revenues and expenditures during the whole period of project implementation built trust and compliance.
- (vi) The availability of cash crop production (cashew-nuts) was an advantage in which farmers' contributions were deducted directly from selling their crops.

MASASI DISTRICT COUNCIL



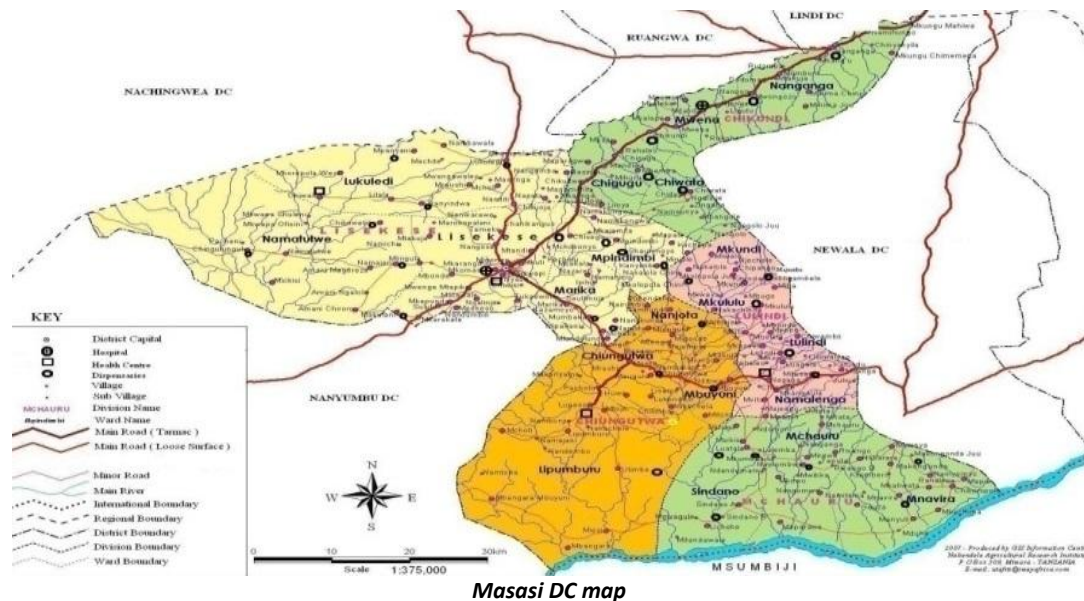
COMMUNITY SELF HELP EFFORTS IN CONSTRUCTION OF DISPENSARY



EXPERIENCE OF MAPILI VILLAGE

1.0 INTRODUCTION

Masasi District Council is one of the nine Councils of Mtwara Region that has great potential for economic development and prosperity. The Council has a good climate and land favorable for agriculture and other economic investments. Masasi DC shares borders with Nachingwea DC to the North, Lindi DC and Newala DC to the East, Nanyumbu DC to the West and The Republic of Mozambique to the South. The Council lies between Latitudes 10° and 12° South and 36° to 38° East and is situated about 214 km from the headquarters of Mtwara Region. The Council has a total area of 3,829.9km² which is 20.8% of the total area of Mtwara region (16,720km²).



Politically and administratively, Masasi DC has two constituencies namely Lulindi and Ndanda as well as 5 Divisions that include Lisekese, Mchauru, Mkundi, Chiungutwa and Lulindi. The Council has 34 Wards, 166 Villages and 889 Vitongoji. According to the 2012 census Masasi DC has a population of 260,854 of which 125,151 are male and 135,703 are female. The average population growth rate is 2.7 per annum and the population density is 76 per km². The per capita income for the year 2014/2015 was TZS 700,000. Traditionally the Council economic activities are dominated by cashew nut cultivation as a major cash crop which contributes 80% of the Council's local revenue, while other crops like maize, green peas, paddy and sesame contribute 20%.

According to the World Health Organization, Health services include all services dealing with the diagnosis and treatment of disease, or the promotion, maintenance and restoration of health of the public in a certain locality or community. They include personal and non-personal health services. Health services are the most visible functions of any health system, both to users and the general public. Service provision refers to the way inputs such as money, staff, equipment and drugs are combined to allow the delivery of health interventions. Improving access, coverage and quality of services depends on these key resources being available; on the ways services are organized and managed, and on incentives influencing providers and users. The status of health service facilities in Masasi DC is shown in the table below:

Table 1: Masasi Health Facilities in 2016

Facility	Private/FBO owned	Government owned	TOTAL
Hospitals	1	0	1
Health centers	1	2	3
Dispensaries	10	30	40
TOTAL	12	32	44

2.0 PROBLEM

Shortage of health facilities is a common phenomenon in all developing countries and the most hit areas are the rural people of African countries south of the Sahara. While many critical gaps exist in terms of health facilities coverage, staff and infrastructure, there are important strengths in Tanzania's health care system. More than 70 percent of all health facilities in Tanzania offer a full range of basic health services, including child care, family planning, and treatment of infectious diseases. This being the case Masasi DC as well has above 60% of the required health facilities providing both preventive and curative services. However, in terms of coverage Masasi DC has been experiencing shortage of health facilities; 126 out of 166 villages do not have dispensaries. Shortage of health facilities has contributed to increased maternal and child mortality.

Table 2: The status of health facilities in Masasi DC

Facility	Private/FBO owned	Government owned	TOTAL	Requirement	Deficit
Hospitals	1	0	1	2	1
Health centers	1	2	3	34	31
Dispensaries	10	30	40	166	126
TOTAL	12	32	44	202	158

Mapili village is among the 126 villages in Masasi DC that never had a dispensary since 1978. Villagers used to travel 25 km to Newala District hospital to access primary health services. Those who could not afford to travel to Newala District Hospital had to rely on traditional medicine practices. In 2010 two pregnant women died on their way to Newala District Hospital for search of health services. Transport to Newala Town is cumbersome as Mapili Village is cited on lowland while there is a steep escarpment towards Newala Town, which again is a different Council Jurisdiction as Mapili Village is within Masasi DC. Also, the village experiences several cases of malaria, diarrhea and colds during rainy season due to humid climate, hot temperatures and unavailability of clean and safe water. The major sources of water for the village are tributary rivers of the Ruvuma River.

Search for water and livelihoods within the Ruvuma River Basin results into frequent cases of crocodile attacks requiring immediate health care attention. It is important to note that The Nile crocodile is widespread and probably occurs in all of the wetland systems, Ruvuma basin being one. Many of the rivers, especially in southern and western Tanzania are seasonal and dry up to a few remaining pools between August and January. Crocodiles (and hippos) living in these rivers are then forced to concentrate in these pools. Similarly, rural people are also forced to use same pools to water their livestock, wash themselves and their clothes and collect drinking and cooking water. This leads to a conflict between crocodiles and humans. Statistics indicate that Mtwara Region was the third region after Ruvuma and Mwanza Regions (1997) in relation to crocodile attacks and deaths. Masasi DC and Mapili Village are not spared in this reality as a significant part of the population lives within the Ruvuma river basin.

These challenges made people of Mapili Village to contemplate, discuss, prioritize and make a firm decision to construct a dispensary in their village in order to address the health care challenges in particular.

3.0 OBJECTIVE

Access to healthcare services is critical for rural residents. Ideally, residents should be able to conveniently and confidently use services such as primary health care, behavioral health, emergency, and public health services. Access to healthcare is important for overall physical, social, and mental health status, prevention of disease, detection and treatment of illnesses, quality of life, preventable death and life expectancy. The main objective of Mapili Village initiative was to construct own Health Care facility to improve accessibility to health services. Specifically, the initiative intended to:

- (i) Reduce distance and time spent pursuing health services in Newala District Hospital
- (ii) Guarantee immediate accessibility to health services for all Mapili villagers
- (iii) Reduce maternal and child mortality rates
- (iv) Enhance availability of vaccines (vaccination to pregnant women and children under 5 years)

4.0 IMPLEMENTATION STRATEGIES

The initiative to construct village dispensary started with citizens themselves. The elders recalled the self-reliance practices of the 1960s and 1970s in which communities felt their common needs, organized themselves within the framework of Ujamaa Villages, made critical discussions, searched for solutions and implemented projects to meet the needs. This was done without major interventions from the government. Emulating the self-reliance model the Mapili Villagers harnessed multi-dimensional strategies to achieve the objective of constructing a Village Health Centre. These are elaborated below.

Reporting the problem to the District Commissioner; after all the negotiation meetings and endorsements at the Village level, the Village Government and the Ward Councilor approached the District Commissioner Hon. Said Amanzi, and availed their plan to construct a Dispensary. The Commissioner agreed to visit the Village and meet all Villagers to ascertain cohesion on the initiative amongst various social groups in the Village. In this meeting cohesion was established and all eligible villagers agreed to start the dispensary project by contributing TZS 2,000 per person (18 years and above). The contribution amount was later increased to TZS 5,000 per person per cashew nut season. During the Commissioner's meeting, the building design was inaugurated. The design indicated structures for a Health Centre rather than of a dispensary.

Formation of construction committee; the Villagers realized that the Village Government is tasked with many routine activities. To commission the construction activities to the village government would result into delays and bureaucratic behaviors. The Village Assembly decided to form a committee composed of 10 villagers selected from amongst the villagers and each Kitongoji and Women were represented. The committee was allocated responsibility for collection of cash and material contributions, preparation and supervision of Vitongoji working schedules, management of funds and supervision of construction works. The committee was required to report its operations to the Village Government on weekly basis and present construction reports quarterly during Village Assemblies.

Preparation and endorsement of standard Bill of Quantities (BOQ); the Council, through the department of works, prepared and served the Village with a standard BOQ to facilitate determination of the real costs in terms of materials, labor, time and supervision. This document was endorsed by the Village assembly and accepted as a general guide for tendering, purchasing of industrial materials and provision of construction labor by the villagers. Using the BOQ, the Villagers compared the project

implementation costs between hiring a contractor and using local artisans in which the later was considered cheaper. Therefore the construction of Mapili Dispensary was done by local artisans obtaining labor from the villagers organized in Kitongoji groups.

Purchase of Industrial Construction Materials; the money (cash) contributed by the Villagers was used to purchase industrial materials and equipment. Villagers participated in site clearing, brick making, basement digging, stones and sand collection and direct construction of walls under supervision of local artisans. This resulted into low costs for collection of locally available materials, cleaning of site and construction of walls.

Actual construction of Mapili Dispensary; the construction process started on 23rd February 2009. The tradition gender roles determined participation of men and women in the construction activities. While men involved themselves directly in site clearing, basement digging and raising of walls according to Vitongoji schedules, women were responsible for fetching water and cooking food for the local artisans based on planned Vitongoji shifts.



Mapili villagers participating in construction works

Further mobilization of funds to accomplish construction; considering the economic ability of the households, dependency on seasonal cashew-nut production and the need to complete the health facility project, the villagers through the Village Council and the Councilor requested for assistance from the Council and other stakeholders. A request was submitted to the Council and the then Minister for Natural Resources and Tourism. The details of the assistance in terms of finance are elaborated in section five of this case.

5.0 RESOURCES

Construction and establishment of health facilities is amongst the expensive endeavors that the government and the communities have to undertake to guarantee availability and accessibility of reliable health services. The construction of Mapili dispensary involved various types and sources of human and financial resources as shown below.

- (i) Community contributions; each member contributed TZS 5,000 which amounted into a total of TZS 48,000,000. Contributions were made through direct deductions from cashew nut selling (warehouse receipt system). The contributions started in 2009.
- (ii) The Central Government contributed TZS 38,500,000/= through the program of Health Sector Development Grant in 2013.

- (iii) Masasi DC contributed TZS 5,000,000/= for buying 14 doors, installation of water system and construction of toilets.
- (iv) Masasi DC provided professional advice and management through the District Engineer and District Medical Officer. These were the lead supervisors in construction and establishment of the health services respectively.
- (v) The then Minister for Natural Resources and Tourism contributed TZS 5,000,000 and the current Member of Parliament (MP) contributed TZS 5,000,000, the Civic United Front (CUF) Chairperson TZS 100,000 and the then MP 2005-2010 TZS 1,000,000.
- (vi) The community members (Mapili Villagers in Vitongoji groups) contributed man power by making bricks, site preparation and foundation work, collection of sand and stones and construction of walls by local artisans in cheap price.

6.0 RESULTS

A Self-help effort may be viewed as an area based resource mobilization system in which most of the original initiative and executorial responsibility rest with the occupants of the area or community concerned. It is a socio-economic development arrangement in which externally generated input of thought, processes, ideas, and materials is expected to assume secondary status. The commonest approach to this form of development strategies is usually through community association using direct labor approach, financial contribution and community disbursement. More often, it is associated with rural area where participatory development is encouraged. This is because, rather than development impetus originating from 'top to down' it is a reversal of process, where development facet is suggested and undertaken by the communities in relation to their felt needs. Self-help efforts are usually fruitful as the Mapili Village Case shows.

The immediate result of the Mapili Village initiative is the completion and existence of a well-constructed dispensary building and facility within the village land. One villager explains. *“I am very happy that we have, through our own efforts and contributions, completed this beautiful and expensive dispensary building..... it’s novel in our village.... all buildings are old and dilapidated but this one is new and of modern design, I think we have achieved a great thing, and we’re soon going to enjoy close health services and no troubles to travel to Newala town for these services.....”*



Happy citizens after completion of Mapili Dispensary construction

Empowerment of the Village Community; self-help efforts are naturally participative. Participation empowers people to take control of their own lives both in the present and the future. Effective participation empowers community stakeholders, allowing them to influence project outcomes and results but above all the community becomes bound together. The Mapili Village initiative has

resulted into significant empowerment where men and women have become organized and motivated to participate fully in development projects. Presence of a construction committee is also one important result. This committee has become semi-permanent as after the completion of the major Dispensary Building and the Toilets, the committee role will be extended to ensure completion of the construction of staff (nurses and medical officer) residential houses and other health center infrastructure. This is empowerment in terms of project design, implementation and management at the local level.

Increased morale of villagers in self-help efforts; the morale of the villagers to participate in own development project has improved tremendously. The Mapili Village community has in plan to extend the Dispensary into a fully-fledged Health Centre by constructing more buildings to accommodate Ward facilities, staff housing and incinerator. The endorsement of the extension plan did not encounter resistance and villagers have indicated strong intention to allow cash deductions from their cashew-nut sales in the subsequent seasons. This indicates high morale and strong commitment to community self-help development initiatives. For example, the construction of Ward Secondary school at Chikoropola village by adopting Mapili village model.



Construction of Chikoropola Ward Secondary school

Mapili Village community has become a model village in which other villages within Masasi DC learn and adopt their unity and commitment to identify the community problems, making decisions on solutions and implementing self-help projects. For example; a nearby village (Chikoropola) has adopted the approach of Mapili village and managed to construct a dispensary building that has already received registration certificate, medical personnel and dispensary drugs and equipment from the Council.



Chikoropola Dispensary

The construction of Mapili Dispensary has developed a group of local artisans that is empowered by teamwork, cooperation and community support. These local artisans have been exposed to more village and ward level construction projects and are involved in completing other projects such as the 4 staff

houses at Mchauru, Mkululu, Nanganga and Namwanga dispensaries. The local artisans from Mapili Village are also hired in Masasi town for other construction works both in public and private sector. These artisans serve as a resource pool to the Council and other Councils which may embark on construction of health centers and other buildings.

The Mapili Village Community self-help project on construction of dispensary has created a lesson to the whole Council that if citizens are determined to solve their problems; it is possible. The Council intends to merge this lesson with the improved O&OD and exhort more villages to engage in community needs identification, participatory decision making, project planning and implementation and above all the commitment to initiate projects from community level. This will empower communities to proactively tackle problems instead of waiting for Government and Council interventions.

7.0 STRATEGIES FOR SUSTAINABILITY

Self-help efforts are usually self-sustaining as the community and individuals within the community value their contributions and would struggle by all means to sustain the perceived services. Self-help efforts also empower the citizens and all social groups towards continually and sustainably participating in self-help projects implementation. For the Mapili Village Dispensary the Villagers have indicated clearly their intent to ensure that the health services to be provided are quality, reliable and sustainable. The villagers and the Council have also set strategies to ensure guaranteed sustainability. These include:

- (i) Plans to allocate staff to the dispensary so that the facility starts to provide services to the community in the 2016/17 financial year. Three villagers have already volunteered their houses to accommodate health staff.
- (ii) A plan to allocate permanent annual budget for construction of staff houses in order to warrant permanent provision of health services to community.
- (iii) A concrete plan to register and connect the dispensary to the Medical Stores Department system for accessing budgetary allocations for dispensary drugs and equipment.
- (iv) Inclusion of a permanent annual budgetary allocation for regular maintenance, improvements and upgrading of the dispensary.
- (v) Perpetual provision of security services by the Mapili Village community to the dispensary.
- (vi) Continuous community sensitization and awareness to join Community Health Fund. This is intended to provide solid base for funding of the dispensary services particularly by enrolling all households in the CHF and securing more funds under the matching fund arrangements of the CHF framework.

8.0 SECRET OF SUCCESS

The Mapili Village self-help effort in constructing a modern quality dispensary is an achievement desired by many villages and communities in Tanzania. Many Councils and Villages however have failed to actualize their potentials into reality to provide themselves with own generated services. The question is; what made Mapili Village and Masasi DC complete this project successfully? The underlying explanation is very long. But in summary; Dispensary at Mapili village was the real and strongly felt need of everyone in the community. Having realized their vulnerability particularly as a peripheral village, the community became committed to identifying and analyzing the commonly felt need and selecting this as the most realistic priority of the village. This is the major secret.

According to the Ward Councilor, the success of the Mapili Village initiative was prompted by anger, sadness and sympathy by the villagers after losing two pregnant women on their way to Newala Town Hospital, more than 18kms up the escarpment, due to the absence of health services in their village. This created discussions, unity and innovative ideas towards constructing own dispensary. Other secrets

include Strong leadership at Village, Ward and Council Level and the presence of a permanent cash crop (cashew nut) as well the flourishing established cashew-nut marketing system that facilitated collection of community contributions (warehouse receipt system).

MASASI TOWN COUNCIL



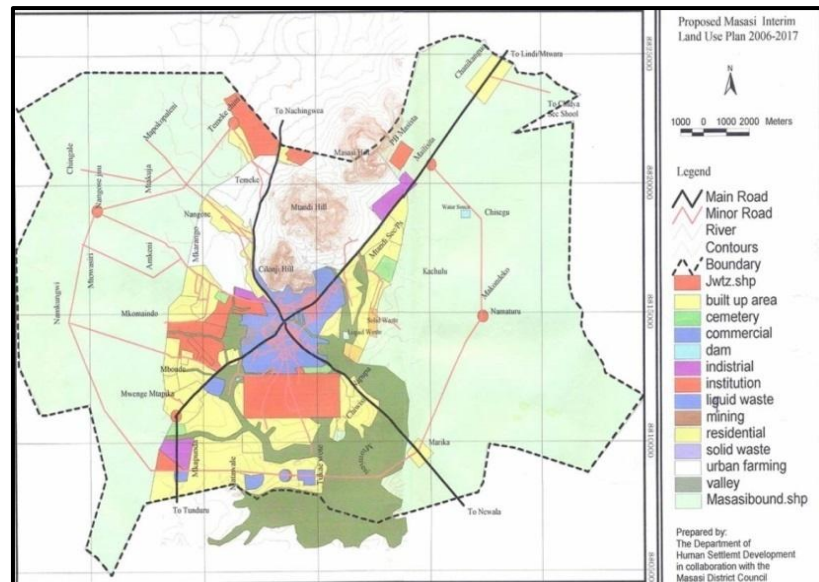
COMMUNITY INITIATIVE IN PROMOTING BASIC EDUCATION



EXPERIENCE OF MPEKESO VILLAGE

1.0 INTRODUCTION

Masasi Town Council is one of the nine Councils in Mtwara Region. The Council was established in July 2012, after split of Masasi DC. The Council headquarters is located 214km from Mtwara MC. Masasi TC is surrounded by Masasi DC except the Western part which borders Nanyumbu DC. The Council covers an area of 400km². According to 2012 census the Council has a population of 102,696 in which 49,111 are male and 53,585 are female (equivalent to 8% of Mtwara Region population). The Council has 2 Divisions, 11 Wards and 169 Villages. Masasi TC receives average annual rainfall of 900mm - 1000mm. The rain season is between December and April and the average temperature is 32°C during rainy season decreasing to an average of 25°C during the dry season.



Masasi Town Council Map

Agriculture is the main economic activity in Masasi TC. The arable land is 48,761ha, out of which 16,380.5ha are utilized. The major crops cultivated are maize, cassava, sorghum, and paddy as food crops, and Cashew nuts, groundnuts, and pigeon peas as cash crops. Livestock keeping is also practiced in which there are 2396 cattle, 2467 goats/sheep, 2667 pigs, 3881 ducks and 45925 chicken. The per capital income of Masasi residents is estimated to be TZS 700,000. Masasi TC is semi urban and provides wholesale and retail services of the industrial products to the inhabitants of the town itself, Masasi DC and Nanyumbu DC. The commercial sector is second in revenue generation after cashew-nut and other agricultural cess.

Masai TC has its own locally established education mission. It states "facilitating availability of quality primary and secondary education to all, fairly and equally". Emanating from this mission the Council has in place a total of 35 Pre-primary schools, 35 Primary schools and 1 special education Primary school for children with disabilities. Also the Council has 9 Government Secondary schools and 1 private Secondary school. All schools have average number of required staff and facilities.

2.0 PROBLEM

Children's right to education is one of the tenets of the Convention on the Rights of the Child (CRC: 1990) which was endorsed by all the African states, Tanzania being one. The convention further stipulates that the children should not only have the opportunity to enroll in school but also complete the required school level. Basic education is supposed to be the right of every school-aged child.

Box 1: Convention on the Rights of the Child (CRC)

The United Nations Convention on the Rights of the Child (commonly abbreviated as the CRC, CROC, or UNCRC) is a human rights treaty which sets out the civil, political, economic, social, health and cultural rights of children. The Convention defines a child as any human being under the age of eighteen, unless the age of majority is attained earlier under national legislation.

Nations that ratify this convention are bound to it by international law. Compliance is monitored by the UN Committee on the Rights of the Child, which is composed of members from countries around the world. Once a year, the Committee submits a report to the Third Committee of the United Nations General Assembly, which also hears a statement from the CRC Chair, and the Assembly adopts a Resolution on the Rights of the Child.

Governments of countries that have ratified the Convention are required to report to, and appear before, the United Nations Committee on the Rights of the Child periodically to be examined on their progress with regards to the advancement of the implementation of the Convention and the status of child rights in their country. Their reports and the committee's written views and concerns are available on the committee's website.

The UN General Assembly adopted the Convention and opened it for signature on 20 November 1989 (the 30th anniversary of its Declaration of the Rights of the Child). It came into force on 2 September 1990, after it was ratified by the required number of nations. Currently, 196 countries are party to it, including every member of the United Nations except the United States.

[Adopted from Wikipedia](#)

Despite this, many such children (before 2010) were not enrolled into pre-primary and primary schools and those who were enrolled dropped out of school for various reasons. Before 2010, the enrollment of pupils within Masasi TC deteriorated grossly due to long distances that young pupils had to walk to reach schools, lack of conducive teaching and learning environment and inadequate awareness amongst parents on the importance of children education. Also absolute poverty amongst Masasi TC communities contributed to reduced enrollment of pupils leading to a significant percentage increase in illiteracy.

At Mpekeso village, enrollment in primary school had been diminishing despite of the Universal Primary Education (UPE) Policy which was introduced in 1974. According to the policy all the school-age children (7-8years) were supposed to be enrolled into schools unconditionally by the year 1977. However, since its establishment in 1973 up to 1999 there were about 592 cases of un-enrolled children in the village coupled with drop out of about 35% of enrolled children in the village. Although the Tanzanian Education Act No.25 of 1978 (and amended in 1995) stipulates that all children aged 7 should be enrolled to primary education, only 65% of 7 year old children at Mpekeso Village were enrolled. Drop outs at Mpekeso Village resulted from a total lack of a Primary school in the Village; compelling pupils to walk long distances (5km) to and from school in the nearby Matawale Village. It is important to note that Matawale Primary School did not provide meals to pupils, even for those living from remote villages including Mpekeso Village. In several occasions children would encounter heavy rainfall and storms including wild animals and venomous snakes. It is for these and other reasons that Mpekeso community felt the need to build a school for both children and adolescents who had missed early enrollments or dropped out before completing the primary education.

3.0 OBJECTIVE

The construction of a primary school at Mpekeso Village was purely a self-help effort. The effort emanated from a community felt need that the Mpekeso Village children were dropping the opportunity to attend school, eliminate illiteracy and advance to higher levels of education simply because of lack of a building to start with. The villagers organized themselves to combat this common problem. The villagers decided that the objective of the initiative should be to contribute for the provision of complementary basic education (COBET) opportunities to out of school children especially girls in Mpekeso Village. Specifically, the Mpekeso Villagers intended to;

- (i) Build a classroom to accommodate Complementary Basic Education in Tanzania - COBET pupils.
- (ii) Reduce the distance covered by pupils forced attend schools located in nearby villages by establishing Mpekeso Village School.
- (iii) Reduce or completely eliminate dropouts of enrolled pupils while increasing literacy in the village community.
- (iv) Reduce disturbances and risks to young children related to rainy season, wild animals and criminals
- (v) Construct more classrooms for establishing a registered primary school for Mpekeso village.

4.0 IMPLEMENTATION STRATEGIES

Community participation is an important component of self-help community development and reflects a bottom-up approach to problem solving and that through citizen participation, a broad cross-section of the community is encouraged to identify and articulate their own goals, design their own methods of change, and pool their resources in the problem-solving process. It is through participation of the local people in decision making and implementation activities, they identify needs, strategies to meet those needs, and necessary resources required to implement the various strategies. Moreover, information dissemination is critical in that the promoter should provide sufficient relevant information about the project such as the benefits of the projects, the costs of implementation, the potential for financing and implementation, and possible risk involved in such projects. There should be a two-way flow of information between the promoters and the public (Harrison 2000). Under these principles of community participation and self-help and with strong determination to realize the objectives, the Mpekeso villagers engaged in the strategies described below.

Awareness creation and collection of contributions; in January 1999 the Chairperson of Mpekeso village (Mr Henry Dismas Mkoba) started to mobilize and create awareness to villagers on the need to provide their children with education through community meetings, discussions and sharing. The villagers were fully convinced on the rationale for the school and the decision to build a school was adopted in the Village Assembly. Straight away the Assembly also endorsed a cash contribution agreement. The villagers agreed to contribute money between TZS 2000 to TZS 10,000 per household. They also involved other stakeholder such as Councilors, the Member of Parliament and other interested stakeholders.

Construction of two classrooms; implementation started with identification of the construction site, brick making and actual construction of the first COBET building. The cash contributions and the participation in kind resulted into raising up of two classrooms for COBET programme which started functioning officially in January 2000.



Old classrooms constructed by villagers for COBET Program

Pupils' enrollment and registration; the COBET programme started by enrolling 72 out of school children in different categories as follows; 45 pupils for cohort I (8-13 years old) and 27 pupils for cohort II (14-18 Years old) in January 2000 and ended in 2005 after reducing the number of out of school-aged children at Mpekeso Village. The table below shows the status of enrollment of children for the COBET program.

Table 1: Status of COBET Program at Mpekeso

Year	Number Of Children Enrolled			Cohort		Mainstreaming Of COBET Learners To Normal Classes			O. LEVEL	A. LEVEL
	Male	Female	Total	Std i	Std ii	Std v	Std vi	Std vii	Form iv	
2000	09	13	22	17	05	15	02	05	0	-
2001	07	5	12	08	04	07	01	04	0	-
2002	21	17	38	23	15	17	06	15	2	-
2003	06	03	09	05	04	05	00	03	4	
2004	04	01	05	05	00	03	02	00	2	1
2005	03	01	04	03	01	02	01	01	1	

Establishment of New Village primary school; The intention of constructing a primary school was to reduce the distance that was covered by children attending nearby village primary schools and eliminate risks of wild animals, criminals and crossing the river especially during the rainy season. The village chairperson (Mr. Henry Dismas Mkoba) and Mpekeso community leaders, elders and ten cell leaders (MAMWENYE and APUYA MWENE), Mr. Rajab Heri, Mr. Athuman Amiri, Ms. Zainabu Jia, Mr. Hamisi Punguna, Mr. Thabiti Hamisi organized community and leaders meetings to convince the community to construct two classrooms for establishing a primary school. This was in addition to COBET classrooms that were becoming dilapidated. A decision for collection of contributions for construction of Primary school was reached under consensus. Villagers decided to raise money from each household and other stakeholders; approximately TZS 36,000,000 was collected.

Construction of two classrooms and 6 stances; the funds collected were used for construction works and making of 46 desks for standard One, Two and Pre-school pupils. The construction was completed in September, 2013. Operation of the school started in January, 2014 where by a total of 65 (female 32 and male 33) pupils were enrolled at Pre-school.



New classrooms and toilet built by community members

Council support to Mpekeso Primary school; the Council decided to support Mpekeso village initiatives by using the TASAF program that targeted infrastructure development. The extended participatory rural appraisal (E-PRA) exercise was conducted at Mpekeso village to confirm the expressed need and establish eligibility and number of targeted beneficiaries (poor households). Finally the project “construction of two classrooms and four stances at Mpekeso primary school” was identified.

Formation of project management committee; the TASAF team facilitated the community to elect and endorse a project management committee. The exercise was conducted on 19th May, 2015. As a result the community agreed to implement the project costing TZS 82,140,080. In which TASAF support was 74,140,080.00 and community contribution in terms of manpower was estimated value of TZS 8,419,000. Masasi TC provided technical support. The implementation of the project started on 17th August and was completed on 23rd December, 2015. Day to day activities were supervised by the village project management committee.



Community members participating in construction of classrooms

5.0 RESOURCES

Construction of Mpekeso COBET and Primary School under the hinges of self-help efforts involved various types of stakeholders. This is reflected in the nature of participation and resources committed to achieve the objectives. Important lesson in the resources is the community contribution. The Mpekeso village has poor households but this did not hinder the community to contribute significantly towards establishing COBET and Primary School. The resources are categorized into two; financial and human resources.

Table 2: Financial Resources

S/N	Activity	Resources in TZS	Source
1	Construction of 2 COBET classrooms	5,000,000	Community
2	Construction of 2 Primary school classrooms and toilets	36,000,000	Community
3	Construction of 2 Primary school classrooms	74,140,080	TASAF
		8,419,000	Community
		2,300,000	Member of Parliament

The Human resources involved the Villagers who provided labor through participating in all activities in the project such as making bricks, fetching stones and water and clearing the site. The Council provided technical support such as construction technicians and TASAF staff involving the coordinator and the accountant.

6.0 RESULTS

Self-help efforts in Mpekeso Village resulted into many notable tangible outputs and outcomes. The villagers immediately realized the presence of COBET classrooms, Primary School classrooms and toilets including the TASAF supported classrooms which are well furnished with solar power and equipment. This is very prestigious for the poor community that few years ago used to have nothing of their own. The head of the construction committee said *“.....we are very happy to have these new, glittering buildings for our children, and ourselves.....in this village no one or even a family that has well-built houses and toilets like these ones.....leave alone the solar power and lights....really all villagers are happy and motivated..... I think soon we will start constructing teachers’ houses as this is our next priority”*. The pictures below tell it all.



Two classrooms and a toilet (with 4 stances) constructed under TASAF support

For the early years 2010 to 2013 the school was basically for COBET programme and the academic activities were not specially focused to primary education. But after the completion of the construction of modern classrooms and stances the school has become a fully-fledged and registered primary school and in 2016 the school enrolled 170 pupils as shown in the table below. Villagers are happy that their children can attend the school within the proximity of their homesteads. This has motivated more families to encourage their children to attend school and especially give more opportunity to the girl child to get enrolled into primary education and have prospects of completing. In the long run this will eliminate the illiteracy rate within the village and improve living standards.

Table3: Mpekeso Primary School Enrollment 2016

S/n	Class	Enrolment
1	Pre-primary	65
2	Standard One	59
3	Standard Two	46
	Total	170

After the establishment of COBET classes in 2000, illiteracy rate within the youth community in the village has been reduced. While 90 youths completed the COBET and primary education as a result of this initiative, 9 pupils advanced and completed Secondary school education. Remarkably, one student passed advanced secondary education and proceeded to University Education at the University of Dar es Salaam. For a poor village initiative this result has a notable significance towards eliminating illiteracy in the village and improving standards of living.

The village has made a significant move towards eliminating school dropouts. The dropout rate of school aged children has been drastically reduced from 35% in 2000 to 6% in 2015. This has emanated from the change in the behavior of most of the parents towards investing more emphasis in ensuring and supporting their children to get enrolled and attend school. The children themselves are motivated to attend the school as the distance which used to be between 5km to 0.25 km has been cut to a few meters. This allows children to go back home during lunch time for one hour break and continue with evening sessions in the school without delay. The community has also achieved to eliminate the hassle, disturbance and risk that pupils experienced during the rainy seasons as well as crossing flooding rivers, passing through bushes with wild animals and snakes and obtaining threats from immoral people and criminals.

The Mpekeso Village self-help effort is one of its own in Masasi TC. The way villagers organized themselves into producing results created attraction to other stakeholders to contribute into the establishment of a primary school project. This behavior stimulated the Council and the government at large through TASAF to value the villagers' efforts and support the construction of two modern classrooms, pit latrine with four stances and install solar power equipment.

7.0 SUSTAINABILITY STRATEGIES

Mpekeso Village community is aware that during the period between 2010 and 2013 with the completion of the COBET school sustainability of the project was in jeopardy. This was indicated by the quality of the building itself and the willingness of the community members to sustainably engage in maintaining the school. For this reason the current self-help initiative is safeguarded by various strategies to guarantee advancement and suitability. These include vesting the management of the primary school under the school committee and the Village Council, formulating concrete plans to construct teachers' houses, requesting the Town Council to allocate more teachers and facilities and obliging the Council to prioritize, budget for and provide capitation grant to support the running of the primary school on annual basis. The villagers' commitment to make more contributions for construction of more classrooms is solid and constantly invigorated by the school management committee.

8.0 SECRET OF SUCCESS

Self-help efforts usually are bottom up in which the felt need bind the community together towards reorganizing for fighting the problem. It leads to easier implementation as the need drives every member within the community to join hands with others to get rid of the menace. However there are

several communities which are affluent and well-endowed with resources but have failed to solve their problems. This creates a question as to why was it possible for Mpekeso Village community. The reasons are many but the significant ones include:

- (i) Strong and committed village leadership; former village Chairperson Mr. Henry Dismas Mkoba and the current Chairperson Mr. Filimon Jacob Nyaulingo elicited superb leadership skills towards organizing the people, eliminating resistances and creating required followership and commitment.
- (ii) Community commitment to the felt need of having a village primary school. This shared felt need aroused every member of the community towards committing time and resources for realization of the project.
- (iii) Presence of community leaders (Mamwenye and Apuyamwenye) who have big influence in the society towards development. The Masasi communities have traditional leaders that are respected and revered. Once these provide explanations and directives, community members pursue and implement the directives with adequate willingness and commitment.
- (iv) TASAF program. This national programme has become exceptionally valuable to many village self-help efforts in Tanzania. The Mpekeso Village primary school establishment benefited significantly from the existence of TASAF program within the Masasi TC.

MBEYA DISTRICT COUNCIL



SELF HELP EFFORTS IN ROAD AND WATER PROJECTS



EXPERIENCE OF TEMBELA, IJOMBE, ITEWE, MAENDELEO AND INYALA WARDS

1.0 INTRODUCTION

Mbeya District Council is one of the seven Councils of Mbeya Region. The Council lies between Latitudes 7° and 9° South and Longitudes 33° and 35° East. Mbeya DC borders Mbarali and Makete DCs to the East, Rungwe, Busokelo and Ileje DCs to the South, Mbozi DC to the West and Chunya DC to the North. The Council has a total area of 2,432km². The Council is divided into three divisions namely Tembela, Usongwe and Isangati, 28 Wards, 152 Villages and 951 Vitongoji. According to 2012 Census the total population of Mbeya DC is 305,319 (143,779 males and 161,540 females).

The total land area of the Council is 2,432Km² of which 2,164Km² (88.9%) is arable land. The Council land is covered by mountains, hills, and plains with rivers and tributaries forming drainage systems for Lake Rukwa, Lake Nyasa and Rufiji basin. This topography ranging between 2,865m to 3,300m above sea level makes the Council to have a Central Zone involving Usongwe, Isangati and Inyala Divisions and Highlands Zone covering part of Isangati and Tembela Divisions. The land is generally covered with Miyombo woodlands. The highlands have brown clay soils while the central zone has sandy soils. The temperature is moderately hot for central zone except during winter (May to August) while the highlands experience cold temperature throughout the year. On average the Council experiences temperatures ranging from 22°C and 30°C. The Council receives long rains during November to April ranging from 650mm to 2700mm.

2.0 PROBLEM

Mbeya DC is among the Councils that have economically active and hardworking rural population engaging in perennial agriculture, marketing of agricultural produce and timber activities within rich and fertile land. People living in Maendeleo, Tembela, Ijombe and some interior villages in Ulenje and Itewe Wards experienced difficulties in accessing markets for their agricultural products due to lack of reliable all season road. The only alternative road and which had many additional kilometers was impassable during the rainy season. This situation undermined the ability of community to access agriculture inputs and markets for farm produce. Transportation of farm produce to the market was awfully expensive costing up to TZS 80,000 per vehicle ferrying agricultural products to the markets. The lack of reliable roads culminated into disruption of farm produce market making it uncompetitive and monopolistic accompanied with very low prices. Eventually, this reality manifested itself in reduction of incomes amongst the agricultural households. For example during the rainy season the price of one bag of potatoes used to be TZS 8,000 only at the field. This price is very low compared to the inputs injected into the production of the same bag.

Resulting from falling prices due to bad roads and monopolistic buying of farm produce, the Council as well experienced difficulties in collecting agriculture produce cess. Unorganized collection and transportation of farm produce by unscrupulous middlemen from Ntangano, Hatwelo, Iwalanje, Galijembe, Inyala, Itewe and Iyelanyala villages in Tembela Division disrupted all mechanisms set by the Council for collecting cess from produced potatoes and other crops. The alternative feeder roads to Dar es Salaam – Zambia highway through Uyole outlet (in Mbeya CC) made Mbeya DC fail to collect revenue from agriculture cess as Uyole outlet is outside the Council's jurisdiction. The Uyole route is longer compared to the route through Inyala outlet making the farmers pay more for transportation of their farm produce and temper significantly with profit margin for engaging in agriculture.



Part of impassable road in Maendeleo ward and the Nkunywa bridge before construction

Difficulties in accessing Markets for agricultural products restrict opportunities and prospects for income generation and security. Remoteness from markets increases uncertainty and reduces choice; it results in more limited marketing opportunities, reduced farm-gate prices and increased input costs. In so doing, it weakens incentives to participate in the monetized economy and results in subsistence rather than market oriented production systems.

Mbeya DC had another severe problem; Safe and Clean Water for Ijombe Ward Communities. These communities experienced grave lack of clean and safe water and relied purely on seasonal rivers as well as the Soho and Gusi springs in Ikeka and Iwanda Vitongoji. Water from these sources was obtained 2kms away from households. Igalama and Majengo Vitongoji suffered most from water shortage problem as well. Due to this situation, many households started digging open shallow wells (40m depth) to get water for domestic use. Shallow wells water was largely untreated and therefore not clean, safe and sufficient.

3.0 OBJECTIVE

Having realized the unreliability of roads and insufficiency of water availability and safety, the communities started to engage in self-help efforts to resolve the situation. The main objective of the Community and the Council was to improve livelihood of the people through provision of reliable and predictable socio economic services. Specifically; the Community and the Council aimed at Upgrading the Ntangano – Ijombe – Itewe (16kms) road and constructing Nkunywa Bridge at Ntangano – Ijombe road (6m) to facilitate transportation of agriculture products, hence improve production, create competitive market, stimulate farming and increase household incomes. The joint effort also intended to organize collection and transportation of agriculture produce to facilitate collection of cess efficiently at the check points in Tembela, Ijombe, Itewe, Maendeleo and Inyala wards. The second broader goal was ensuring accessibility to safe and clean water closer to households by designing and implementing a water scheme within Ijombe Ward.

4.0 IMPLEMENTATION STRATEGIES

The upgrading of roads, construction of bridges and installation of a water scheme in Mbeya DC started at community level and therefore is a rightly self-help effort initiative. In 2012/2013, the communities of Tembela, Ijombe, Itewe, Maendeleo and Inyala wards joined forces with the Council to upgrade Ntangano – Ijombe - Itewe road and construct Nkunywa Bridge at Ntangano – Ijombe road. The self-help effort involved a number of activities described below.

Identification and deliberation of the need for the road and the bridge; Communities through their Village Assemblies felt the need for the road and the bridge and deliberated to prioritize these in their village plans. After inclusion into the village plans community sensitization and mobilization was necessary to ensure smooth implementation of the projects. The meetings were conducted in each

Village to sensitize communities on the importance of the projects and the need to participate fully and actively through cash and labor contributions during bridge construction, road upgrading works and later on digging furrows for laying water pipes.

Collection of cash contributions and participation in construction works; Village Assemblies deliberated that each person (labor force) needs to contribute TZS 5,000 in the first phase and TZS 9,000 in the second phase. A total of TZS 5.6m was collected. The cash was used for purchasing iron bars, cement and payment of local Artisans. Participation in bridge construction and road upgrading works was declared “a whole community activity” meaning that every registered villager had to participate. Communities started on their own consulting the Council engineer on specifications for constructing foundation base of the bridge. The activities at this level involved excavation of the foundation pit, collection of construction materials (stones, sand and crushing of aggregates), and construction of bridge foundation under supervision of the Council engineer. On road upgrading, the communities using traditional tools (hoes, axes, fork hoes, machetes etc.) made site clearing, rocks excavation, levelling, compaction and digging drainage furrows under supervision of the Council Engineer. Some areas were so difficult to make the road using labour based approaches. Rock excavation was done through local methods such as burning of the rocks, watering and crushing rocks using hammers.

Adoption of the community project by the CMT and the Full Council; following community initiatives in bridge construction and road upgrading, the Council engineer suggested to the CMT that support by the Council was necessary for these communities to actualize their initiatives effectively. The CMT adopted the proposal and tabled it to the Full Council. This however involved preparing strong arguments for convincing all Councilors. In presenting the proposal for supporting bridge construction and road upgrading in Tembela, Ijombe, Itewe, Maendeleo and Inyala Wards, the CMT presented strong reasons for allocating funds to the project that included reducing transportation costs for farmers in the area and facilitating collection of produce cess at Inyala outlet. The Full Council adopted and approved.

Council support in the construction of the bridge and road upgrading; during construction of the bridge the Council supported installation of the stone bridge abutment, concrete deck casting, guard posts and bridge painting. In upgrading the road the Council supported the surfacing of the road using Graders, Excavators (caterpillars) and Compactors. In all these works the villagers participated fully in all activities that required human labour.

The use of force account; the support extended by the Council in bridge construction and road upgrading was implemented through a force account intended to reduce costs and time for tendering procedures and project implementation. Force account refers to work ordered on a construction project without existing agreement on its cost and performed with the understanding that the contractor will bill the owner according to the cost of materials and equipment, plus a certain percentage for overhead and profit. In other words, Force account works means contracted construction work paid for on the basis of the time taken and material consumed. Despite of its importance in hard to reach rural areas, force account practice is not popular under public procurement regulations.



Community excavating the Nkunywa bridge foundation and Rock excavation in road upgrading

The installation and implementation of the Water scheme at Ijombe Ward was a self-help effort as well. The community felt the need and initiated the whole process towards the scheme. The process activities are explained below.

Village meetings and collection of household contributions; resulting from shared felt need, Village leaders decided to conduct meetings for discussion and majority decision on how to tackle water problem. A decision was reached to engage in a collaboration that involved contributions of TZS 5,000 per year per person in order to construct the water scheme involving an intake, distribution line, water tank and distribution points. Collection of contributions was implemented and a total of TZS 9,884,000 was contributed by Ntangano and Hatwelo villagers.

Surveying of the scheme; the Council extended a technician to the community and in collaboration with the villagers the technician surveyed the area to determine the water intake, the laying of the distribution line, siting of the water tanks and location of distribution points. TZS 4m from the household contributions was used for this survey.

Requesting for assistance from the Council; community members through their Ward Councilor Mr. Ramadhan Mwandala decided to request support for the water project that they had started implementing. The Council accepted the request and approved expenditure of TZS 129m under a condition that the community contributes 5% of the project cost. The community immediately raised the required 5% of the project cost.

Construction of the water scheme; two water tanks were constructed at Hatwelo and Ntangano villages. Despite of contributing cash for the scheme, community members participated in digging ditches covering a distance of 10.3 kms from the water intake. The project was completed in 2008 having 2 big water tanks and 10 domestic distribution points; 5 for each village.

Formation of water user committees and training; the District Water Technicians facilitated the community to establish water user committees in each Kitongoji as well as the overall water scheme committee for sustainability of the project. The facilitation included selection of committee members, formulation of bylaws, setting household monthly service charges and general management of the scheme. TZS 500 was set as household monthly service charge while TZS 35,000 was set as household connection fee and a monthly service charge of TZS 2,000 for each connected household. The water user committee members were also trained on basic management of water user associations, financial management, book keeping, water treatment and water scheduling and well as minor and routine servicing of the water scheme.

5.0 RESOURCES

Roads and water are vital services provided by all local governments globally. These services are not cheap to design, construct and ensure that the people get quality roads and safe and clean reliable water. Councils in Tanzania still experience several challenges in providing these services adequately. Mbeya DC and the Communities benefiting from the narrated initiatives mobilized resources from various sources to be able to achieve their goals. The resources include the following:

- (i) Road upgrading; the community contributed cash and labor amounting to TZS 18,000,000 and the Council support was TZS 13,000,000 in upgrading of Ntangano – Ijombe – Itewe 16kms road which makes a total of TZS 31,000,000. It is important to note that if this work was contracted out following all procurement technicalities and arrangements and involving private contractors, the construction cost would exceed TZS 56m.
- (ii) Bridge construction; the community contributed cash and labor amounting to TZS 12,000,000 and the Council contributed a total of TZS 21,000,000 in Nkunywa Bridge construction which makes a total of TZS 33,000,000. Again if this work was contracted out to private contractors the work would have cost over TZS 42mil for the same quality of the Bridge.
- (iii) Water scheme; the financial resources for the water scheme include community contributions amounting to TZS 9,884,000 and the Council support of TZS 129m.
- (iv) Human resources; the projects involved the actual participation of villagers in all operations as narrated in the activities; this being the reason for saving financial costs. Also Village leaders, Council Engineers and Technicians provided significant human resources in terms of negotiations, supervision and surveys.

6.0 RESULTS

The Community and Mbeya DC have improved service provision in Road and Water Sector to Tembela, Ijombe, Itewe, Maendeleo and Inyala Wards which had severe challenges in transportation of agriculture goods as well as safe and clean water. The immediate result is the 16kms upgraded road of Ntangano – Ijombe – Itewe. The road has created reliability in transport of both agriculture products and the public allowing and stimulating production in the Wards. The communities are happy as transportation costs have been reduced leading to more profits from the economic activities. Reduction in time taken by farmers to transport farm produce/crops to the market also has minimized the losses that resulted from rotting of the perishable goods such as cabbages, lettuce and fruits guaranteeing more sales and profits. The road has reduced the distance from 26kms via Galijembe village to 16kms via Inyala outlet. This efficiency in terms of cash and time spent has cumulatively added up to household incomes and prosperity.



Road sections along Ntangano – Ijombe – Itewe Road

The Nkunywa Bridge along Ntangano – Ijombe road has been constructed and it is an important result of these community initiatives. This bridge has connected highly productive villages and has created improved marketing of the agriculture produce. For example, production of farm produces and farm

gate prices have increased from TZS 8,000.00 and TZS 10,000.00 to TZS 20,000.00 and TZS 28,000.00 per bag. Farmers have also increased production per acre as a result of additional inputs resulting from improved prices in markets and savings made from reduced transport costs.



The Nkunywa Bridge during dry and rainy season

Increased household income levels within Tembela, Ijombe, Itewe, Maendeleo and Inyala wards has changed the communities leading to improved community living standards as exemplified the housing and life styles. People have afforded to build improved houses, support families in education and medical expenses and purchase motorcycle, all indicating growing affluence within the households and the community at large.



Improved Houses

The road and bridge construction projects have improved the organization, control and mechanisms for Council revenue collection leading to increase in cess collections. Before improvement of the road the collections only reached a maximum of TZS 5,600,000.00 while after road improvement the Council collects more than TZS 9,764,000.00 per season.

The surrounding villages have emulated this self-help effort initiative. Same innovation and ideas have been used by the nearby village to rehabilitate Shibolya – Idunda road 5km in which community efforts costed TZS 20,000,000 and now the road is in use. Also the Igosa – Mwaselela road 8km was constructed by community members who contributed their physical and monetary resources costing TZS 32,000,000 and the road is in use and providing improved transportation of agricultural products and guaranteeing economic activities stimulation.

The water scheme at Ijombe ward resulted into several outputs. One great achievement is a functioning water scheme with an intake, two water tanks, distribution lines and 19 distribution points. This self-help effort granted the communities with a significant decrease in price of water from TZS 500 to TZS 50

per bucket. The project is substantial as it covers a total of 264 households benefiting more women and children in the villages.

The scheme is managed by the water user committees at Kitongoji level and overall operations by the scheme committee. The scheme owns a bank account at NMB with TZS 776,000 and a SACCOs with a capital of TZS 2m. The committee is responsible for regular scheme maintenance from the water intake to water tank and from the water tank to the domestic water points using collected service charges.

A happy and healthy community; apart from getting water closer to households, people can now engage more time in production activities, building of improved houses and enjoy good health as a result of decline in incidences of water borne diseases. Primary schools as well are served with distribution points to allow easy accessibility of clean and safe water for pupils and teachers.

7.0 SUSTAINABILITY STRATEGIES

The Council and the community have set several strategies to ensure that the roads and the water scheme are sustainable. One major strategy is continued regular maintenance of the bridge and the road by the Council and the community including digging furrows to drain water from the road, cutting the grass along the road sides, removing mud and rehabilitating edges of the bridge. The second strategy in relation to sustainability of the water scheme, the Council and the Community have Plans to construct a new water intake to increase water supply by contributing TZS 20,000 per person; the survey for the second scheme has been completed and the construction of the intake is expected to start in June 2016. The scheme will cost TZS 74,559,000. Other sustainability strategies include continued collaboration with the Council to support the expansion of the scheme and fencing of 19 distribution points.

8.0 SECRET OF SUCCESS

Road construction projects are expensive and communities in Tanzania generally adopt pessimism towards road sector. Communities in general believe that it is the government's responsibility to construct roads even at village and vitongoji levels. The Mbeya DC communities were able to construct quality roads and the bridge because of the nature of their economic activities and commitment to own development. Some of the secrets are;

- (i) Demand driven project; the bridge and road was the felt need of the community in facilitating transportation of their farm products.
- (ii) Willingness of community to participate in the project. Community committed money and labor in the project as it was a felt need.
- (iii) Readiness of the Council to support community initiatives.
- (iv) Committed leaders at all levels.

The underlying secret for completion of a substantial and expensive water scheme also relies heavily on the unity, collaboration and commitment of the members of community in need. The realities that water scheme was a community felt need, readiness of the community to contribute cash and labor, transparency practiced through presentation of revenue and expenditure quarterly reports and establishment of strong water user committees and by laws all play important secrets and lessons to be learnt by other communities in Tanzania.

MOMBA DISTRICT COUNCIL



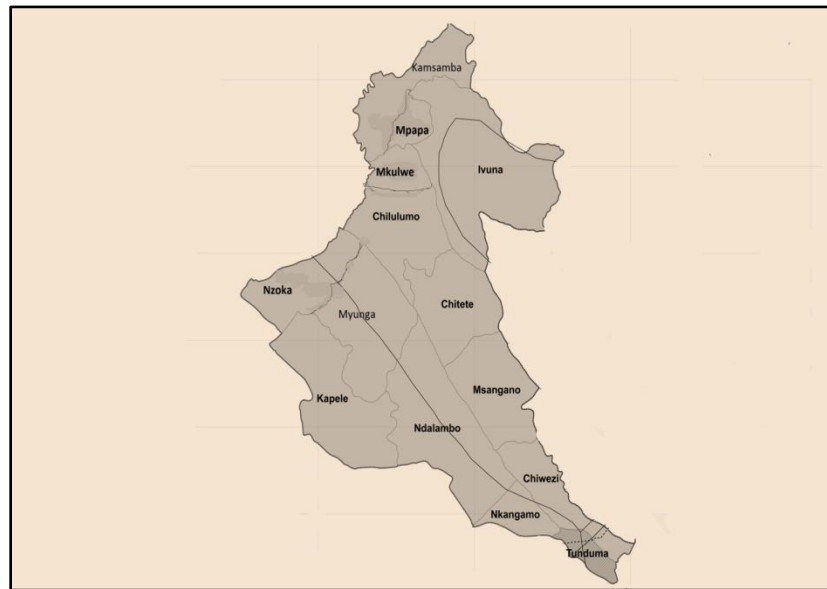
COMMUNITY SELF-HELP IN CONSTRUCTION OF LOCAL SUSPENSION BRIDGES



EXPERIENCE OF MOMBA DC

1.0 INTRODUCTION

Momba District Council is located at the South western part of Songwe Region, between Latitude 8⁰10 and 9⁰15 South and Longitude 32⁰ 5 and 32⁰ 45 East. It shares borders with Rukwa Region and the Republic of Zambia to the West, Mbozi DC to the East, Chunya DC to the North and Ileje DC to the South. The Council is divided into 3 Divisions i.e. Ndalambo, Kamsamba and Msangano, 14 Wards, 72 Villages and 303 Vitongoji. According to the 2012 population and housing census, Momba DC has a population of 196,818 of which 94,257 are male and 102,561 are female. The average number of people per household is 4.6.



A map of Momba District Council

The Council occupies a total area of 6217.9km² and is generally classified into arable land 4,017km², forest reserves 1,228km², settlement and other uses 409.8 km². Area covered by water 351.4km² and wildlife reserve 211.7km². Momba DC lies between 900 - 2750m above sea level. On average it receives rainfall between 1350mm and 1550mm per annum. The average temperature ranges between 20⁰C and 28⁰C. The Council is divided into two major zones which are high plateau and rift valley zones. The high plateau zone covers a small portion of Ndalambo division where its altitude ranges from 1400m - 2750m above the sea level. The topography of this area is characterized by several hills with rivers and a valuable valley for irrigation. In this zone, two types of soil are observed which include the volcanic soil and clay soil. Though the vegetation cover has been widely removed by human beings through agricultural activities, some natural vegetation is still observed especially along the river valleys, mountains and hills. Its climate is relatively of moderate temperature and high rainfall compared to the other zone.

The rift valley (low land) zone is located in the western part of the Council, covering the large parts of Ndalambo, Msangano, Ivuna and Kamsamba divisions. This area is relatively hot with temperature ranging between 25⁰C - 28⁰C. The zone is characterised by somewhat flat areas with clay, loam types of soils and silt soil predominating over a large area. Potential rivers cut across some parts of the zone areas. These rivers are associated with valleys favourable for production of paddy, beans, vegetables, fruits and other crops. The vegetation cover in this zone is mainly composed of species of *Acacia*.

2.0 PROBLEM

It is evident that more than 75% of the Tanzanian population lives in rural areas. They depend on subsistence agriculture economy. Therefore Transport is of particular importance to everybody in such areas. People in rural areas need to move in order to fulfill their basic, economic and social needs. The need to move about is not an end in itself. People move in order to go to work in farms from one village to another, to health facilities, schools, administrative services and the like. Movement is actually a human right granted by various conventions and the constitution of the United Republic of Tanzania. But it is a fact that in Tanzania rural populations experience serious hardships in movements as rivers, swamps roads, feeder roads, bridges and culverts create movement challenges.

The suspension bridge technology came as a supplement to the already existing traditional technology of hanging foot bridges. The traditional technical know-how used by communities in crossing rivers included canoes and hanging foot bridges. The hanging bridges and canoes were made of logs and dugout logs respectively. These means of transport were useful in crossing rivers. Though they were helpful in one way or another there used to be significant worries with regard to their safety. The canoes and traditional suspension bridges were very dangerous to inhabitants' lives along the rivers, river Momba in particular. Despite of being used for many years, the villages experienced several deaths of their loved ones by drowning or dropping into water from the canoes and/or hanging foot bridges. Improving such means of crossing rivers was very useful for the villagers to save their lives.



Traditional hugging bridge and canoes

In the case of Momba DC, for some villages, movement during the rainy season is seriously difficult; people have to cross big and deep rivers including wide swampy areas. Ecologically, river Momba, Ikana and Kalungu cross a number of villages creating challenges for peoples' movement and resulting into poor access to road facilities. Traditionally people used to cross these rivers through their locally made hanging foot bridges while others used small canoes. For example villagers travelled from Kaonga to and from Tontela villages across Momba River by either swimming or using locally made canoes. It was experienced that people's deaths by drowning or being attacked by crocodiles during crossing the rivers was common. In 2004 eight people of whom two were pregnant women, two teachers and four farmers died in Kaonga Village when they were crossing Momba River by using locally made canoes. In addition to that haulage of agriculture produce to the market and transportation of building materials to villages was very difficult. Also access to health services was very problematic and time consuming because people were not able to cross Momba River to go to Mkulwe dispensary. The villages that had this situation remained isolated and remote. Isolation is generally considered a development problem and is a contributing factor to poverty.



Blocked traditional bridge

Passable traditional bridge

3.0 OBJECTIVE

Human beings living along perennial rivers have used suspension bridges from time immemorial. In the need to visit neighbors across the rivers, to market agro products and purchase industrial items and to get various social services human being at global level have designed, constructed and used various types and forms of suspension bridges, starting from hand hanging bridges, foot hanging bridges, foot hanging bridges with decks and modern suspension bridges that are sophisticated and carrying heavy loads. The overall objective of the Momba DC was to improve the livelihoods of the citizens through making sustainable improvement of transport infrastructure especially the suspension bridges in Chitete, Msangano, Chilulumo and Nzoka Wards. Specifically the intervention intended:

- (i) To improve local hanging foot bridges to suspension bridges from 1 to 16 bridges.
- (ii) To empower communities to develop and maintain their transport infrastructures by inducing skills to Village Gang Leaders or Local Artisans (*Fundis*) as well as the managerial skills of the village Councils.
- (iii) To improve accessibility to social and economic services across the rivers (Health facilities, schools, farms, market and administrative services).
- (iv) To reduce the child and maternal mortality.
- (v) To reduce time spent on crossing the river from 6 hours to 5 minutes.

4.0 IMPLEMENTATION STRATEGIES

Suspension bridge technology was adopted from Roman Catholic Priests Bridge at Kamsamba Village which was constructed in 1984. The Priests Bridge was simple only having two steel ropes from the riverbanks and a wooden deck made of pieces of timber to allow people to cross the river only on foot. This Priests technology of the bridge was modified by fencing both sides and installing reinforcement bars at reasonable space. This modification was done by the Momba District Engineer's Office. The modified suspension bridges are safer as they can accommodate various circumstances like depth phobia people, drunkard people, bicycle riders, motorcycles drivers, children and elders. The suspension bridge is now well known and is traditionally called Kiteputepu in local language. These types of bridges are still in demand by communities in other villages that face similar river crossing problems.

Planning and decision making; planning in Kaonga Village was done with assistance of facilitators from the Council in 2004. Through O&OD methodology, facilitators enabled communities to identify their needs and opportunities. This process was conducted through village meetings whereby focus groups were selected including influential leaders, youth group and women. The focus groups ranked the needs and prioritized transport need of crossing the Momba River as critically important. The prioritized need was forwarded to the Village Assembly Meeting for further decision. The Village Assembly Meeting

decided to come up with problem of crossing Momba River as a first priority which resulted into construction of Kaonga suspension bridge project.

Awareness creation and collection of household contributions; in 2005 Kaonga Village leaders embarked on a participatory way to rectify the river crossing problems by improving the traditional transport infrastructures available in their localities. A detailed discussion was held on the effects and risks which the communities were experiencing when crossing the river. The discussion led to the initiation of Village Assembly Meetings to discuss and agree on the establishment of the project to improve transportation. The village meetings aimed at sensitizing the communities on the importance of contributing to the bridge construction funds. After sensitization the communities agreed to have a contribution of TZS 500/= per household as a starting point. The contributions were collected by the village leaders and deposited in National Microfinance Bank account located at Vwawa in Mbozi District. After collection of TZS 4,416,000, the village leaders requested for funds support from the Council as the community contributions were not enough. The Council agreed to top up the community initiative.

Construction of the Bridge; the Village Council and the transport committee were granted the responsibility of supervising the construction work. The Leaders of Village Local Artisans (Village Gangs) were trained through on the job training and gained skills in labor based technology on paths/roads works as well as skills in suspension bridges construction and maintenance. The suspension bridge construction project was launched in 2005 and completed in 2007. The constructed suspension bridge and rehabilitated paths or community roads are continually maintained by selected Local Artisans responsible for technical issues arising from suspension bridges. The bridge is currently serving 2,595 people of Kaonga Village and 3,107 people of Tontela Village.



Inauguration of Kaonga suspension bridge

5.0 RESOURCES

The construction of Kaonga suspension bridge was purely a self-help effort as the community was determined to build it using their own design, resources and efforts. Through facilitation by the Council staff during the preparation of the village plan the need for crossing the river smoothly without risks became the highest priority. To achieve the objective various types of resources had to be mobilized.

Financial resources; the contributions were made in terms of building materials found in their localities such as timber, stones, fine aggregates labor and local leaders. The Council and Central Government contributed industrial materials, technical support and transport for haulage materials to the site as well as supportive supervision. Table 1 below shows contributions from the community by all villages including Kaonga village.

Table 1: Financial Resources

S/n	Village	Span of s/bridge	Community	Own Source	Central Government	Total
01	Chitete	52m	1,400,000/=	630,000/=	5,734,110/=	7,764,000/=
02	Naming`ongo	90m	2,400,000/=	1,000,000/=	12,000,000/=	15,400,000/=
03	Mnyuzi	74m	1,426,000/=	1,100,000/=	6,000,000/=	8,533,000/=
04	Kaonga	100m	4,416,000/=	1,500,000/=	20,708,000/=	26,349,600/=

Human resources; the Village Executive Officer was the front line person in coordination and implementation of the targeted activities while the Village Chairperson in collaboration with the members of the Village Council were involved in mobilization of villagers to participate on accomplishment of particular activities through self-help. The Village committee for transportation affairs was made responsible for supervision of the construction work. The Village Gang Leaders or Local Artisans were involved in the construction through which they gained skills on labor based technology in paths/roads works and abilities in suspension bridges construction and maintenance. In fact all villagers from all villages participated as laborers paid in kind in the construction of the bridges and improvement of the paths leading to the suspension bridges. The Ward Executive Officer was responsible for supporting and coordinating various villages' initiatives towards completion of the project.

The Council provided professional and technical support through its pool of technicians and engineers by giving guidelines on the scope of work and the work requirements such as designs, Bill of Quantity and technical supportive supervision. All activities were done by community itself; no contractors were used.

6.0 RESULTS

The villagers' self-help effort initiative produced various forms of results. The suspension bridges have actually been constructed and completed in the respective villages to replace the simple and risky traditional hanging foot bridges. 16 suspension bridges have been constructed during 2005 and 2010 by the villagers under Council Support. These bridges include the first Priests' suspension bridge at Kamsamba area. The paths and community roads that have been improved are in place and provide smooth transportation of bulk of agriculture produce from farm or households to the markets and are complimented by the suspension bridge services.



Kaonga suspension bridge



Kamsamba suspension bridge

The sixteen suspension bridges have significantly improved movements and transportation. While the time spent on crossing the rivers has been reduced to five minutes from six hours experienced before, villagers are happy to make visits to friends and family relatives across both river banks and plains. This has improved relations and satisfaction amongst citizens. Another remarkable change is improvement

and efficiency in peoples' accessibility to social and health services in particular. People are able to move from Kaonga Village to Chilulumo Dispensary for acquiring health services. In relation to improved accessibility to health services the maternal and under five mortality rates have been reduced because mothers and children attend clinics on time, culminating into general improvement in health status of the communities using the suspension bridges. In terms of education services the bridges serve a number of pupils. For example, in February 2016, 23 pupils from Kaonga were attending studies at Mkulwe Secondary School which is about 15km away from the constructed suspension bridge.

Before the use of suspension bridges few individuals (1-3) could aboard a canoe per one trip. At present 10-20 individuals can cross a river at a go through suspension bridge. One of the notable results is the decline of the usage of canoes for ferrying people across the rivers. The disappearance of canoes has resulted into reduction of travelers' death cases from previous six to zero. Crocodile attacks which also used to be rampant have been forgotten.

The Kaonga suspension bridge has improved accessing social, cultural and economic services especially the central market services at Chilulumo Village and the administrative services at Village, Ward and District levels. Furthermore, Mnyuzi villagers are enjoying clean and safe water. The water project at Mnyuzi was constructed during the rainy season. The ferrying of construction materials was done through the suspension bridge. Agricultural services have also improved as the area and the nearby wards have realized increase in agro produce. Production of paddy and other crops like maize has increased at household level from 1ton per hectare to 2.2tons per hector because of motivation to cultivate paddy resulting from improved transportation to the markets and to the highway in Vwawa. Through increase of production as well as easy access to the markets automatically income has been increasing among villagers which have changed the standard of living by building good houses roofed with corrugated iron sheets, using motorcycles for transport and paying school fees for their children proceeding to Secondary Schools and tertiary education.

Transfer of technology has taken place effectively. The suspension bridge construction technology has been scaled up and used in other areas in Momba DC where by suspension bridges have been constructed in Chitete, Msangano, Chilulumo and Nzoka wards. In all these Wards and Villages Gangs of technicians and fundis who can construct standard suspension bridges, repair them and improve roads are readily available for use at reasonable costs.

7.0 SUSTAINABILITY STRATEGIES

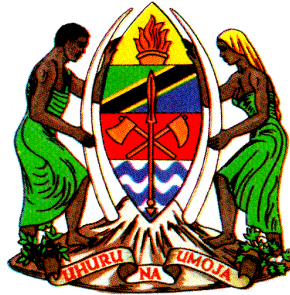
The suspension bridges as with many other infrastructures do deplete and require constant repairs. The Wards and Villages in Momba DC have set several strategies to ensure that the suspension bridges serve for as many years until the government is able to construct permanent concrete bridges. The first major strategy is; the Village Bridge construction Committees involving six people in equal proportion between men and women have been established in Kaonga and Tontela Villages so as to take care of transport infrastructures including suspension bridges (Kiteputepu). The main task of the committee is focused on mobilization of the community efforts during the maintenance of bridges in case of any damage so as to ensure sustainable services of the bridge. The second strategy in place is the assurance that the skills induced to the Village artisans are mobilized towards frequent and routine checking of the bridges and dissemination of immediate information to village leaders in case of the need for maintenance. Lastly, the Council encourages community self-help initiatives and supports them technically and financially when funds are available.

8.0 SECRET OF SUCCESS

Momba DC was able to achieve the objectives of constructing suspension bridges because of various underlying factors. One reality is that the need to cross the rivers safely and promptly was a felt need by all the communities living and benefiting from the rivers. All villagers felt that their development was hampered by the inability to cross the rivers promptly to be able to access markets, services and recreation. When the Village Councils started to plan on the construction of the suspension bridges all citizens supported the initiative. The second reason is the effective use of the community participation through O&OD during planning and implementation of the project. This methodology brings citizens together, facilitating common understanding of the opportunities and obstacles available for development.

In Momba DC people are organized according to tribes, clans and homesteads which have traditional leaderships. The Influence of local leaders like Traditional Chiefs and other influential people at the village level facilitated greatly decision making and participation into the construction of suspension bridges and their maintenance. Also, belief in self-help efforts to combat problems, embraced by these communities for many years contributed into readily available labor from every village. All works were done on self-help basis. The Village Council occasionally paid the Village Local Artisans only as part of motivation. Other secrets include the borrowing of suspension bridge construction expertise and technology from the local Catholic Church and effective collaboration and support between the communities and the Council.

MBEYA REGIONAL SECRETARIAT



MBEYA REGIONAL REFERRAL HOSPITAL MARAFIKI INITIATIVE



CONSTRUCTION OF HOSPITAL WALK WAYS

1.0 INTRODUCTION

Mbeya Region is located on the South-West of Tanzania mainland, commonly known as Southern highlands bordering four Regions, namely Rukwa, Tabora, Iringa and Ruvuma. The Region lies between latitude 70° and 90°31 South and between longitude 32° and 35° East. In 2015 Mbeya Region was divided into two Regions of Mbeya and Songwe. The newly formed Mbeya Region, shares borders with the Republic of Malawi and Zambia to the South, Songwe Region to the West, Singida and Tabora Regions to the North and Iringa and Njombe Regions to the East with Kasumulu in Kyela District being the main entry and exit into the neighbouring country of Malawi.

Mbeya Regional Referral Hospital (MRRH) is located at Forest area within Mbeya City with Reg. No 052. The catchment population for the hospital is 2,932,685 with population growth rate of 2.7% and total fertility rate is 6.1%. The hospital attends 164 to 400 patients per day in the outpatient consultation rooms, ophthalmology clinic, dental clinic, RCH clinic, physiotherapy, social welfare, orthopaedic clinic, CTC and X-ray departments. The hospital has a total bed capacity of 145. The hospital services all Councils of Mbeya and Songwe Regions namely Mbeya CC, Mbeya DC, Kyela DC, Busokelo DC, Rungwe DC, Mbozi DC, Momba DC, Tunduma TC, Chunya DC, Ileje DC and Mbarali DC. The construction of the hospital was initiated in 1988 and started to operate as a Regional Medical office in 1990. In 2002 it began to deliver outpatient services and in January 2010 it started to deliver in-patient, medical and obstetric services.

Mbeya Regional Referral Hospital Marafiki is a social voluntary group established in 2014. This group consists of members with various career and professions like advocates, contractors, architects, engineers, doctors, nurses, administrators, teachers, business men, lecturers, accountants, etc. This mixture of professionals brought about a big success to Marafiki core objectives. Most of them are living and working in Mbeya Region while few of them are in Dar es Salaam. The primary objective of this group is to support physical/ infrastructure improvement at Mbeya Regional Referral hospital. Initially the group targeted to construct walk ways which were unavailable within the hospital premises.

2.0 PROBLEM

Until mid-2014, there were no hospital walkways to connect various hospital departments such as the outpatient (OPD), maternity and RCH block, X-Ray laboratory, store, male and female wards, pediatric ward and mortuary. The situation forced seriously sick patients to be carried by the nurses or relatives on their backs or by hands instead of using stretchers and wheel chairs from one department to another because of lack of walkways. The situation became worse during rainy seasons considering the fact that Mbeya region experiences heavy and long rain seasons. The terrain within the hospital premises is steep covered by slippery soils during rainy seasons and dusty during the dry seasons. The lack of walkways in Mbeya Regional Referral Hospital caused difficulties in provision of medical and surgical services that manifested in various forms.

Harsh terrain subjected seriously sick patients to increased pains when carried from one department to another especially from the operating theatre to the wards or from consultation rooms to laboratory and to the wards. It was tedious for nurses and other medical staff to carry the seriously sick patients from one department to another because the wheel chairs and beds could not be used in the harsh terrain covered with stones, rocks, gravel, dust and mud. This situation created a significant risk of transmitting diseases from seriously sick patients with contagious diseases to nurses, medical staff and relatives. The risk also included high possibility of dropping the patients carried on hands or backs of staff and relatives. The hospital premises also lacked a storm (rain) water drainage system that allowed water to spread all over and create deep gullies and gorges. In totality all the challenges and risks

resulted into delayed provision of medical services by specialized staff and serious challenges in cleaning and beautifying of the hospital.



A patient carried by relative from OPD department to female ward

The above situation made the Hospital lack the qualities of a Regional Referral Hospital and made the working environment unfriendly leading to deteriorating medical services provision. Considering this situation the Marafiki Group felt the need for intervening to rescue the situation.

3.0 OBJECTIVE

The MRRH and the Regional Secretariat in collaboration with the MRRH Marafiki Group generally intended to improve provision of medical and surgical services in the Region. Specifically, the intervention intended to construct walkways to link all departments in the hospital, reduce workload of carrying patients on their backs and hands by the nurses and relatives, allow the use of stretchers and wheelchairs to smoothly carry and ferry patients to various medical departments, reduce risks of disease transmission due to contact with patients and improve the environment by constructing garden edges, rainwater control furrows and drainage systems. Ultimately these improvements were intended to improve the working environment of the hospital staff and raise their motivation.

4.0 IMPLEMENTATION STRATEGIES

Hospital walkways are important structures in the form of large span canopies or covers that offer the ability to enable dry transfer between ambulances or cars for the patients, give the practical benefits of providing protection from the weather whilst unloading, queuing or waiting for access into the buildings, and enable the safe and dry transition between buildings and facilities. The leading value of the walkways is the movement of the sick people in wheelchairs and stretchers. To address the challenges narrated in the previous section, the Regional Secretariat and MRRH Marafiki Group designed and implemented a number of strategies as elaborated below.

Identification of the need; The Regional Secretariat and the MRRH realized the need of constructing walkways at the hospital. Patients and the Marafiki Group as well had noted the difficulties surrounding the movement of staff and their patients within the Hospital premises. The need being felt by all stakeholders needed an intervention; however shortage of resources on the government side made it difficult to intervene. This called for a need for involvement of various stakeholders.

Advocacy and coordination of stakeholders; in mid-2014, one Assistant Nursing Officer (Anna Daniel Sanga) experienced the difficulties arising from lack of walkways and sympathetically felt the need of advocating and championing an initiative towards construction of walkways. Therefore, the nurse

brought the idea of making improvements to the hospital infrastructure by presenting the idea to the Regional Health Management Team.

Box 1. The beginning (Anna's story)

On 31st December 2013, Anna (the Assistant Nursing Officer) attended a patient at the maternity block where she found the roof in maternity ward was leaking which caused a lot of disturbance to patients and health staff. The situation made her very sympathetic and decided to do something for the hospital in order to reduce the problems (maternity ward repair and walkways construction). The same day she shared the problem with her husband who also felt sympathy. The husband advised her to mobilize hospital friends within the community in order to share with them the prevailing challenges of the hospital and come up with proper mitigation. At the same time, Anna and her husband decided to contribute TZS 3m for renovation of the maternity ward roof and construction started immediately. From 2nd to 11th January 2014 the maternity ward roof was renovated.

Sharing the idea with the Hospital Administration; on 1st Jan 2014, the nurse shared her feelings and proposed the idea to the hospital management (the Secretary and the Matron) who adopted the idea. The Secretary and the Matron forwarded the proposal to the Regional Health Administration where it was positively adopted. The management promised to fully support the initiative.

Organization and coordination of stakeholders; following the adoption of the idea by the management, the Nurse took the initiative to share the proposal with her friends. To do so, she prepared invitation letters to her close friends and other influential persons in Mbeya City based on the following criteria:

- (i) A Kind hearted and sympathetic person
- (ii) A Person who feels others' problems and voluntarily gets committed to solving them.
- (iii) A person who is ready to sacrifice time for others.
- (iv) A person who can give (resources) without counting how much and how many times he/she has to give.
- (v) A person who is reasonable and willing to help others in need.
- (vi) A person who feels happy when others are happy.
- (vii) A person who is ready to facilitate meetings rather than expecting personal gains.

Conducting stakeholders meeting; the first meeting was held on 11th January, 2014 at the hospital meeting hall and 22 invitees attended. The meeting was hosted by the Regional Medical Officer (RMO) and the Mbeya Regional Hospital Board. The RMO took participants around the hospital premises to show them the real situation with regard to walkways, terrain, gardens and drainage systems. The participants noted the deficiencies in the hospital infrastructure and finally agreed to join hands to support improvement of MRRH through team work spirit. They decided to form a voluntary association based on mutual agreement and named the group "Marafiki wa Hospitali ya Rufaa ya Mkoa Mbeya", literally meaning Friends of Mbeya Regional Referral Hospital. This scenario explains how Marafiki of Mbeya Regional Referral Hospital came into existence. On this meeting several issues were raised, discussed and agreed including;

- (i) Proposal and endorsement of an acceptable name of the group: Friends of Mbeya Regional Referral Hospital Committee (Kamati ya Marafiki wa Hospital ya Mkoa wa Mbeya). The picture below shows some members of Marafiki Group.



MRRH Marafiki members

- (ii) Selection of Leadership of the group i.e. Chairperson, vice Chairperson, Secretary, Deputy Secretary, Treasurer and Deputy Treasurer.
- (iii) Construction of Walk ways was prioritized by Marafiki to start with.
- (iv) Strategies for mobilization of funds and other resources were proposed. For example personal donations in terms of cash, human resource according to their professions, labor, materials etc.
- (v) Fund mobilization through conducting fund raising, the first fund rising date was set to be 06 March 2014. The idea of Marafiki on construction of walkways and holding fund rising event was shared with the Mbeya Regional Commissioner (RC) and Marafiki received positive response from RC's office. It was proposed that guest of honor during fund raising event be the Mbeya RC.
- (vi) Marafiki agreed to open a bank account at CRDB bank and a Marafiki M-pesa account to facilitate collection of funds. Marafiki bank account was opened at CRDB bank called Marafiki wa Hospitali ya Mkoa, Account No. 0150067027600 and M-pesa account number 0762321829 named Marafiki Mkoa.
- (vii) It was agreed that funds collected should directly be used for construction of walkways and not otherwise (never for sitting allowances or for refreshments).

Collection of funds; three major ways were used to solicit funds for walkways construction. Marafiki personal contributions; before fund-raising event, Marafiki made a target of collecting TZS 20m. Secondly, collections through M-pesa; advertisement about construction of walkways and voluntary contributions of funds via M-pesa were made to the public through local radios, leaflets and use of loudspeakers. Finally, holding of three fund-raising events; the first Marafiki fund-raising event was on 6th March, 2014. Others were held at Momba DC and Mbeya City.

Construction of walkways; construction activities started with baseline survey to develop a master plan which was done by Mbeya University of Science and Technology (MUST) consultants and professional Marafiki for free. The actual construction was divided into three phases to cover 411 meters of walkways; the first phase involved 155meters which started on 25th May 2014 and was officially inaugurated by RAS office by handing over the site to the contractor ready for construction. The construction was done for free by a contractor who is also a Marafiki member using own laborers. The second phase covered 101meters and the third phase will cover 155 meters of walkways. The two phases (256 meters of walkways) spent a total of TZS 83m.



Handing over of construction works to contractor



Ongoing construction of walkways

5.0 RESOURCES

Construction initiatives are expensive. The decision by Marafiki Group is unique because regional hospitals are actually attached to the Central government rather than to local governments where community and stakeholders participation is highly expected. But Marafiki Group set a determination to organize themselves, mobilize resources and construct the walkways and related structures. The financial and material resources used for construction of walkways at initial stages and during the reporting of this case involved the following:

- (i) A total of TZS 83m was collected for construction of walkways phase one and two. Marafiki contributed TZS 54m and the TZS 29m from other stakeholders such as individuals, Banks, companies, RC office, and other government institutions.
- (ii) Apart from financial resources some stakeholders contributed 70 bags of cement.
- (iii) Professional skills for surveying and designing the master plan and walkways structure by MUST for free which could cost TZS 9,460,000.
- (iv) Contractor provided laborers for free which could cost TZS 21,500,000.

6.0 RESULTS

Visitors and patients who used to be in the MRRH before 2014 are recently astonished by the significant changes in the hospital particularly by beautification resulting from the construction of walkways and related structures. The initiative to construct walkways was specifically based on sympathy for severely sick patients being carried on hands and backs of hospital staff or relatives to move them from one department to another. This goal however produced multifaceted results to the hospital, the patients and the Marafiki Group itself.

Presence of MRRH Marafiki Group with 22 members; the Marafiki Group, of voluntary and sympathetic persons, touched by the sufferings of patients within MRRH, in need of motivating the hospital staff, motivated by upgrading the hospital environment and beauty; is officially registered by Brella as “*Marafiki Social Development Initiatives*”. The core objective and activities of this sympathetic and humanitarian group focus on infrastructure improvements especially walkways at Mbeya Regional Referral Hospital.

Maternity ward roof rehabilitated and walkways constructed; the Hospital had a badly dilapidated maternity ward roof that actually used to leak and make life of patients and staff very uncomfortable and unhealthy. For some patients going to the hospital felt like visiting unhealthy place. This has been rectified through the improvement of the roofing. The Marafiki Group has facilitated and funded the construction of walkways. A total of 256 meters of walkways have been constructed connecting maternity ward, OPD, X-ray, VTC, male, female and children wards allowing smooth and comfortable movements. One interviewed patient comments “yes, the hospital has improved greatly, when I came here in 2012, I was very sick, and I couldn’t walk, nurses and my uncle had to carry me on their hands, it was very painful, but we almost fell down all of us, as I became too heavy for them..... when I came this week, I was carried on a stretcher and sent smoothly all over the Hospital, the OPD, the X-Ray room, the Ward..... This is wonderful, it’s very comfortable.... The Hospital has changed, has become better.....”



Walkways linking various medical departments at MRRH

The hospital environment has improved significantly; the MRRH had challenges with running storm water and waste water. The Marafiki Group aiming at constructing walkways realized that without improving the drainage system the walkways would be incomplete and would allow water to cross the walkways leading to various types of risks. For this reason the Group designed and constructed storm water drainage system along the walkways to allow water to move outside the hospital premises. The designs also involved creation of modern well decorated gardens. This has resulted in beautiful scenery, greening of the environment and improved air circulation and ventilation.



Storm water drainage and gardens

Improved working environment for medical staff; one of the greatest achievements of this initiative is the improvement of the working environment. The smooth movement of the sick people, the unleaking maternity ward, the movements of staff from one department to another without hassles like mud, dust

rain and sun, efficient use of wheel chairs and stretchers, green gardens and clean air circulation have contributed to improved working conditions, happy staff, satisfied patients and motivated hospital management. The hospital has actually become a cleaner and healthy place creating confidence for receiving medical services at the referral level.



A medical staff comfortably assisting a patient with wheel chair on walkways

The Marafiki Group initiative is exceptional in the sense that it has created a strong bond between groups of humanitarians and the Central Government. The frequent meetings and negotiations have improved relations between the two parties leading to prospects on further improvements for the MRRH. This is an initiative that the public need to adopt as joint efforts in service delivery are necessary not only at Local Government level but also at the Central Government level as well.

7.0 SUSTAINABILITY STRATEGIES

Regional Referral Hospitals are complex building types. Each hospital is expected to comprise a wide range of services and functional units. These include diagnostic and treatment functions, such as clinical laboratories, radiology, emergency rooms, and surgery; hospitality functions, such as food service and housekeeping; and the fundamental inpatient care or bed-related functions. Each of the wide-ranging and constantly evolving functions of a hospital, including highly complicated mechanical, electrical, and telecommunications systems, requires specialized knowledge and expertise. No one person can reasonably have complete knowledge, that is why specialized consultants play an important role in hospital planning and design.

The functional units within the hospital can have competing needs and priorities. Idealized scenarios and strongly-held individual preferences must be balanced against mandatory requirements, actual functional needs (internal traffic and relationship to other departments), and the financial status of the organization. To achieve this end the MRRH Marafiki group intends to strengthen themselves so that it will have more members, who are willing to contribute more to make the MRRH a modern Hospital complex. The Marafiki Group is focused to strengthening collaboration and widening the scope of stakeholders by inviting all potential Mbeya Region persons from all over the country and in diaspora abroad to join the group and contribute to the upgrading of the walkways and hospital at large. The group as well is poised to continue fund raising events to achieve the plan of collecting TZS 150m to accomplish phase III of construction of walkways before the end of 2016. Finally, the group has set a strategy that will ensure that collaboration with the Central Government is concretely mended and improved towards making the MRRH the best Hospital of its level in the country.

8.0 SECRET OF SUCCESS

The construction of hospital walkways under contributions made from individuals is not a simple phenomenon considering the complications of community participation in development projects and service delivery in Tanzania. That is why it is argued that this is a unique case as it is generally considered that hospitals at regional level are totally funded by the Central government. The uniqueness therefore develops from some secrets. One secret is the readiness and commitment of RC's office and the RHMT in the initiative. Had the RC and the RHMT not accepted the call of the humanitarians, this great endeavour would not have actualized.



Inauguration of the project by Mbeya RC

The second secret hinges on a devoted, committed, humanitarian and sympathetic assistant nursing officer (Anna Sanga). Being a hospital staff, a patient and later an administrator at the Regional Secretariat, she championed the formation of the Marafiki Group, starting from family level, family friends and networking to a larger community.



Assistant Nursing Officer (Anna Sanga)

The third secret is the presence, willingness, enthusiasm and commitment of MRRH Marafiki Group members to join forces in improving the hospital infrastructure. This willingness and effective collaboration of various stakeholders as well as the superb design of implementation of the project all developed to effective success.

Chapter Three:

Fiscal Decentralization and Revenue Enhancement

Tanzanian fiscal decentralization focus on empowering LGAs establish sources of revenue, create efficient intergovernmental fiscal transfers, provide efficient level of funding for the delivery of mandated services, improve revenue generation, guarantee transparency and fairness in fiscal allocations and ensure equity in service delivery (Local Government Reform Policy Paper 1998). Fiscal decentralization in Tanzania encompasses in principle the following facts:

- (i) LGAs should not be assigned responsibilities or mandates that are unfunded.
- (ii) The grant system should allow national (priority) policies to be executed through LGAs, which could be funded with conditional grants and guided by national minimum standards.
- (iii) The grant system should encourage LGAs to set their own priorities through the introduction of significant unconditional and development grants.
- (iv) The unconditional grants should be provided in an equalizing manner by compensating LGAs which have weak resource base.
- (v) Calculation of grants should be done on formula basis based on reliable, fair and objective criteria.
- (vi) Grants from particular line Ministries' budgets should be avoided as much as possible.

Revenue enhancement refers to the use of autonomy granted by the Central Government to the LGAs to raise revenue and spend depending on their own priorities. Revenue enhancement includes activities such as finding the sources for revenue, widening the tax base, encouraging economic development activities that increase the sources of tax and enacting bylaws that enforce revenue collection and spending.

In this chapter, two best practices from Kinondoni MC and Tandahimba DC are presented. Kinondoni MC best practice is about digitalized revenue collection system. Before 2011 Kinondoni MC experienced challenges in meeting its service provision due to limited financial resources. To address these challenges, Kinondoni MC ICT section developed the idea of introducing a digitalized revenue collection system and presented it to the CMT in 2012. It went further to develop a database, updating information of all properties and establishing new and untapped sources of revenue and tax payers. The strategy required installation of Digital Revenue Collection System. The Council created extension of tax payment centers and prepared a comprehensive awareness program for tax payers on the digitalized revenue collection system. Digitalization of revenue collection to generate more revenues resulted into recruitment of more IT staff and expanded capacity to provide advanced services to the public.

Tandahimba DC best practice is based on strategic use of own source revenue to address community felt needs. The Council has been collecting sufficient revenues from cashew nut cess because its marketing is systematic and reliable. However, for many years the use of revenue accruing from this source has never been strategic to provide quality, modern and sustainable services to meet the needs of the

citizens. To realize this end, the Council firmly decided to use its own revenue strategically. This involved developing proposals and implementing projects on construction of staff houses, conference facilities, schools for children with special needs and water projects as well establishment of Tandahimba Community Bank. The implementation was done after discussions and agreements at the level of the CMT on all projects, thorough scrutiny by relevant Council Committees and approval by the Full Council.

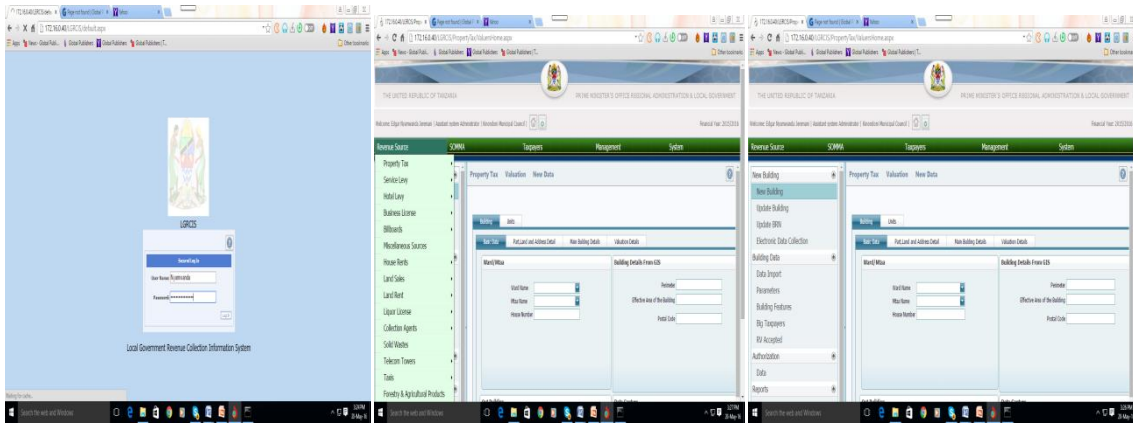
As the revenue allocations from Central Government are in decline and heavily regulated, LGAs are forced to become active in soliciting revenue from alternative sources such as forests, agricultural products and property tax. Analysis of the best practices in this chapter shows that:

- (i) Under the guidance of e-government policy and developments in technology, Local Government Authorities need to use digital and electronic methods to improve revenue collection. This involves digitalization of processes such as identification of sources of revenue, registration of tax payers, updating of bylaws and deployment of revenue collectors. The LGAs need to use the available technological opportunities like the Local Government Revenue Collection Information System (LGRICIS) that is advocated by PORALG and spread the coverage of Point of Sales (POS) in all sources of revenue. The Councils are expected to forge collaborations with the institutions that use electronic technologies in financial management to digitalize revenue collection. These include banks, mobile phone companies and IT institutions.
- (ii) LGAs are legal self-propelling entities. In this regard and considering the meager resources from central government, they must embark on research to identify lucrative sources of revenue and promote agricultural and business activities with potential of high revenue turn over. LGAs must be prudent and innovative to venture on real estates and properties in order to collect more revenue sustainably and use electronic and digital strategies to improve revenue collection.
- (iii) The revenue collected from all the various sources need to be spent prudently and directed to the same taxpayers to create relevance for paying taxes. LGAs need to extend quality and efficient services to the communities that pay taxes to increase willingness to pay and create sustainability in own source revenue.

KINONDONI MUNICIPAL COUNCIL



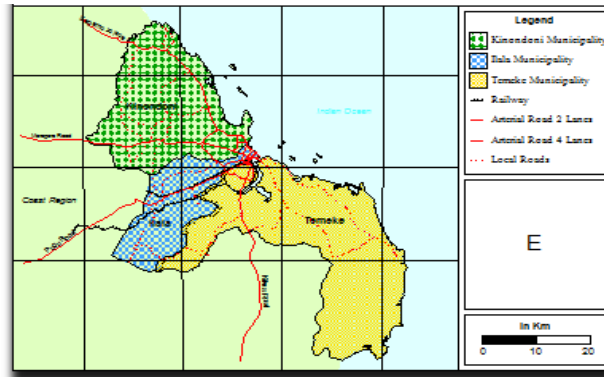
DIGITALIZED REVENUE COLLECTION SYSTEM



EXPERIENCE OF KINONDONI MC

1.0 INTRODUCTION

Kinondoni Municipal Council is one of the six Councils of Dar es Salaam Region. It borders the Indian Ocean to the North East, Ilala MC to the South, Bagamoyo DC to the North, Ubungo MC to the West. The Council is well linked by roads and other communication networks to the rest of the City and other parts of the country. The Council covers 170.6 km² with a population of 954,632 (2012 Census). Kinondoni MC has two divisions: Kinondoni and Kawe, (20) Wards and 112 Mitaa.



Dar es Salaam Region Map

Before split of Great Kinondoni MC, the average number of residents employed in various sectors was 741,155 (452,557 private, 264,857 self employed and 23,741 public sectors). The majority of the residents are street vendors, service and shop sales workers, craftsmen, fishermen, livestock keepers and farmers. Only 3% of the working force was engaged in subsistence agriculture in the peri-urban areas growing vegetables and root crops like cassava and sweet potatoes for household consumption and surplus for income generation.

The revenue collection is coordinated by the Department of Finance under revenue section. This department is responsible for Revenue collection, Expenditure, Safeguarding Council assets, supporting the planning and budgeting processes in a sustainable basis and preparing Council financial reports to facilitate decision making. The Council has three major sources of revenue i.e. Own Source, Grants and subsidies from the Central Government and Funds from Donors and community contributions. The tax base involves sources like property tax, bill boards, market fees and slab ares, service levy, guest house levy.

2.0 PROBLEM

Revenue collection is very crucial for the survival of any organization, Local Governments in particular. All organizations undertake revenue collections to meet their budgetary obligations. Successful revenue collection means that the ultimate objective of the organization must be well defined. When the Local Governments fail to optimally collect requisite revenues, the public will negatively be affected by being denied vital services. Moreover, the National Government will be overburdened by the financial demand from the Local Governments which will ultimately negate the national economy.

Before 2011 Kinondoni MC experienced challenges in meeting its service provision due to limited financial resources. The situation was worsened by poor revenue collection mechanisms where tax payers were forced to travel to the Council headquarters to effect their tax payment, poor transportation logistics, unidentified and non registered properties, long queues, poor awareness of taxpayers, lack of voluntary culture of paying taxes in time and unexplored sources of revenue. Most of

local taxes were difficult and costly to collect; one of them being market stalls levy (ushuru wa vizimba) in local market based on the fact that the rates are very low (TZS 100 to 200), supposed to be collected on daily basis. Also garbage fees were collected on daily basis and amounts differ depending on amount of garbage produced. All these resulted into poor revenue collection. One major problem was inadequate use of the advancements in information and communication technology that allows computerization, electronization and digitalization of various Council functions including revenue collection mechanisms and processes.



Poor transportation logistics and long queues

Revenue collection in Kindoni MC was really poor and unorganized. Since the sources were scattered and dispersed depending on the economic activities of the citizens and the use of manual receipts issued by revenue collectors there were significant losses, leakages of funds, improper reporting and non compliance to pay taxes, all culminated into extremely low collections by the Council. The table below indicates this miserable reality for the years 2011 to 2013.

Table1: Trends of Revenue Collection

No.	SOURCES	2011/2012	2012/2013	2013/2014	2014/2015
1	Service levy	7,984,442,588.92	8,984,045,082.00	13,542,200,927.00	15,669,184,818.43
2	Property tax	2,181,870,324.19	1,804,476,750.00	3,585,710,201.00	6,350,664,500.97
3	Bill board	1,752,695,069.74	2,144,100,784.00	2,286,475,672.00	2,009,863,703.49
4	Cost Sharing	1,782,836,112.00	2,142,650,098.00	2,142,650,098.00	3,293,388,861.79
5	Business license			2,749,264,594.00	4,582,101,265.00
6	Other sources	3,651,803,559.31	6,277,497,301.00	11,763,872,422.00	7,116,461,776.79
	Total	17,353,647,654.16	21,352,770,015.00	27,001,674,302.20	39,021,664,926.47

3.0 OBJECTIVES

In Tanzania Local Governments have the mandate to raise certain revenues from taxes, levies and fees. The Local Governments are permitted to set own revenue policies within the limits set by Central Government. They retain all their revenue and use it as part of their own budgets and in principle these revenues do not form part of Central Government revenue. The taxes, levies, fees and revenue sources which Local Governments are mandated to raise under the Local Government Finances Act are Taxes on property, taxes on goods and services, taxes on specific services, business and professional licenses, motor vehicles, turnover taxes, entrepreneurial and property income, administrative fees and charges and fines, penalties and forfeitures. These opportunities are not fully utilized by the Local Governments when their revenue collection mechanisms, systems, procedures and processes are archaic.

Kinondoni MC having realized the inadequacies in revenue collection systems and mechanisms resulting into poor revenue collection and dwindling service provision decided to introduce electronic revenue collection system that would modernize, upgrade and capture all sources of revenue, tax payers, tax administrators and revenue collectors. Specifically Kinondoni MC intended to develop a modern, digital and geosynchronised tax payer's database and introduce, upgrade and intensify the use of geographical information system technology in property tax collection. The Council ultimately intended to digitalise revenue collection mechanisms to make it capable of collecting revenues more efficiently and in transparent and accountable manner, raising more reliable revenue objectively aimed at increasing and improving service delivery within its jurisdictions and the general public.

4.0 IMPLEMENTATION STRATEGIES

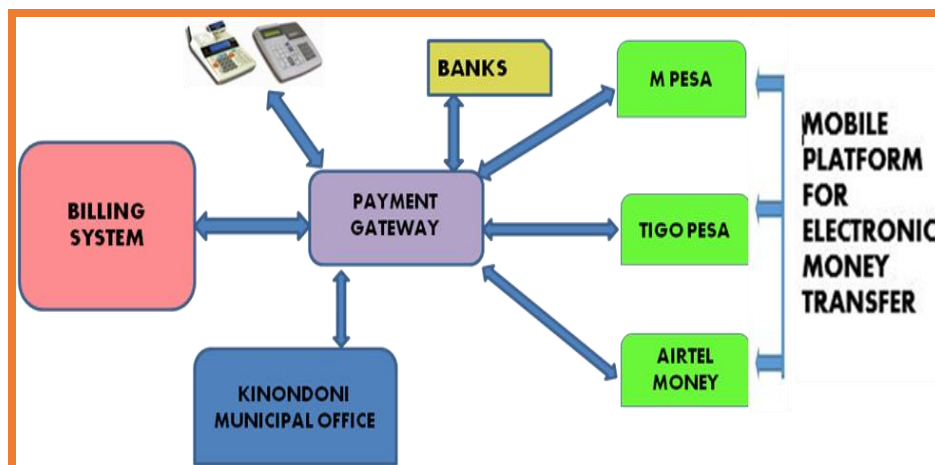
Tanzania Government has been active in encouraging e-Government within its various levels of the government since 2013 through the National ICT Policy. E-Government is a key entity for accelerating work processes, delivering services to citizens and businesses, increasing transparency and accountability, while also lowering costs of operations. Due to initiatives done by the Central Government to mobilize the use of electronic systems on revenue collection, Kinondoni MC took steps ahead to reform her methodology of taxation and start using electronic system for various activities to include bill generation, payments cash collection, receipt issuing, valuation roll for property taxes and business licenses.

Kinondoni MC ICT section developed the idea of introducing a digitalised revenue collection system and presented it to the Council Management Team (CMT). The CMT discussed and adopted the proposal that was finally approved by the Full Council for implementation. The implementation involved development of a database, installation of a digital revenue collection system, extension of tax payment centres and creation of adequate awareness to the taxpayers and the public in general.

Development of the database involved updating of database of all properties, new and untapped sources of revenue and tax payers. Some of new and untapped sources of revenue included registration fees, parking charges for Bajaj, Daladala bus terminals, mobile communication towers and medical fees. This was followed by revaluation of properties through out the Council jurisdiction. The review of property tax values was carried out by conducting valuation to those buildings which were not valued and those undervalued including all kinds of properties within one plot or block.

The strategy also required installation of Digital Revenue Collection System. This involved establishment of e-payment system (Digital Revenue System) whereby all necessary requirements were procured, i.e. Hardware and Software. The hardware consisted Servers, computers, power backup system and Local Area Network equipment for worldwide Internet accessibility. The software part consisted Operating system and Revenue Management System known as Kinondoni Municipal Revenue Collection Manager (KMRECOM).

The Council also conducted the extension of tax payment centers. This involved introduction of new and modern ways of tax payment centers such as cell phones application, electronic Payment Point of Sale (POS) and financial institution like Banks. The POS were installed at Ward offices, markets, bus terminals hospitals, health centers and Municipal treasurer's offices. This extension was intended to reach the taxpayers in their businesses and eliminate ques that dominated tax payment and demoralized taxpayers to pay timely and promptly.



Architecture solution of Digital Revenue Mobilisation

The Council prepared a comprehensive awareness program and conducted awareness creation to tax payers on the digitalized revenue collection system. Awareness was made to the public at all levels through media such as public television, radios, newspapers and social media including Kinondoni MC Website www.kinondonimc.go.tz. Political leaders were sensitized through Council meetings on the new system with vivid examples on how it will increase revenue collection by reaching many tax payers wherever they are within the Municipality as well as outside the region. The awareness raised the understanding on the importance of paying tax, what should be paid, at what time and where to make payments.

Within its staff as well, the Council conducted training of the Council staff on the use of digitalized revenue collection system. One day staff training was done by the system installation contractor to capacitate them to use the system. The training also included the HODs with an intention of making them capable of monitoring the revenue collection processes and providing immediate supervision to revenue collectors and system administrators.

The revenue collection initiative at Kinondoni MC involved a multifaceted stakeholder community. Signing Memorandum of Understanding (MoU) with various stakeholders was important for understanding and distribution of roles to be played by each stakeholder. Stakeholders were given different mandates. For example the Maxcom was granted the task of integrating and networking the collection points while the National Health Insurance Fund (NHIF) was allocated the collection of medical fees in Hospitals and health centers. Other stakeholders include the Mobile phone companies and Banks.

Digitalization of revenue collection to generate more revenue and expand the capacity to provide advanced services to the public, involved recruitment of IT staff. The Council employed about 30 permanent and temporary IT specialists for managing, maintenance and updating the system as well as providing technical support to other staff and POS.

5.0 RESOURCES

Kinondoni MC proactively implemented the Tanzanian ICT policy of 2013 by installing the digital revenue collection and expenditure system. The adoption and installation involved several activities and stakeholders as well as high level negotiations with the Central government institutions and the

Councillors at local level. The project became a success but only after there was significant allocations and expenditures of funds. The financial resources used are indicated in the table below.

Table 2: Financial Resources

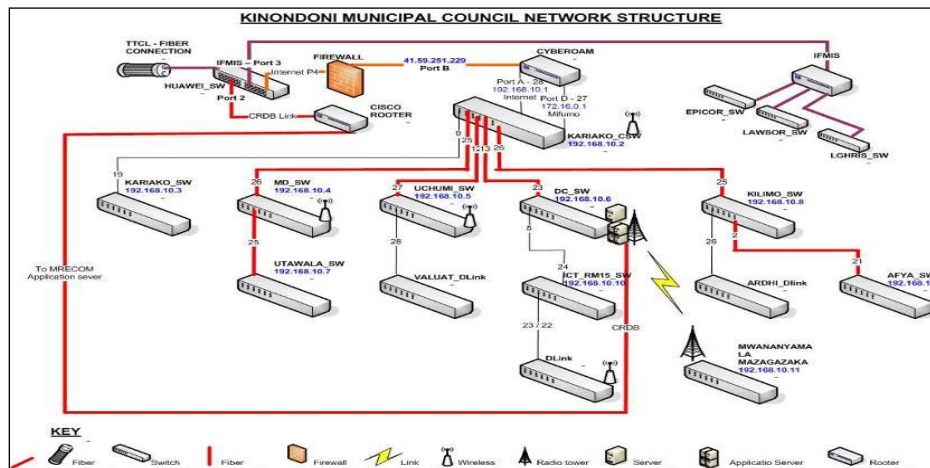
Item	Amount (TZS)
KMRECOM installation and configuration with six months online support	5,700,000/=
User training (10 days including public holidays)	4,100,000/=
Powerful computer (Server, ram 40GB & HDD 1TB)	9,834,400/=
Total	19,634,400/=

The Council also committed various types and forms of physical resources. These include Servers, computers, printers, paper, tonner, local networks, office furniture and transport facilities. As far as human resources are concerned Kinondoni MC has Information Communication Technology Unit with six permanent qualified IT employed and eight temporary data entry staff. This unit cuts across all Departments and its work is to manage and provide solution to all problems facing the system. The introduction of the digitalized revenue collection system took three months from August to October 2012 to fully utilize it and produce the expected results.

6.0 RESULT

Digitalized revenue collection has several advantages over the non-digital systems. At national level Tanzania’s digital payment initiatives have revealed strong results from the digitilization of payment methods. By digitilizing the payments, Tanzania has already empowered various sectors by reducing leakage from cash payments. It has also cut bureaucratic inefficiencies, including many other maladies that accompanied manual payments to the government. Kinondoni MC on her part has realized a number of results.

One great achievement is the system itself; the digitalized revenue collection system (Kinondoni Municipal Revenue Collection Manager - KMRECOM) in place and operating. The system is connected and networked with Council departments, POS, mobile phones, Banks, NHIF, and Maxcom. The system is specific to Kinondoni MC and Unique in the Country.



The Council now boasts of possessing a concrete, reliable and efficient digitalized Tax database. The database is equipped with information and data of all properties, sources, rates and taxpayers facilitating information generation, processing and sharing with regard to taxes, fees and charges that need to be

collected from the various sources. It simplifies determination and identification of paid cases and non paid ones.

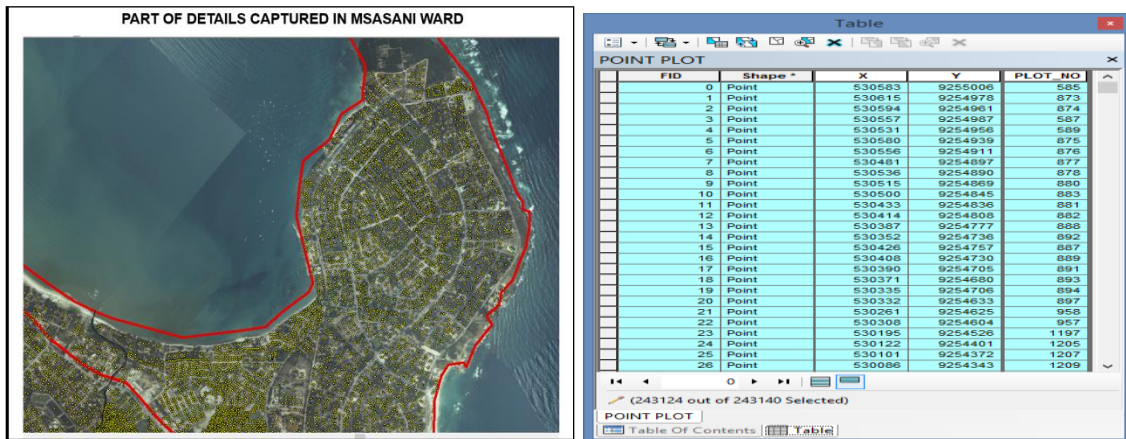


Property Size, Owner, and Address of the location



Billboard

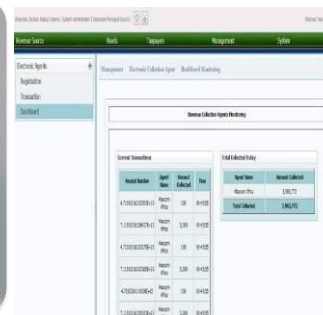
The Council has also realized a complete geographic information system (GIS), i.e. a computer system assisting the Council in capturing, storing, checking, and displaying data related to positions on Earth's surface to facilitate identification of land blocks, plots and buildings. The Kinondoni GIS also shows many different kinds of blocks, plots and building on one digital map. This enables the Council to more easily analyze and make decisions with regard to revenue generation. The Digitization of Plot owners by using GIS has facilitated the attainment of full details of Land Owners.



The Council has ensured that every POS is equipped with Maxmalipo gadgets that have dash boards linked to KMRECOM for instantly transmitting collection transactions to the system. The established POSs are in Hospitals like Mwananyamala and Sinza and in Health centers at Magomeni and Kimara. Electronic devices (POS) are also used to collect medical examination fees and property tax. The Council also has established two POSs at the headquarters i.e CRDB bank and Maxmalipo.



Maxmalipo gadget



Maxcom Dash board



Maxmalipo shop



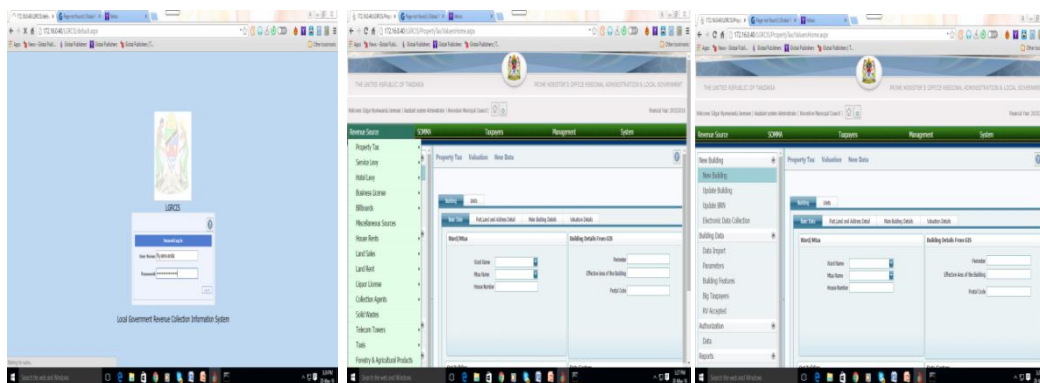
CRDB bank

Kinondoni MC has integrated all 34 wards, shops and all taxpayers with mobile phone as easy platform for making payments. Now Kinondoni citizens can pay hospital contribution fees, bills and other levies electronically. The Council has placed managers in all revenue sources and provided vehicles (Double cabin pick up) to facilitate the management of collection from the sources.



Manager's vehicle

The KIMRECOM system facilitate tracking of collection from all sources, processing of collection reports, conducting bank reconciliation and producing final collection reports on daily, weekly, monthly, quarterly and annually basis. The authorized heads of departments and system managers can access the system and obtain various collection information wherever they are through internet. With this system the HoDs can make follow ups and control the daily collections and operations of collectors.



Web based KIMRECOM

The improvement of service delivery due to increase in revenue collection and its reliability has manifested itself in increased Taxpayers compliance. The Council is now enjoying timely tax payments by taxpayers but also producing and receiving tax reports from the system. The establishment of KIMRECOM has increased revenue collection from 16.9 billion 2009/2010 to 35.3 billion 2014/2015,

making the Council affluent and expanding its ability to provide more quality, advanced and numerous services to the public.

Table3: Trend of increase in revenue collection

Year	Projection	Collection	Percentage
2010/2011	15,477,332,000.00	13,582,608,208.00	88
2011/2012	17,169,836,000.00	17,350,845,358.00	101
2012/2013	19,609,529,590.00	19,476,935,310.10	99
2013/2014	36,165,880,537.00	37,018,216,932.00	102
2014/2015	36,477,797,677.00	35,327,720,322.05	97

Increase in revenue collection has developed the Councils capacity leading to increased budget allocation for development projects from 3.2 billion in 2009/2010 to 16.4 billion in 2013/2014. A number of projects have been implemented using own source revenue such as construction of paved roads 14kms, construction of Biology, Physics and Chemistry laboratories in all 46 Secondary Schools, construction of Mabwepande OPD and maternity hospital.



Tegeta market road 1km Tandale market road Journalism Road (1.1 Km) Feza Box Culvert – Mikocheni



Laboratories and teacher' house constructed



Pedalstals Bridge at Mburahati Ward and Msigani Bridge - Msigani Ward



Manzese dispensary



Mabwepande OPD and maternity hospital



Public Toilet and Daladala Bus terminal with free WIF internet access at SIMU 2000

The Council has become a learning centre for digital revenue collection. About 80 Councils visited Kinondoni MC to study the system (Horizontal learning). To mention few are Lindi, Mafinga, Njombe, Morogoro, Magu, Kwimba, Bukoba, Mpanda, Sumbawanga and Mufindi DCs. Other cities from neighboring countries such as Kampala City Council have visited to learn.

7.0 STRATEGIES FOR SUSTAINABILITY

Kinondoni MC has realized the fact that mobile and internet penetration are important technologies in revenue collection and service delivery. For this reason the Council has adopted digital systems that electronic channels such as Internet portals, mobile-payment options, and use of ATMs. By using these channels for simple taxpayer transactions the Council has increased the level of voluntary payments while conveying a strong sense of its public purpose. This approach reduced the length of queues at revenue payment offices while also removing a barrier to compliance.

To maintain and advance in digital revenue enhancement and collection Kinondoni MC has set several strategies. These include continuous training for system and device users in order to give them consistent use of the system, continuous sensitization of community through Kinondoni website and social media, continuous maintenance and updating of the system to ensure stable network and reliable internet connection 24 hours, Tax payers' database records, addition of system modules like business license, land sales by the IT unit and engagement in continuous efforts to review data entry in the GIS system in order to allow perpetual marriage with KIMRECOM.



8.0 SECRETE OF SUCCESS

Kinondoni MC has emerged one of the giants and champions of revenue collection not because of its resource endowment, wealthy setting and population but because of the urge to create a strong base for service delivery and loyalty to its community. Arising from this urge the secrets of this success emanate from readiness of the Council to engage into KIMRECOM and effective collaboration with MAXCOM in installation and maintenance of the system that enabled Kinondoni MC to have a wider coverage in revenue collection and intergration of all sources such as Hospitals, Health centers (Mwananyamala, Magomeni, Kimara and Sinza), Bus terminals, local markets and all 34 Wards can pay bills and other levies through electronic system. Critically important is the strong leadership of the Council Director and the support of the CMT members in realizing the initiative. For the CMT and the Council this initiative became effective leading to sustainability due to effective enforcement of bylaws to enhance compliance by tax payers. Kinondoni MC is also inahabited by the community that is well informed on civil and development matters.

TANDAHIMBA DISTRICT COUNCIL



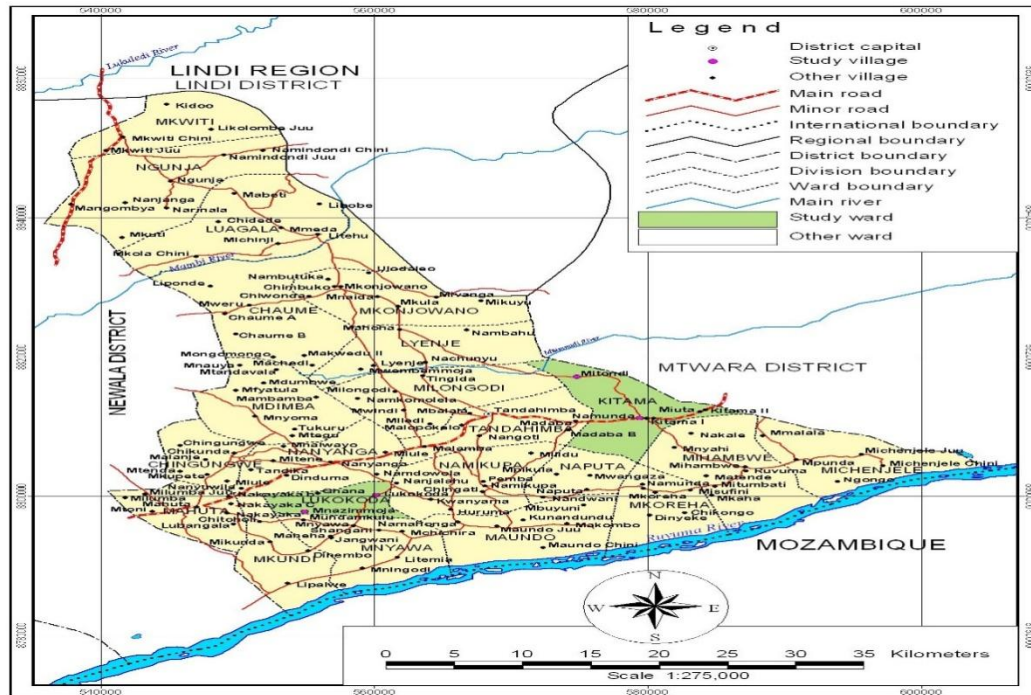
STRATEGIC USE OF OWN SOURCE REVENUE TO ADDRESS COMMUNITY FELT NEEDS



EXPERIENCE OF TANDAHIMBA DC

1.0 INTRODUCTION

Tandahimba District Council is one of the nine Councils in Mtwara region. It is located in Makonde plateau 900m above sea level. It has an area of 167,331Ha. Total of 166,535Ha is arable land of which 129,507Ha is under crop production. The Council borders Newala DC to the West, Mtwara DC to the East, Lindi Region to the North and Ruvuma River to the South which forms the border to the Republic of Mozambique. Administratively the Council has 3 divisions namely Litehu, Mahuta and Namikupa, 31 Wards and 157 Villages. According to 2012 census, the Council has a population of 227,514 residents whereas 122,192 are females, and 105,514 are males and 53,790 households with an average of 3.8 people per household.



Administrative map of Tandahimba DC

The main economic activities performed by residents of Tandahimba DC are cultivation of crops and livestock husbandry. Cashew nuts being the main cash crop followed by other crops namely sesame and groundnuts. Food crops include Cassava (staple food), Sorghum, maize, rice and legumes. Livestock kept are poultry, goats and cattle.

The Council receives a mono-modal type of rainfall, which usually starts at the end of November and ends in mid-May. There is a dry spell of two to three weeks at the end of January to early February. Average annual rainfall is about 900mm; also there is uneven distribution of rainfall. Temperatures range from 21°C to 28°C. Topography of the Council is composed of flat plateau with few hills. There is an escarpment descending to the Valley of Ruvuma River. Type of soil depends on zones; the low land of Ruvuma basin has clay soils and the rest dominated by sandy soils. About 75% of vegetation present in the Council is covered by cashew nut trees, the remaining portion consist of natural woodland with tall grasses, seasonal ponds, and forest (reserved and natural). The Council has 3 agro-ecological zones i.e. flatland, highland and lowland zones.

The flatland is characterized by sandy and loam soils with poor water holding capacity and is covered by grassland and cashew nut trees which are intensively grown crop in the zone. Other crops include groundnuts, Bambara nuts, cassava, sorghum, and cowpeas.

The highland zone is covered with hills while its soil is mostly composed with humus and deep soils. There are forests (both natural and planted) and bushes. There are few cashew nut trees in this zone due to the low temperature. Major crops that are cultivated in this area include maize, pigeon peas, sorghum, cassava, and other legumes. The lowland zone which lies along the river basin is composed of tall grasses, forest and bush. The soil type is deep alluvial soil from deposits arising from river overflows. Crops grown include paddy, maize, sesame and vegetables.

Tandahimba DC own source revenue depends mostly on cess collection from cashew nut produced by small farmers and agricultural cooperatives. Cashew nut cess is collected through a special system set by cashew nut stakeholders known as Warehouse Receipt System (Stakabadhi *Ghalani*). The revenue generated from cashew nut cess between 2010 -2015 is indicated in the table below.

Table 1: Collection of cashew nut cess from 2010-2015

Year	Revenue
2014/2015	2,983,404,273
2013/2014	2,197,819,369
2012/2013	2,210,057,733
2011/2012	3,103,955,071
2010/2011	1,973,760,052

2.0 PROBLEM

Tandahimba DC is one of the giants in Cashew nut production and therefore Cess Collection emanating from farmers' cashewnut sales. The Council has been collecting sufficient revenue from cashew nut cess because its marketing is systematic and reliable. However, for many years the use of revenue accruing from this source has never been strategic to provide quality, modern and sustainable services to meet the needs of the citizens.

The lack of strategic allocation and use of revenue collected generated many problems to the Council and the inhabitants. The Council experienced significant staff turnover due to lack of housing facilities and poor working environment. In fact many Tanzanians consider Tandahimba a remote DC hence making it hard to reach. Lack of housing and infrastructural facilities did not motivate newly allocated staff to work with the Council. Secondly, there was poor social service provision especially education for children with special needs because this was not taken as a priority by the Council. The Council however has a relative high number of special needs population but for many years, this was not a priority in the budget books. Thirdly, the Council experienced compromised transparency due to its inadequate Council conference facilities. The conference hall that existed before the change initiative could not allow accommodation of citizens during Full Council meetings, denying them the right of information direct from the discussions. Lastly, there was lack of effective mechanisms to extend credits and Council statutory disbursements to women and youth with low interest rates. Apart from the fact that other financial institutions are considered to have higher loan interest rates, support from the Council to these groups is a policy requirement and failure to comply attracted disciplinary actions against the Council leadership.

3.0 OBJECTIVES

Tandahimba DC did not have challenges related to revenue collection as the cess collection system through warehouse receipt system guaranteed the Council to secure its revenue in full. The challenge centred on allocation and prioritization. The problems of allocation and prioritization resulted into several felt needs within the Council headquarters and other lower institutions. Citizens as well felt several gaps in related to service delivery. The ultimate objective of the Council change initiative was to enhance strategic use of the systematically collected own source revenue from cashew nut cess to addressing community needs. Specifically, the initiative intended to:

- (i) Retain staff through provision of housing facilities and improved working environment (offices).
- (ii) Improve provision of social services particularly in education and water.
- (iii) Enhance transparency and accountability through construction of a modern conference facility that allow citizens to make follow up of ongoing Full Council meetings.
- (iv) Diversify revenue sources of the Council by leasing conference facilities and office space to citizens and institutions.
- (v) Enhance access to banking and credit services by establishing a Community Based Bank

4.0 IMPLEMENTATION STRATEGIES

Tandahimba DC receives cess collections during the harvest and marketing seasons through the warehouse receipt system. The revenue collected in this manner does not require extra efforts in designing collection systems and checkpoints along the roads. This makes Tandahimba DC revenue collection to be cheap and effective. The major challenge for this Council has been creation of a link between the revenues collected and the services delivered. To realize this end the Council firmly decided to use own revenue strategically. This involved the Council Management Team developing proposals on construction of staff houses, conference facilities, school for children with special needs, water projects and establishment of Tandahimba Community Bank. After discussions and agreements at the level of the CMT the various projects were forwarded to relevant Council Committees for thorough scrutiny. The approval of the project proposals was done by the Full Council.

Construction of staff houses and Ward offices; this involved identification of shortages of staff houses at all levels, preparation of housing designs and bills of quantities (BOQ), presentation of proposed BOQ to Council meetings for approval, mobilization of resources and organizing Ward Development Committees to take lead in supervision of projects at Ward level. The process also involved disbursement of funds using force account to create sense of Project ownerships to the community in construction of Ward offices and staff houses and designing mechanisms for effective monitoring and evaluation of the project by the Council technical team.

Construction of conference facilities and Council Chairperson's office; in 2013, the Full Council approved the construction of conference and office facilities. After the approval the following activities were implemented. (i) identification of construction area; the Council decided to use the land close to its headquarters (ii) conducting feasibility study to satisfy on project benefits (iii) designing and submitting building to the Full Council for approval (iv) resource allocation for the construction (v) conducting tender processes (vi) actual construction of the facility under monitoring and supervision of the Council Engineer (vii) allocation and leasing of offices to various users.

Construction of school for children with special needs; in 2007, the Council decided to construct a school for children with special needs to reduce the parents' burden of sending these children to Lukuledi in Masasi DC. To realize this objective the Council performed the following; (i) community sensitization on identifying all children with special needs in 157 villages (ii) identification of children with special needs

in 157 villages (iii) involving various stakeholders in mobilization of resources for construction of 3 classrooms, 1 dormitory, 1 workshop, 2 teacher’s houses and 1 physiotherapy room (iv) recruitment of qualified teachers for special education and (v) enrollment of children with special education.

Establishment of Tandahimba Community Bank; Tandahimba community experienced severe shortages in banking and credit services and had to access these in Newala DC 45kms from Tandahimba headquarters. This was costly and had several risks in relation to transferring cash to and from Newala. In 2002, the Council in collaboration with the community decided to establish Tandahimba Community Bank (TACOB). Implementation involved the following (i) formation of an interim promotion team to sensitize the community on the importance of establishing and owning a community bank (ii) mobilizing core capital through selling of shares to community and other stakeholders (iii) preparation of operation manuals and submission to the Bank of Tanzania (BOT) as per legal requirements in 2008 (iv) allocating funds for purchase of equipment (v) recruitment of staff and starting full bank operations.

5.0 RESOURCES

Tandahimba DC objective to provide quality services and infrastructure to its staff, Councilors, the public and the needy groups in a strategic manner is a commendable initiative as revenue collected from the public should create impact to the public. The completion of the projects described above relied heavily on the own source revenue. The following resources were utilized during implementation. The Table below shows the financial resources.

Table2: Financial Resources

Project Name	Source of revenue			Total (TZS)
	Community (TZS)	LGA (TZS)	CG/other partners(TZS)	
Construction of 30 ward offices and 52 staff houses	50,000,000	1,800,000,000		1,850,000,000
Construction of conference facilities and Council Chairperson’s office		1,144,159,050		1,144,159,050
Construction of school for children with special needs	Labor(site clearing)	50,000,000	-DADPs 17,000,000 -TASAF 10,000,000 -JICA(2 classrooms, 1 dormitory, beds & mattresses	77,000,000
Establishment of Tandahimba Community Bank	Shares worth 473,012,740	Shares worth 491,532,000		964,544,740

The Council also utilized a number of human resources including Councillors and staff to provide technical assistance. Community members contributed labor while Ward committees were responsible for monitoring and supervision during implementation of projects at Ward level. The services are on going and a number of staff are in place operating the conference hall, running the schools and supervising the development of the community bank.

6.0 RESULTS

The Council has achieved the objectives that were intended under the nomenclature “strategic use of own revenue”. One of the major strategic issues was retention of staff. The Council has managed to ensure that 30 staff houses at Ward level are in place and 30 staff, including extension officers, community development officer and agricultural officers are living in improved housing with their families. This has created a sense of belonging to the Council and the retention rate is on the increase.



One of the WEOs & Health staff houses

HoDs are strategic staff in Councils. These are the ones who make critical proposals and decisions in all development endeavours in various sectors. To accommodate them in descent houses, close to the Council headquarsters, motivates them and reduces costs, generates efficiency, improves commitment and leads to general wellbeing of the Council in delivering services and bringing about development to its community. In this regard, Tandahimba DC has constructed 22 houses for HoDs. Community well served reacts positively in terms of paying taxes and contributions to deveoplment projects.



Some of the HoDs houses

For many years Tandahimba DC needed a conference hall that would allow Council meetings to be held in a comfortable manner and create adequate space for many citizens to attend the meetings and observe the Councilors' discussions. A Conference Facility has been constructed with conference hall, Council chairperson's office and other offices for lease. This has improved performance, created transparency on Council operations and the Councilors and their chairperson are satisfied. The conference hall extra offices have been hired by the CRDB bank adding to the own source revenue of the Council and expanding the capacity to deliver services to the public.



Conference hall and offices leased to CRDB Bank

Tandahimba DC has a number of special needs people including children. This area was considered strategic by the Council because services should be extended to all irrespective of physical and mental abilities. Hence the Council established and constructed school buildings specifically for children with special needs. The school with registration No. MT 05.136 serves the Tandahimba community and the surrounding Councils of Masasi, Newala, Nanyamba and Mtwara. The school also receives children with special needs from all southern Tanzania Regions. The buildings in this school are modern with facilities for children with special needs, providing hostel services; meals and accommodation. The teachers in the school are living in well constructed buildings, happy and motivated to work and teach the children. The buildings include classrooms, dormitory, workshop, teacher’s house and physiotherapy room in place.



Classrooms and dormitory



Teacher’s house, workshop and physiotherapy blocks

During the publication of this book the special school in Tandahimba DC had 48 children with special needs enrolled and pursuing their primary school education. In this special education the children are oriented to normal community life, trained to use their physique for working and to improve their sharpness and smartness mentally. The Teachers are skilled in these critical and rare professions and have made the children participate in school cleansing, cooking, reading and writing, dancing and singing.



Children with special needs in one of the sessions

Tandahimba DC is one of the Councils considered to be remote. For many years the Banking services ere obtained from Mtwara or Newala. Realizing the potential from the Cashewnut production and the need for the people of Tandahimba to access banking services on daily basis, the Council strategically planed, designed and implemented the establishment of Tandahimba Community Bank. The bank is in place offering all savings, credits and funds transfer services. The farmers can access loans for agro-inputs for improving the production of cashew nut leading to improved economic status and income improvement amongst the households. The banking services are prompt and have eliminated chances of theft and attacks that the Tandahimba public used to experience when ferrying cash to banks in Mtwara and Newala.



Tandahimba Community Bank

7.0 SUSTAINABILITY STRATEGIES

The strategic use of own source revenue in Tandahimba DC is intended to be permanent and the CMT is focused to creating this initiative the norm and standard behaviuor of the Council. The ultimate vision is to make Tandahimba DC one of the best Councils in Revenue Collection and the “only one” in effective utilization in delivery of services in all sectors. The Council therefore has set a number of strategies for sustainability of the strategic use of own source revenue. The critical strategies include continued allocation of funds for construction and maintenance of offices and staff houses at Ward and Village levels, maintain the lease of the offices and conference spaces for generating revenue to manage routine maintenance of the conference facility, purchasing furniture for the conference facility and hiring a housekeeping company for daily cleaning and gardening activities and persistent allocation of funds for construction of infrastructure, recruitment of teachers and water supply system at the school for children with special needs.

Tandahimba DC strategically commits itself to continued community sensitization on the use the banking services offered by Tandahimba Community Bank and creation of awareness to the community to participate fully in the activities and services offered by the Council. To ensure sustainability, the Council has also set a strategy that ensures continued selling of shares and provision of loans with low interest rates for expanding the capital of the community bank as well as making the bank a permanent structure for channeling provision of loans to women and youths (10% mandatory of LGA's own revenue) through Tandahimba Community Bank.

8.0 SECRET OF SUCCESS

The intention to use own source revenue strategically to meet the needs of staff and the public, to motivate staff and retain them and to provide services to special groups is always a priority in many Tanzanian Councils. Many Councils, however have not performed well in being strategic in utilizing ownsource revenue. Meaning, there are secrets for Tandahimba DC success. These include;

- (i) Commitment of the Council Management Team in strategically developing proposals which touch community felt needs.
- (ii) Close collaboration and mutual agreement between the CMT and Councilors in allocating own source revenue to projects implemented.
- (iii) Effective community sensitization on the importance of participating in development activities and education for children with special needs.
- (iv) Attractive environment for leasing office space at the conference facility.
- (v) Strong leadership of the Council Director and the Council Chairperson in leading and coordinating stakeholders.
- (vi) A well-defined marketing system of the cashew nut crop which facilitates cess collection (warehouse receipt system).

Chapter Four: Participatory Service Delivery

Service delivery is an essential function in the relation between governments and citizens. Service is a system or arrangement that supplies public needs. Helmsing (1995) defines service delivery as a deliberate obligatory decision by the elected or appointed officials to serve or deliver goods and services to the recipients. Service delivery is a continuous, cyclic process for developing and delivering user - focused services. It involves user engagement that is, identifying users and understanding their needs. Service delivery also requires service design and development process among users, providers, suppliers, and partners in creating, designing, developing services and ensuring user needs are met. Ultimately, service delivery is about producing, disseminating, and communicating the services that are fit for purpose and relevant to user needs. In service delivery there is always a need for evaluation and improvement process to collect user feedback and performance metrics to continuously evaluate and improve upon products and services.

Service delivery is the government's key task. Government exists among other reasons because it is the only structure that can properly provide the guidance of certain critical services such as public order, safety, infrastructure and management. The requirement and concern for such provisions gives legitimacy to government activities. It is laid down in constitutions and international treaties that government is responsible for basic services in many social areas including education, social security, basic provisions, legal protection and housing. For citizens, their Local Government is the most tangible form of government; it is also the layer of government with which they have most contact in their everyday life.

The Tanzanian Local Government Structure shows that LGAs provide services that are social in nature i.e. health, water, education, welfare, waste management and those that are economic in nature i.e. Land and human settlements, infrastructure, agriculture, environment and community development.

The concept of participatory service delivery used in this handbook, refers to service delivery that attracts all stakeholders. The center of participation is the community that benefits from the services provided by the community itself, the local government authority, the central government, non-governmental organizations or even international organizations. Participatory service delivery places the beneficiary community at the center during planning, delivery of the service and evaluation of the efficacy of the service. Participatory service delivery guarantees sustainability of the services being provided.

In this chapter, eight cases on participatory service delivery are presented from Lindi, Kilwa, Ruangwa, Chunya, Busokelo, Ileje, Newala DCs and Ilala MC. The first four cases from Lindi, Kilwa, Ruangwa and Chunya DCs are about participatory forest management (PFM). The cases describe problems faced by communities that moved them to engage in forest management. Among the problems communities faced include, prolonged drought, drying of water sources, decreases of agricultural production and environmental degradation caused by destruction of forests through human activities. Due to these challenges, the Councils and other stakeholders decided to take actions by engaging citizens in

establishment and management of forests. The strategies deployed in these initiatives were: creation of awareness to communities about environment conservation, mobilization of communities to establish community forests, formation of Village Forest Management Committees, Capacity building on forest management including preparation of land use plan, enactment of bylaws and use of energy saving stoves for environment protection. The results of initiatives indicated the aforestation is taking roots, the community is benefiting from forest products and they get fund for financing community projects through sell of forest products.

The chapter also includes cases from Busokelo DC, Ilala MC, Ileje DC and Newala DC. Busokelo DC best practice is about participatory town planning which was implemented in Lwangwa Town. Before implementing this initiative, the Council experienced increased growth of unplanned settlements due to increase in population, lack of areas reserved for road, social and economic amenities. The Council decided to plan the town through engaging the community. In order to realize this objective, a Council task force was formed to conduct awareness to communities and their leaders on the importance of surveying the land. Communities accepted and formed their own task force to collaborate with Council task force in implementation and supervision. Some Community members offered their lands for free to allow construction of feeder roads that connect the town. The Council Director Dr. Leonard Masale, using his experience from Itilima DC, championed the initiative by coordinating a number of stakeholders including Busokelo Diaspora to join efforts in planing Lwangwa Town.

Ilala MC best practice is about School Sanitation Greening and Beautification. The Primary schools in the Council experienced poor hygiene and sanitation, the school surroundings were dirty, pupils were looking unattended and dusty and there were lack of facilities for hand-washing and toilets to ensure hygiene in schools. The Council decided to select two primary schools: Buguruni and Boma as pilot schools to improve sanitation, greening and beautification. Awareness creation to teachers was made through training for improving health, education and environment beautification at schools so as to change the behaviour, attitudes of pupils towards environment, hygiene and sanitation. Other strategies employed included; empowering children on proper use and management of sanitation facilities, formation of environmental and hygiene clubs to ensure the spread of sanitation and hygiene promotion initiatives, formation and fixing of different slogans promoting sanitation and beautification of environment and preparing pupils as environmental ambassadors to spread the initiative to the communities.

Ileje DC case is about Reinforcing Tanzania – Malawi Neighborhood Relations. Before this initiative, the Council experienced existence of informal relations between her inhabitants and citizens from Chitipa District in Malawi. There were unregulated businesses between citizens of the two countries, uncoordinated use of services such as health, agriculture and livestock sectors across the border, trans-boundary trade, transportation and importation of goods, poor facilities to serve the border activities, frequently land conflict between citizens and unregulated immigration of citizens from Malawi. To overcome the above challenges, the Council in collaboration with District Commissioner shared these challenges with the District Commissioner of Chitipa District in Malawi. Both Districts formed a coordination team to organize meetings for discussion on challenges. Based on several discussions, it was agreed to establish formal relations among people of both districts through organizing get together events, establishing market in Ileje where people from both districts enjoy the service, rehabilitating the bridge and river banks across Songwe River to facilitate network and communication between the two Districts and conserving environment along Songwe River in order to reduce soil erosion which contribute into change of river course and contribute to conflicts over the boundaries.

The Newala DC best practice is about Newala Education Fund for Improved Education Services. Before this initiative, the Council experienced poor provision of education services in both Secondary and Primary schools; there were poor and insufficient infrastructure such as classrooms, latrines and desks and communities were reluctant to support education for their children. It was the role of Council alone to ensure all necessary facilities in schools are available. Based on the fact that the Council alone is unable to do by itself, the council decided to establish the “Newala Education Development Fund” (NEDF) to finance education services. To realize this objective, the Council formed organizing committee to analyze the education sector, mobilize education stakeholders to establish and contribute for education fund, create awareness and sensitize communities on their role to support education sector, formulate Newala Education Fund Board and organize mechanisms for fund raising. The Newala Education Fund was established in 2011; through this initiative the council has been able to overcome education challenges.

Salient lessons emerging from the best practices in this chapter indicate that:

- (i) Service delivery is never a task of the Central Government and the Local Government alone; rather communities need to be given the opportunity to participate fully in delivering services. The communities through their self-help efforts can do a lot in meeting their needs. With the right approach for community mobilization, people are ready for their development.
- (ii) Innovation and commitment of the LGA staff and their love to the people they serve, can make a huge difference in service delivery, creating efficiency, efficacy and sustainability to the services initiated and provided.
- (iii) In Tanzania we have not explored much on local resources. There are a lot of idle locally available resources waiting for innovative minds to venture in. The open land can be converted to forests and tourism sites. The rich culture can be merged with natural resources to protect the environment, promote tourism and increase employment opportunities.

LINDI, KILWA, RUANGWA AND CHUNYA DISTRICT COUNCILS

PARTICIPATORY FOREST MANAGEMENT FOR IMPROVED SERVICE DELIVERY



EXPERIENCE OF CHUNYA, KILWA, LINDI AND RUANGWA DCs

1.0 INTRODUCTION

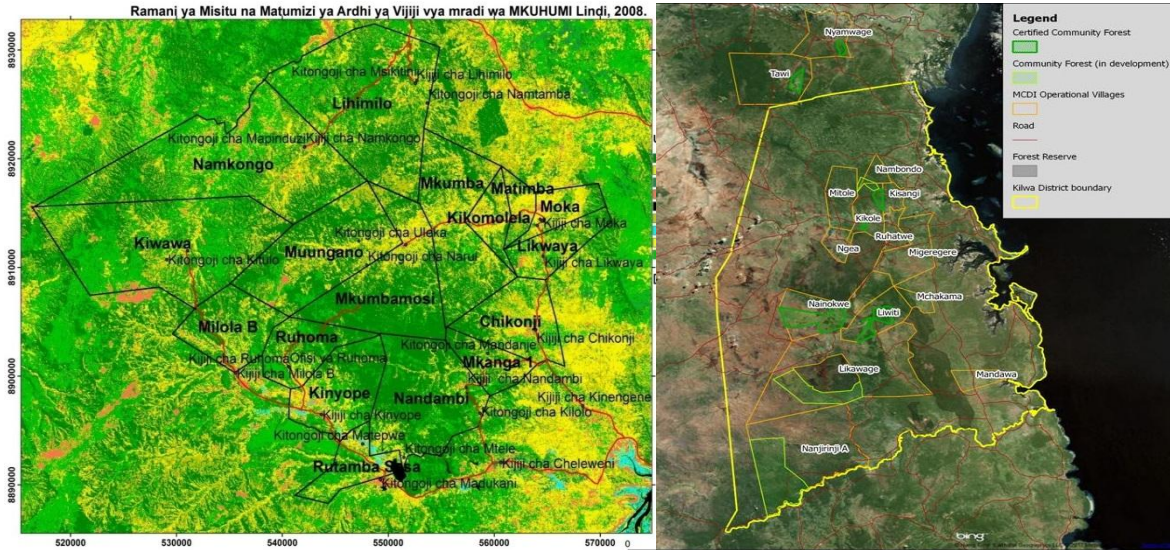
The National Poverty Reduction Strategy Paper recognizes the dependence of poor communities on natural resources both for income generation and for household consumption. Although forestry is not recognized as a priority sector, there is a growing understanding of the important role played by forest and woodland resources in supporting livelihoods, providing income for the rural poor and sustaining important ecological services. In realizing these benefits Chunya, Kilwa, Lindi and Ruangwa DCs decided to promote natural forests conservation through a participatory approach with communities surrounding the forests being the main actors.

Participatory Forest Management (PFM) is a strategy to achieve sustainable forest management by promoting the management or co-management of forest and woodland resources by communities living closer to the resources and assuming owner/user rights and management decision power over the forest resources. It is part of an overall rural development strategy which aims to improve rural livelihoods and thereby help to reduce poverty whilst at the same time protecting environment and promoting gender-equality and democracy.

Participatory Forest Management initiative started in early 2000, in Kilwa DC for example, the initiative started in 2002, Chunya and Lindi DCs 2004, while Ruangwa DC in 2005. Participatory forest management involved communities from different villages as shown in Table 1 below and in figure 1 respectively.

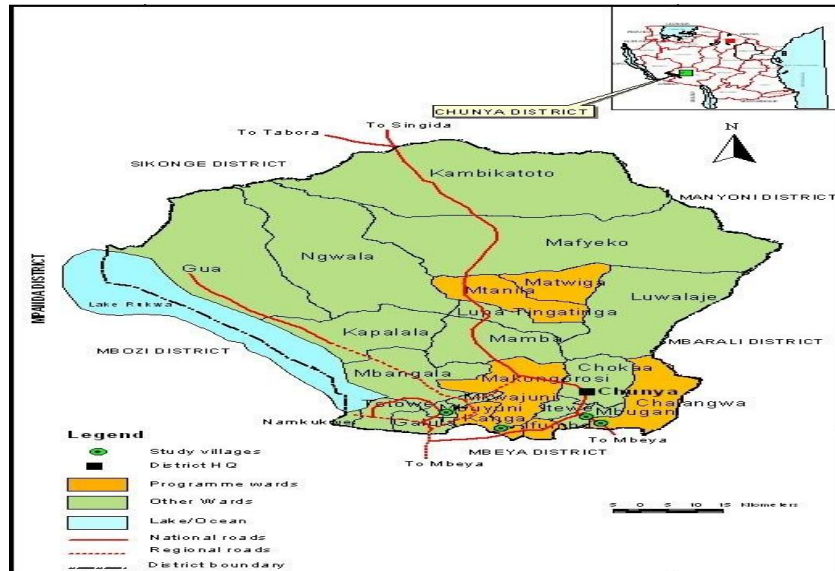
Table 1: Forest conservation in Lindi, Ruangwa, Kilwa and Chunya DCs

Local Government Authorities (LGAs)	Conservation area Wards/Villages	Forest area
Lindi DC	Mipingo, Nangaru, Matimba, Rutamba, Milola and Kiwawa (Wards)	1744.75 Km ²
Ruangwa DC	Nandenje village	12745.48ha
	Kipindimbi, Nga'u, Lichwachwa, Nahanga and Chingumbwa Villages	41436.3ha
Kilwa DC	Liwiti, Nainokwe, Nambondo, Mavuji, Kikole, Ruhatwe, Migeregere and Ngea villages	402,000ha
Chunya DC	Kipembawe, Kwimba and Songwe Wards	396,400ha



Lindi DC conserved areas

Kilwa DC conserved area



Map of Ruangwa DC and conserved areas

2.0 PROBLEM

Before 2000 there were no village forest reserves in the districts. Bush fires, shifting cultivation and illegal harvest of forest products were order of the day. There was increasing unsustainable harvesting of forest resources by villagers in seek for timber, charcoal and other forest products. Before 2004 in Chunya DC for example there was rampant invasion of forests due to social economic activities and illegal harvesting resulting from lack of sense of ownership of natural forests by communities. These invasions were mainly done by people from nearby Regions (Tabora, Singida, Katavi and Shinyanga) who came in searching for agricultural and pasture land. This invasion resulted into clearing of forests especially in Kipembawe, Kwimba and Songwe Wards.

In Chunya DC only 11 forest reserves were owned by the Central Government and the Council and none was owned by villages. As a result, large area of forests remained unreserved attracting more invasions.

The invasions contributed to environmental degradation, bush fires, disappearance of wild life, drying of water sources and decline in volumes of water bodies.

Kilwa DC and Lindi DC faced similar problems of bush fires that were caused by human activities in protection against dangerous wild animals and shifting cultivation of sesame (people of Kilwa and Lindi believe that a newly cleared farm by fire reduces the burden of weeding for Sesame cultivation). Other problems included unsustainable forest product harvesting in search for charcoal, fire wood, timber and illegal wildlife hunting which generally contributed to severe deforestation leading to land degradation and climate change. As a result of this, communities started to experience prolonged droughts, decrease in agro produce, drying up of water sources and decreased forest harvests. The District and Village Councils in both Councils also experienced drops in revenues from forest produce and agricultural cess. The picture below shows uncontrolled Forest Harvesting.



Uncontrolled forest harvesting in Lindi DC

3.0 OBJECTIVES

The National Forest Policy of 1998 and the Forest Act No. 14 of 2002 provide opportunity for Villages to establish their own land forest reserves. Chunya DC, Kilwa DC, Lindi DC and Ruangwa DC in collaboration with different stakeholders decided to engage into participatory forest management. The main objective being to support the villagers for improved and sustainable management of villages' diverse forests and woodland resources, thus contributing to the maintenance and development of sustainable livelihoods especially among poor rural communities. Specifically the initiative intended to; promote sustainable forest by engaging community in forest management, building capacity to the villagers on forest conservation, managing and using resources from the village forest reserves in a sustainable manner. Other objectives included to conserve environment for reducing greenhouse gas emissions and protect the ecosystem, increase number and land area of forest reserves through controlled harvesting of forest products and promote sense of ownership to the community through forest conservation benefits and sustainable use of forests. The initiatives also intended to establish a reliable source of local revenue for Village Councils through forest produce cess, utilize the forest resources sustainably in order to increase household income and to improve the Village economy.

4.0 IMPLEMENTATION STRATEGIES

Participatory Forest Management (PFM) as a national programme intended to decentralise management of forests from the Central Government to communities. In order to achieve this objective, Councils implemented different strategies and activities. In most cases the implementation strategies adopted by the Councils were almost similar to one another. The following are the implementation strategies:

Awareness creation; Councils started by conducting consultation meetings with Council Committees followed by Full Councils for sharing the initiative of participatory forest management. The idea was well received and endorsed by Full Councils which agreed to support and share with citizens in their Wards. Each Council started the initiative by sensitizing the community through sensitization meetings to village leaders, youth and women groups and the community on participatory forest management in Village Assemblies. In Lindi DC for example, sensitization was conducted in 6 Wards: Mipingo, Nangaru, Matimba, Rutamba, Milola and Kiwawa. This activity was performed by District Forest Officers, Community Development Officers, Environment Officers and Land Officers from the Councils. The photo below shows villagers participating in sensitization meeting in Lindi DC.



Community members participating in sensitization meeting

Mobilization of stakeholders to engage into participatory forest management; there are several stakeholders in Forest Management; however, each stakeholder implemented forest management in their own way. Councils mobilized them in order to have common effort geared to the same goal. Kilwa DC for example, involved the Ministry of Natural Resources and Tourism, Development Partners such as the Royal Norwegian Agency for Development (NORAD), World Wide Fund for Nature (WWF), Mpingo Conservation and Development Initiatives (MCDI), Tanzania Forest Conservation Group (TFCG) and Tanzania Community Forest Conservation Network (TCFCN/MJUMITA). Lindi DC and Chunya DC involved Ministry of Natural Resources and Tourism and DANIDA in funding sensitization on forest conservations.

Formation of Village Forest Management Committees; in order to enhance participatory forest management the District Councils formed Village Forest Management Committees. In Chunya DC, 15 Villages Forest Management Committees were formed. In Lindi DC similar committees were established with a total of 287 members. These committees were formed to assist Council teams of PFM program. The committees are responsible for forest management activities including forest conservation activities, carrying out harvesting plans of forest produce and controlling the revenue collected from forest produces. Most of the committees (in each village) have 10 members selected by the Village Assemblies of which at least 3 members are women.

Training of Village Forest Management Committees; the Village forest management committees were trained on different skills of land use planning, formation of forest bylaws, techniques for forest reserve patrolling, planning of harvesting, bee keeping, and how to make improved stoves so as to reduce use of charcoal. In Ruangwa DC a three days training was conducted to Village representatives from Nandenje, Kipindimbi, Lichwachwa, Ng'au and Nahanga on the benefits of managing forests. In Lindi and Kilwa DCs

similar training was conducted together with specific training on how to use the GPS technology and measurements of carbon dioxide diffusion by trees. This training was conducted by experts from MKUHUMI Project. The conservation of forest in Lindi and Kilwa DCs was more beneficial because MKUHUMI refunded Village Councils based on the carbon dioxide diffusion by the forests. The photos below show committee members participating training in Kilwa DC.



Training in progress

Forest Mapping; Forest mapping involves establishment of land use plan indicating forest reserves, residential areas, farming land and other public amenities. In the case of Nanjirinji Village Forest (Kilwa DC), the villagers prepared forest resource management zones, indicating harvesting zone, catchment zone and no harvesting zone demarcated for species bank. Lindi, Ruangwa and Chunya DCs, facilitated Villagers to demarcate the forest by setting aside forest reserves and define the boundaries by using local or natural boundaries like rivers and big trees. Forest resources mapping was conducted in collaboration with Village committee members on the ground using simple materials like ashes, sand and stones. This was followed by expert's survey to prepare a technical map based on the local maps. Resources assessment was done after facilitating committee members to use assessment equipments and measurements which resulted into identification of areas for wildlife, forest harvesting and catchment area for conservation. Photos below show villagers participating in forest land demarcation.



Citizens participating in forest land demarcation in Lindi DC

Preparation of Village forest management plans; Council experts facilitated villagers in Village Assemblies to prepare forest management plans by incorporating strategies on management of forest

resources including forest patrol, sustainable harvesting, revenue collection and utilization. Village forest management plans were submitted the plan to the Councils and approved by the CMTs and Full Councils.

Preparation of forest management bylaws; Village Forest Management Committees were facilitated by Council experts to formulate forest management bylaws regulating harvesting of forests, establishing rates (cess) for forest products payable to the Village Council, modalities of expenditure of revenue collected from forest products and setting penalties and fines for defaulters. The bylaws were presented to the Village Assembly for consent of villagers and forwarded to the District Councils for approval.

Establishment of forest scout teams; in order to ensure people abide to the bylaws, the Forest Scout Teams (FST) were formed by Village Assemblies. The Forest Scout Teams were given responsibility of patrolling the forests, dealing with forest invaders, controlling illegal forest activities and reporting to the PFM committee on weekly basis on the situation in the forest. To ensure FST perform their responsibilities smoothly, Councils facilitated FSTs with forest management equipment such as gumboots, tents, GPS gadgets, hoes, pangas, vehicles, motorcycles and bicycles.

Training on the use of energy saving stoves; experts from TATEDO facilitated the communities in Chunya DC on making and use of energy saving stoves (Majiko banifu) and good or modern charcoal kilns. Similarly, 15 Primary School Teachers and Education Coordinators in Lindi DC were trained on how to incorporate environmental education in school curricula in order to teach pupils at early stage on the importance of conserving forests for sustainable forest management.

5.0 RESOURCES

Implementation of Participatory Forest Management initiative had cost implications. In this sense the Councils committed resources in terms of financial, human resources and physical resources. Elaboration on resources in each Council is presented below;

PFM Resource Utilization in Chunya DC; in the case of Chunya DC the PFM activities were financed by Government of Denmark through DANIDA. In terms of human resources, experts from the Council, TATEDO and Tanzania Forest Services provided training and management skills to Village Forest Management Committees. Other human resources included members of Village PFM committees and Village Forest Management Scout Teams. Physical resources used included vehicles, tools and equipment for field work and stationeries for writing reports. In terms of financial resources, table 2 below indicates financial flow in forest management since 2003/2004 when the project started.

Table 2: Resources utilized in PFM program

S/n	Financial Year	Amount used (TZS)
1	2003/2004	33,000,000
2	2004/2005	21,652,000
3	2005/2006	29,085,000
4	2006/2007	54,723,000
5	2007/2008	82,000,000
6	2008/2009	3,313,000
7	2009/2010	0
8	2010/2011	40,832,000
9	2011/2012	91,055,000
10	2012/2013	100,188,000
11	2013/2014	25,000,000
Total		480,989,000

PFM Resources Utilization in Kilwa DC; the implementation of Participatory Forest Management in Kilwa DC involved financial resources amounting to a total of TZS 48m used for procurement of necessary items, facilitating trainings on resource assessment, good governance, measuring tree volume and land use plan. Human resources included Community Development, Land and Legal officers who organized the community to accept participatory forest management. Mpingo Conservation and Development Initiatives (MCDI) provided technical support in terms of capacity building on conservation skills. At village levels, members of Village Councils, members of Natural Resources Committees and all villagers formed part of human resources.

PFM Resource Utilization in Lindi DC; Lindi DC utilized resources from the Government of Norway through DANIDA. Human resources included experts from the Council and community members from Wards and Villages involved in PFM as shown in the table below.

Table 3: PFM Villages in Lindi DC

S/n	Ward	Village
1	Rutamba	Rutamba ya Sasa , Kinyope, Ruhoma
2	Milola	Milola Magharibi
3	Kiwawa	Kiwawa
4	Nangaru	Muungano, Makumba, Mkombamosi
5	Matimba	Moka, Matimba, Kikomolela, Likwaya
6	Mipingo	Lihimilo, Namkongo

PFM Resources Utilization in Ruangwa DC; the Council implemented Participatory Village Forest Management in Nandenje, Kipindimbi, Lichwachwa, Ng'au and Nahanga Villages. The financial resources were used to purchase equipment for forest management; other funds were used to provide training of Village Natural Resources Committees. Other resources utilized include a vehicle, *Toyota Hilux 2.8* donated by Forest Beekeeping Division of the Ministry of Natural Resources and Tourism. The vehicle was provided to facilitate movement during implementation of project activities. Below is a picture of purchased car and table 4 indicates resources committed by Ruangwa DC in PFM project.



Purchased car to facilitates PFM activities in Ruangwa DC

Table 4: Ruangwa DC Budget support for PFM activities

Financial Year	Funds Released
2005/2006	25,000,000.00
2006/2007	70,000,000.00
2007/2008	70,000,000.00
2008/2009	68,901,000.00
2009/2010	25,550,000.00
Total	259,451,000.00

6.0 RESULTS

The implementation of Participatory Forest Management (PFM) in the four Councils contributed in improvement of livelihood of the rural communities, increasing revenue of the Village Councils and completion of several construction projects. The results of PFM in each Council are presented below.

PFM Results in Chunya DC; the PFM initiative contributed into establishment of 15 village forest reserves owned by villages within Kipembawe, Kwimba and Songwe Wards. PFM committees are in place in all 15 villages with capacity to manage forests, collect revenue and manage utilization of revenue in development projects and report performance to the Village Assemblies. Communities have been relieved from the burden of making cash contributions to various development projects as the revenue generated from forest products are used to implement various villages projects. For example, 4 villages out of 15 are dealing with charcoal harvesting which has contributed to improvement of social services. Revenue accruing from charcoal harvesting has been utilized strategically to improve social services in respective villages. For example, Mapogoro Village has managed to build 3 health staff houses, head teacher's house, Village Executive Officer's house, construction of water well and distribution system, construction of school latrines, making of 150 desks and rehabilitation of 60 desks. A total of TZS 74,000,000 was used to complete these projects. Without forest conservation, villagers would have been required to contribute from their pockets to complete the projects. Considering the success Mapogoro Village had achieved in PFM, the Danish Ambassador contributed TZS 39m to complete the village water scheme. In addition, Mapogoro Village PFM committee supports youth sports activities by providing sporting equipment and organizing tournaments which involve 4 Vitongoji annually. In Mapogoro Village forest reserve, wild animals have started to inhabit as exemplified by 3 Lions, 4 Zebras and numerous small animals.



Projects implemented by PFM revenue in Mapogoro village

Shoga Village has managed to construct Village dispensary, 2 classrooms at Chalangwa Secondary School, Village office, and lockup. The village also rehabilitated 3 classrooms and 1 office and 5 teachers' houses; all costing TZS 53,365,300, Mamba Village has managed to construct village office, 3 classrooms, rehabilitate village dispensary, procurement of 300 corrugated iron sheets for roofing of 3 classrooms, procurement of motorcycle for anti-poaching patrols; all costing TZS 18,310,200. Mbangala village constructed 2 classrooms, a village office, school latrine, teacher's house, and rehabilitated 2 houses; all costing TZS 49,346,000.



Primary School Classrooms at Mbangala village



Teacher's house and Motorcycle for patrol at Mbangala village

Another great achievement is; nearby villages have shown interest to adopt participatory forest management after witnessing the benefits from the villages implementing PFM. This will increase conservation of environment for sustainable development.

Kilwa DC PFM Results; the Nanjirinji forest reserve together with other village forest reserves have marked Kilwa DC as the leader in management of village forests in Africa. Narrowing down to Nanjirinji Village forest reserve; achievements of this initiative include increased community awareness and sense of ownership on forest conservation as a result of trainings made by MCDI and Kilwa DC.



*"I know the benefit of the forest, so I will protect it"
Mama Hadija Makokoto from Nanjirinji "A" village narrated.*

The village is famous on participatory forest management in Tanzania and regularly receives visitors for learning and tourism purposes. Neighboring villages, Nanjirinji B, Nakiu, Likawage and Makangaga have been motivated and have decided to engage in forest conservation. In 2014 one member of the village was invited to Finland for the purpose of sharing experiences on how the village succeeded in forest conservation. Recognition of Kilwa DC as a leader in Africa on conservation of natural forests to the world (FSC-UK) has made the village to increase 13,000ha of forest reserve.

Nanjirinji village has become a study area for establishment and management of village land forest reserves. Several Councils, such as Muheza, Korogwe, Kibaha, Tunduru and Liwale DCs have visited Nanjirinji village forest reserve in 2014 and 2015. The village has also received researchers, students and villagers from various countries such as from the United Kingdom, Thailand, China, and Namibia. The Village revenue has also increased following harvest of forest produce. The village receives 90% of all revenue generated from the forest compared to previous years when only 5% was realized. The remaining 10% is shared equally by the Council and the MCDI. For example, between 2012 and 2015 the village collected TZS 283,000,000 from forest produce. Before the initiative, the village used to collect hardly TZS 30,000,000 per annum from forest products as compared to current collections amounting to an average of TZS 95,000,000 per annum; an increase of TZS 65,000,000 equivalent to 68.42%.

The revenue generated has been used to implement various social services. For example, the revenue was used to establish a Village Primary School by building three class rooms, store and teachers' office at the cost of TZS 57,000,000, one teachers' house worth TZS 20,000,000, a local village market for small business worth TZS 20,000,000 and construction of five bore holes with pumps worth TZS 16,000,000.



Three primary school classrooms, store and teachers' office built from the forest fees



One of the bore holes constructed through forest revenue

Revenues generated from forest products have also been used to build pre-primary school at Kitochi Kitongoji worth TZS 20,000,000. The funds were also used to build a police post worth TZS 10,000,000 and procurement of school uniforms for 323 primary school pupils worth TZS 2,261,000. In addition, 152 expectant mothers were given TZS 50,000 each to buy provisions for child delivery preparations so as to reduce maternal and child deaths and a total of TZS 7,600,000 was spent.



Primary school pupils with uniforms procured through forest revenue



Some of the expectant mothers who received cash for delivery preparation

Other results include; procurement of 17 sets of uniforms for village natural resource committee members worth TZS 1,400,000, procurement of three motor cycles for patrol purpose worth TZS 6,000,000, procurement of 100 plastic chairs for village meetings worth TZS 1,800,000, procurement of two tents and six mattresses for patrol and harvesting purposes worth TZS 650,000. The village also has a reserve of TZS 90,000,000 in the bank account for recurrent expenditure.

Lindi DC PFM results; all villages involved in the initiative have land use plans that indicate various land uses and messages promoting effective land use. The photos below show posters with land use messages.



Posters indicating various land uses at Likwaya village.

All villages have well established and functioning Forest Management Committees with well formulated and functioning bylaws. Effective decentralization of forest management from Central Government to villages has been achieved. Community members have been facilitated to acquire customary Land title deeds through effective land use management plans. The Council managed to demarcate a total of 27,800ha for forest reserve. A total of TZS 200m (from Norwegian government) were given to the communities as a motivation for forest conservation locally translated as “sale of amount of carbon dioxide infused by trees”. The funds were used for construction of teachers’ houses at Likwaya Village and 8 village offices to facilitate provision of services to citizens. Controlled harvesting and selling of forest products have been ensured hence improvement in environmental and climatic conditions.



Villages receiving cash generated by the sale of carbon dioxide infused by trees



Construction of Kinyope village office and completed Likwaya Village office



Teacher's house at Likwaya P/school under construction



Community members participating in timber harvesting

There is a remarkable increase and effective revenue distribution between Central Government and Local Government. In this distribution, Villages get 80%, the Council 15% and the Central Government 5%. There is also effective patrol of forest areas by the Forest Management Committees in each village (once per week) to monitor illegal activities in forest reserves. Community members as well benefit directly from the forest reserves by obtaining timber and other construction materials for free (under conditions that the house being constructed is for residential purposes within the village).

Strong networking for forest management has been established by MJUMITA in 8 villages, MHIMIRU (Mtandao wa Hifadhi Misitu kata ya Rutamba) 3 villages, UMICHITA (Uhifadhi wa Misitu kata Chikonji na Tandangongoro) 3 Villages, MHIMINA (Mtandao wa Uhifadhi wa Misitu Nangaru) 6 Villages and UMIKIWAMI (Uhifadhi wa Misitu Kata ya Kiwawa na Milola) 2 Villages. Also, 5416 students have joined environmental clubs in 12 Primary schools through which they grow trees and mobilize communities to continue conserving the environment.

Ruangwa DC PFM Results; The Forest reserves were handed over to respective villages in May 2011 after about 5 years of PFM processes. Currently the villages earn about 90% of the revenue from the forests. Between 2012 and 2015, the earnings from forest products in the respective Villages were as shown in the Table 5 below:

Table 5: Earnings from Forest Products

S/n	village	Earnings (TZS)
1	Nandenje	82,347,752.00
2	Lichwachwa	32,340,00.00
3	Kipindimbi	13,770,560.00
4	Nahanga	30,865,000.00
5	Ng'au	60,116,472.00

As witnessed in Chunya, Lindi and Kilwa DCs, Villages in Ruangwa DC have been able to finance most of the village development projects that were not possible before. Such projects were construction of dispensary and health staff house at Nandenje village. Also Construction of Village offices at Lichwachwa, Nandenje and Nahanga was a result of the PFM initiatives.



Constructed Dispensary and health staff house under construction



Lichwachwa, Nandenje and Nahanga Village offices

Communities in Ruangwa DC were also able to improve agriculture sector by buying a tractor and its accessories in Nahanga and Nga'u villages. The villages also constructed two classrooms at Nahanga primary school and a Pre-primary School in Nahanga village.



Two classrooms and a pre-primary class under construction at Nahanga Village

7.0 SUSTAINABILITY STRATEGIES

In order to make PFM achievements sustainable, the four Councils involved in this initiative set several strategies. Chunya DC has continued to sensitize the community on the use of sustainable forest harvest plans through different groups (youth, women, influential people, and politician). The Council also emphasizes on use of energy saving stoves (Majiko banifu) to reduce use of firewood as well as allocating budget for establishing one forest reserve every year for sustainability and conservation of

more forests. Also, the Council has continued to introduce environmental friendly economic generating activities to enhance forest conservation such as bee keeping. Provision of incentives to PFM committee members and forest scouts are other strategies.

Kilwa DC strategies include strengthening patrols of village forests through introducing shifts and incentives for Natural resources committee members in which patrol is done by the members of natural resources committee through shifts and paid accordingly. There is continued adherence to sustainable harvesting plans and management of the forests. The Council also strengthens natural resource committees at village levels through training, motivation and providing working gears as well as widening the coverage of forest reserves. Lastly the Council is engaged in strengthening early burning exercise to protect the forest from fires during the fire season and maximizing wood recovery percentage. Wood recovery is one of the strategies for sustainable forest resource management.



Early burning of forest



*Harvested *Dalbergia melanoxylon* (mpingo) with very short stump*

Lindi DC PFM sustainability strategies include continued collaboration with various stakeholders in participatory forest management, continued support in zoning of forest land and effective use of land, continued awareness creation to other villages to adopt decentralized PFM and promotion of land conservation agriculture. Other strategies include continued training and educating the public, especially village leaders on how to preserve and develop forests for the benefit of society, extended research of forests and other natural resources found in forests which can benefit the community and information sharing using various methods on the development of events that could affect forests and forestry.

Ruangwa DC as well set PFM sustainability strategies that include adhering to the existing harvesting plan and their regulations using established bylaws, capacity building of the Village Natural Resource Committees and conducting survey and earmarking more land for Village forest reserves, strengthening patrol in the village forests by providing incentives to the Village Natural Resources Committees (VNRCs), commanders and villagers involved in patrolling and community sensitization through posters carrying messages to promote forest management.



Posters insisting on sustainable forest management

8.0 SECRET OF SUCCESS

The PFM initiatives succeeded because of collective leadership (Effectiveness and commitment of CMT) of all Councils, community acceptance after intensified sensitization and political will towards supporting PFM initiatives. Open doors and close collaboration with various stakeholders in forest development such as MCDI, WWF, TFCG and TFCFN-MJUMITA in Kilwa DC contributed to the success of the initiatives. All Councils made forest management and conservation a permanent agenda in meetings at all levels. They also adopted annual stakeholders' meeting to discuss forest management planning, achievements challenges and strategies for sustainability,

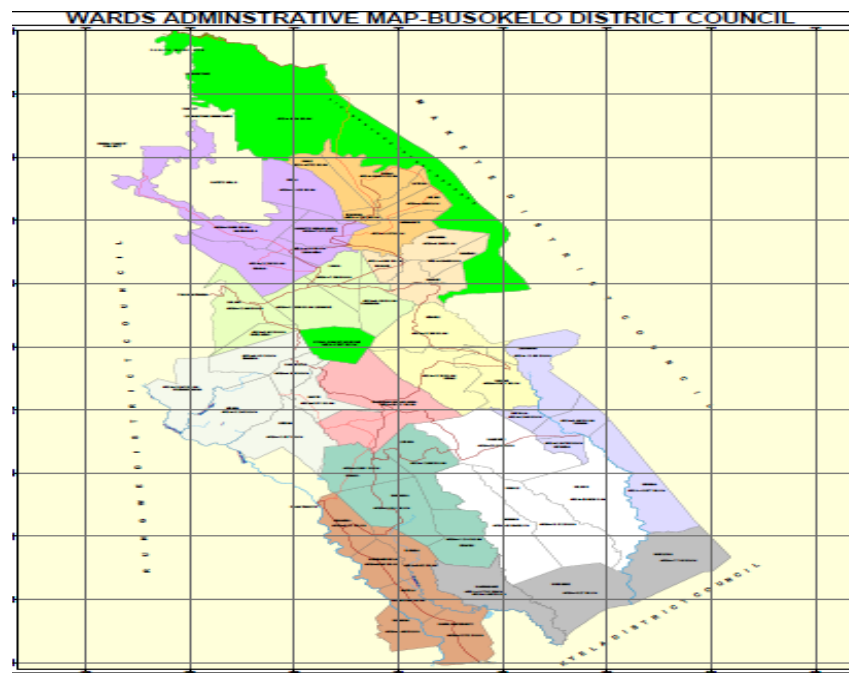
Creation of sense of ownership through training, building trust between various levels of Government and decentralization of PFM activities, remittances based on selling amount of carbon dioxide infusion by trees from MKUHUMI initiative has encouraged and motivated communities to sustain participatory forest management. Transparency on the received and use of fund accruing from the sale of amount of carbon dioxide infused by trees motivated communities to conserve forests.



Villagers receiving cash from sell of carbon dioxide infusion

1.0 INTRODUCTION

Busokelo District Council is one of the newly established Councils in Tanzania. It was formed in 2012 as a result of split of Rungwe DC for the purpose of bringing service provision closer to the community. Geographically, the Council lies at Latitudes 8°30 East and 9°30 South and Longitudes 33° and 34° East, along the Rungwe Mountain and Livingstone Ranges at the altitude between 770m and 2,265m above the sea level. The Council borders Kyela DC to the South, Rungwe DC to the West, Makete DC to the East and Mbeya DC to the North. Its headquarters is situated at Lwangwa Town which is 47km from Tukuyu Town. Administratively, the Council is divided into 13 Wards, 56 Villages, 231 Vitongoji and 2,773 households. According to 2012 census, the population is 96,348 of which 53,704 are females and 43,142 are males.



Busokelo DC Administrative Map

The climatic conditions generally support agricultural production; the temperatures range from 18°C to 25°C and the annual rainfall is between 900mm in the low lands and 2700mm in the highlands. The Council has a total land area of 969.14km² of which 85% is used for agriculture and the rest 15% is covered by forests, mountains and residential areas. The socio-economic activities are crop production, livestock keeping, beekeeping, forestry and fisheries.

2.0 PROBLEM

Following its establishment in 2012, Lwangwa Township was sited to be Council's headquarters. However, the Township was not surveyed and planned hence it was vulnerable to huddles such as inadequate public and private infrastructure for provision of social and economic services and uncontrolled settlement development. There was a continued growth of informal settlements due to high demand of housing as a result of natural population growth and migration of people to Busokelo in search of social and economic opportunities.

Unplanned areas continue to grow since the supply of planned land did not match the demand in terms of quantity, price and location. Many landowners continued to subdivide their land informally and sell it

to developers in unplanned manner, leaving little or no land for access roads, drains, open spaces and social infrastructure such as bus stands, markets, police posts and stations, hospitals, schools, buildings for financial services and health centers including Council offices. Sanitation was poor due to lack of strategies for solid waste management and drainage. These challenges raised the need for planning Lwangwa Town to facilitate provision of effective and quality services to the citizens of Busokelo DC.



Footpaths before clearing and excavation

3.0 OBJECTIVE

The main objective of the initiative was to establish a well-planned Council Headquarters at Lwangwa Ward for efficient and quality service provision. Specifically, the initiative intended to: First, acquire land for surveying and planning the Lwangwa Town by demarcating areas for residential, commercial centers and land for social and economic amenities. Second, open up opportunities for legal land ownership by communities and lastly, open up new roads and upgrade former footpaths into main roads in order to make the Town accessible for easy provision of services.

4.0 IMPLEMENTATION STRATEGIES AND ACTIVITIES

The implementation of this initiative involved several strategies. In the beginning, the Council had no sufficient funds from own source to finance town planning. This necessitated the Council seek collaborations with partners. In 2012 the Council decided to collaborate with UTT to Survey plots in Lwangwa Township. The idea for collaboration with UTT was initiated by the Council Management Team (CMT) and forwarded to the Full Council for ratification. As a requirement of the law, the Council requested for a permit from PO-RALG to collaborate with the UTT in this venture. Unfortunately there was a delay of getting permit from PO-RALG, as a result the Council decided to opt for another alternative strategy which was Community Participatory Approach in Planning and surveying Lwangwa Township. In this approach the community became the main actor in the implementation of the initiative.

The idea of this approach in Town planing was initiated by the Council Director Dr. Leonard M. Masale who had experience on community participatory Town planning from Itilima District in Simiyu Region. The Director shared his experiences with other members of CMT and the idea was accepted. Dr. Masale having a vast experience of planning and surveying of Itilima DC set strategies to ensure that Lwangwa town is surveyed and planned promptly using the available resources. The implementation involved activities elaborated below.

Developing proposal on community participatory town planning; the CMT developed a proposal and tabled to the Economic, Work and Environment Committee explaining the implementation strategies and activities. The proposal was discussed and adopted by the Committee and finally tabled to the Full Council Meeting for discussion and approval.

Formation of Council Town Surveying and Planning Task Force; the CMT decided to form a task force of 10 members who were given mandate on behalf of the CMT to coordinate and carry out all activities related to community participatory town planning and surveying. The activities carried out by the task force included community sensitization on town planning, identifying local notables and make use of them to sensitize other citizens to comply and be willingly to participate in participatory town planning. The task force was required to give a progressive report on implementation to CMT every Monday to determine more appropriate measures to make the initiative better implemented. In addition the CMT also proposed to the task force to provide a general implementation report to the Economic, Work and Environment Committee for members of the Committee to realize the progress. Members of task force were selected from Council staff at the headquarters and one WEO from the implementing Wards. The names and titles of members of the task force are listed in table 1 below followed by photos of some members of the task force at work.

Table 1: Council Town Surveying and Planning Task Force members

S/n	Name	Designation	Position
1	Mr. Christopher Lupia	Civil Technician	Chairman
2	Mr. Philemon E. Chaula	DLNRO	Secretary
3	Mr. Peter Salama	DLO	Member
4	Mr. James T. Mgumba	DEO	Member
5	Ms. Furaha Kalinga	TPO	Member
6	Mr. Nuru Hondo	Engineer	Member
7	Ms. Agnes Elikunda	DCDO	Member
8	Mr. Mwasanu	WEO (Kabula)	Member
9	Mr. Ezekia Mwaipaja	Accountant	Member
10	Mr. Geoffrey Mdalo	Valuer	Member



Town Planning Task force at work

Awareness creation to Ward Development Committees (WDCs) on town planning and surveying; in order to ensure citizens' participation and compliance with this initiative, the task force conducted awareness creation meetings with Lupata, Lwangwa and Kabula WDCs, that form Lwangwa planning area of Ndembo, Mpanda and Ikamambande Villages. The Task Force explained the importance of town planning and the benefits to the community if they participate. The benefits explained to WDCs included the increase of land value and the possibility to acquire land title deeds. The proposal was well

received and accepted by the WDCs, who in turn passed the message to the community through Village Council meetings and continued to sensitize the citizens on the benefits and requested them to accept and collaborate with the Council in implementation of participatory town planning initiative. The photos below show some of the sensitization meetings carried out by the Task Force.



Meeting with Lwangwa Ward Development Committee



Meeting with Kabula Ward Development Committee

Awareness creation for the Ndembo, Mpanda and Ikamambande Village Councils; the Task Force continued to conduct awareness creation meeting for each Village Council to explain the benefits of Participatory Town Planning and the need to collaborate with the community in surveying and planning of Lwangwa Town. Awareness meetings were conducted by members of WDCs and the Council Task force. In addition, during the meetings the Task Force singled out few innovators (champions) from each Village Council and made intensified awareness and requested them to convey the message on participatory town planning to their neighbors and all the villagers. It was important to use local notables (champions) since they are familiar to their communities. This facilitated trust building amongst the communities. The identified champions managed to convince other members of Village Councils to attend meetings; as a result the attendance of Village Councils in town planning and surveying meetings improved. All the three Village Councils agreed to participate intensively in the intervention and promised to champion the idea to the community. Photos below show some of the awareness creation meetings to members of Village Councils.



Ndembo Village Council meeting



Ikamambande Village Council meeting

Awareness creation for the Villagers of Ndembo, Mpanda and Ikamambande Villages on participatory town planning and surveying; The Village Assembly meetings were conducted at Ndembo Village on 13/08/2015, Mpanda Village on 24/07/2015 and Ikamambande Village on 04/09/2015. The Council Task Force explained to citizens the aim of the town planning through community participation and the benefits associated with a planned town and surveyed plots including increase of the value of land and accessibility to social and economic services like markets, bus stand and hospital. Additionally, citizens were assured that the surveyed plots will remain within their ownership. Explanations made to the citizens involved steps to follow in the implementation of this initiative which included carrying out inventory on existing situation, base map preparation, draft town planning drawing, surveying and providing land ownership rights. Ndembo and Mpanda Villages became interested with the proposal and adopted the idea and moved further to select village task force members in each village to coordinate collaboration between the villagers and Council Task Force in implementing the initiative. The Ikamambande Village later joined other villages after observing the progress from their neighbors. Generally, awareness creation to the Villages took four months. Table 2 below shows members selected to form Village town planning task force from Ndembo and Mpanda Villages.

Table 2: Village Town Planning Task Force Members

S/n	Ndembo Village		Mpanda Village	
	Name	Position	Name	Position
1	Ezekiel Mwaigula	Chairman	Sanke Mwambusi	Chairman
2	Joyce Mololo	Secretary	Dorice Itebele	Secretary
3	Magweda Lyandike	Member	Afwilile Mwakiwhaja	Member
4	Dickson Mwangajilo	Member	Tufwene Ikenda	Member
5	Grace Mpindi	Member	Tufigwege Mwamelo	Member
6	Sikujua Lemba	Member	Pasya Kibete	Member
7	Shadrack Magila	Member	Francis Mwambalasa	Member
8	Esther Kipesile	Member	Lucia Ndemange	Member
9	Sanga Mwamkinga	Member	Kyela Mwaisango	Member

Furthermore, the Council Director conducted a one day patriotism meeting with Busokelo Diaspora and prominent residents in December, 2015 to promote and support the initiative by participating fully to Busokelo DC development. In this meeting, community participation in town planning was introduced. Participants of the meeting adopted the idea and accepted to buy plots from Lwangwa families and construct multipurpose buildings for incoming new staff and other people who would be interested to live in Lwangwa town. They appreciated the initiative and suggested for expansion of the town planning area at least a radius of 10km. Furthermore, they formed a network (email group) and started to communicate and sharing information regarding the progress of implementation of town planning and plot survey.

The initiative also involved carrying out roads inventory in the existing settlements. This activity was carried by the Council Task Force in collaboration with the village’s Town Planning Task Force, Village Executive Officer, Village Chairperson and Vitongoji chairpersons of Itete and Katete in Ndembo village. The access roads and footpaths were identified and marked through GPS. The Council Town Planning Unit compiled the coordinates and finally produced the initial road network sketch as shown in figure 2 below.

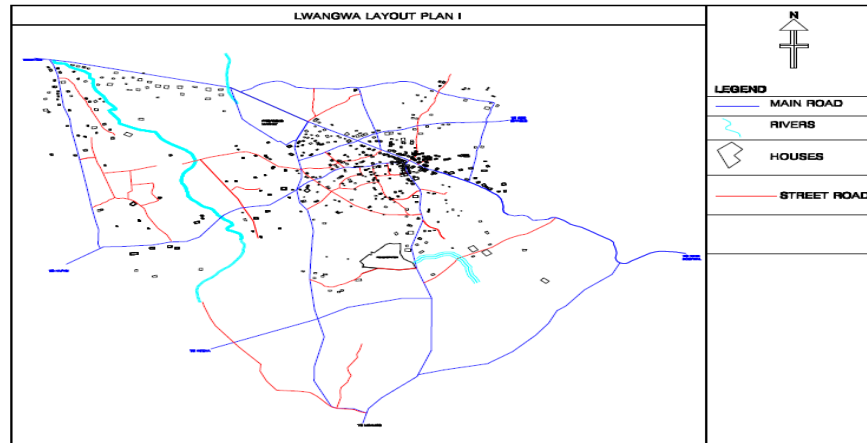


Figure 2: Lwangwa Town Road Network Sketch

Preparation of Lwangwa Township Base Map to indicate land use plan; the Council Town Planning Task Force in collaboration with Village Task Forces prepared a base map of Lwangwa planning area indicating land area for market, bus stand, police station, fuel station, street access roads etc. Land for construction of public facilities (Bus stand and Police station) were offered by citizens for free, while land for market place was offered under an agreement that after the construction of the market the former land owners will be given first priority to occupy business premises in the market. The base map also indicated settlement plots in two blocks namely Itete Block and Mpanda Zahanati block with a total of 464 plots. Figure 3 below shows the proposed Lwangwa Town layout plan.

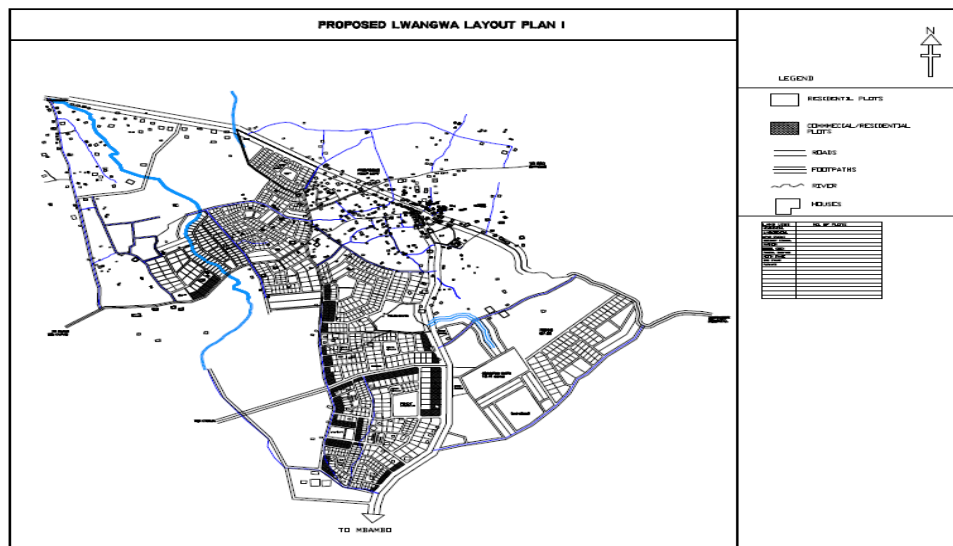


Figure 3: Lwangwa Town Layout Plan

After preparation of road network sketch and town base map, the community started to clear and upgrade proposed access roads from the width of 3m to 8m. The road links villages from Mpanda through Katilu to the market center. People from Katilu village can easily access Mpanda Dispensary, Bus stand, and fuel filling station. Busokelo DC supported construction of the road by providing equipment for excavation and leveling. The road links with access roads constructed by the Council from Council's houses through Lwangwa center to Itete. Below are photos of the proposed road from Mpanda through Katilu to Market center before clearance and after construction.



Existing footpaths before clearing and excavation



Excavated Mpanda to Market center access road



Council's Houses to Lwangwa Access Road

The efforts to establish Lwangwa Town by Busokelo DC also involved construction of the Council Headquarters Building and staff houses. The headquarters building was at the foundation level while 14 staff houses were completed through the National Housing Corporation (NHC) credit facility. The

construction of 14 staff houses was implemented for eight months from July 2015 to March, 2016. The photos below show the proposed building for Council headquarters.



Proposed Council HQ and ongoing construction at foundation level

5.0 RESOURCES

The implementation of this initiative involved human and financial resources as described below. In terms of human resources; the Council's headquarters staff formed the taskforce to promote community awareness and participation in the initiative while the Councilors supported this idea and championed it to the citizens. WDC members, Village Council members and the community at large offered labor to ensure Lwangwa town is planned. On the other hand, financial resources amounting to TZS 2,344,428,242.90 were used to finance various activities as elaborated in table 3 below.

Table3: Financial Resources

S/N	Activity implemented	Amount spent (TZS)
1	Excavating two roads with a distance of 2.5km	44,821,164
2	Construction of 14 Council houses for HoDs and DED	1,112,109,880
3	Construction of administration block phase 1	861,846,158
4	Land provided by the community 53.55 acres	291,051,040
5	Community labor contribution in clearing access roads	3,600,000
6	compensating land for constructing 14 Council Houses	31,000,000
Total		2,344,428,242

6.0 RESULTS

The community participatory town planning initiative in Busokelo DC has several positive results. The community mind sets have changed as communities are ready to offer their land for free to allow construction of public infrastructure for efficient services provision. One member of Busokelo diaspora has voluntarily offered a premise with buildings located at Lufilyo Village for vocational training. The buildings have been officially handed over to Vocational Education Training Authority (VETA) to start offering trainings.

The Council has been able to prepare a town planning drawing with more than 1600 plots indicating plots for residential, commercial, public facilities and road networks. In addition, the Council also has been able to acquired land for building social economic premises. Through participatory approach, Ndembo Village community has offered 9.55 acres of land which formally was used for tea plantation to be used for construction of Central Police Post. Kitali village offered 18 acres of land for construction of 50 NHC affordable houses for selling and renting to both workers and the local community. The contract for acquiring land from Village has been signed between the NHC and the Village with an agreement that the NHC will construct a dispensary as a means of compensation to the Village Land. Similarly, the

Council has acquired 20 acres for construction of market center with the condition of providing commercial plots to land owners as a means of compensation. Another land for construction of central bus stand and District Hospital has been offered to the Council by Ndembo Village for free. The Council also bought 5 acres from individuals worth 31m for construction of Council's staff houses. The photos below show the town planning drawings and acquired land for construction of social and economic premises.



Layout plan of plots



A Land for construction of police post



Land for constructing NHC houses



Acquired land for construction of Council staff houses



Land for market centre

Central bus stand

Participatory town planning initiative prompted construction of 21 streets roads. The communities identified the road links and participated in clearing trees to make the roads accessible. The Council upgraded the roads opened by the community to make them passable throughout the year. In addition, construction of Council headquarters building is on progress and during documentation of this case foundation phase was completed. The photos below show the road opened by the community in Ndembo Village and the ongoing construction of building for Council headquarters.



Opened Roads in Ndembo village



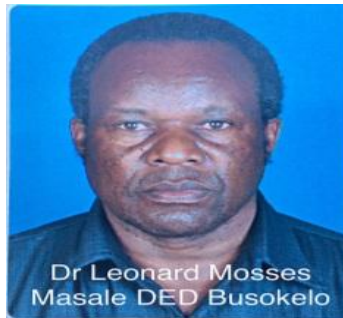
Proposed Council HQ and ongoing construction at foundation level

7.0 SUSTAINABILITY STRATEGIES

The Council has made several strategies to ensure sustainability of this initiative. A special request for the budget to complete implementation of the initiative was prepared and submitted to the central government. Similarly, the Council made a request for permit from the Central Government for recruitment of 4 surveyors and 1 Town planner to ensure continuity of surveying more plots and planning the town. Community participatory town planning and surveying in other villages of Kabula, Lupata and Lwangwa Wards had started. For efficient implementation of this initiative, the Council purchased GPS equipment, computers and printers to facilitate town planning and surveying activities.

8.0 SECRET OF SUCCESS

The initiative was successful because of innovative and commitments of various individuals. The Council Director Dr. Masale was committed to this initiative using experience acquired from Itilima DC. The Director championed participatory town planning by convincing the Councilors and District Task force and the citizens. The Council made effective collaboration with various stakeholders like the Busokelo Diaspora, VETA, NHC, ELCT–Konde Diocese who agreed to support town planning initiative. Below is a photo of Busokelo District Executive Director (DED) Dr. Leonard Mosses Masale who championed the town planning initiative.



Readiness and commitment of the Community and collaboration with the Councils' staff in planning the town was another secret of success. The communities of Ndembo and Mpanda villages are development oriented. It was easy for the District Town Planning Task Force to create awareness and receive acceptance from the community. Finally, participatory town planning was launched and implemented smoothly. The photo below shows the chairperson of community town planning task force in one of the meetings.



Chairperson of the Community Task Force

Political willingness in acceptance of community participatory town planning was another secret of success. The strong convincing power of the Councilors from Kabula, Lupata and Lwangwa Wards increased readiness of the community to plan and offer some pieces of land for public use. Similarly, commitment and team work spirit of Council staff made another secret of success. In most cases the taskforce made by the Council was prompt in reporting to CMT and members of committee for Economic, Work and Environment on the progress of the implementation of the initiative. Frequent reporting brought accountability and smooth implementation of the initiative.

ILALA MUNICIPAL COUNCIL



SCHOOL SANITATION, GREENING AND BEAUTIFICATION



EXPERIENCE OF ILALA MC

1.0 INTRODUCTION

Ilala Municipal Council is one of the six Councils in Dar es Salaam Region. The Council lies between Longitude 39° and 40° East and between Latitude 6° and 7° South. The Council covers an area of 210km² and borders the Indian Ocean to the East, Temeke MC to the South, Kisarawe DC to the West and Kinondoni/Ubungo MC to the North. According to the 2012 census, Ilala MC has 1,220,611 inhabitants, out of which 595,928 are males and 624,683 females. The Council has 300,674 households. The population density ranges to 5,812 per Km². Administratively, the Council has 3 Divisions, 36 Wards and 159 Mitaa.

According to the National Bureau of Statistics (NBS), it is estimated that 43.97% of inhabitants are employed in public and private sector, while 56.03% engage in self employment. Self employment refers to formal and informal businesses, fishing, small scale agriculture, livestock keeping and handcraft. The average income of inhabitant residing in Ilala MC is TZS 1,734,842 per annum.

School Sanitation and Hygiene Education refers to the combination of hardware and software components that are necessary to produce a healthy school environment and to develop or support safe hygiene behaviour. The hardware components include drinking water, hand washing and excreta disposal plus management of solid waste disposal facilities in and around the school compound. The software component refers to activities that promote conditions and practices of school staff and children that help to prevent contamination of water and sanitation-related diseases and parasites. Ilala MC decided to engage in School Sanitation and Hygiene Education for a purpose of promoting development of healthy behaviours by introducing interventions to establish equitable, sustainable access to safe water and basic sanitation services in schools. The Council also aimed at improving the physical environment and cleanliness of a school facility which can significantly affect the health and well-being of children.

2.0 PROBLEM

Primary schools in Ilala MC experienced poor hygiene and sanitation; the school surroundings were not attractive, dirty and filthy. Pupils looked unattended and dusty while school surroundings were not friendly for children to play around. There was a lack of facilities for example hand-washing facilities, soap and toilets to ensure hygiene in school. As a result of filthy environment some of the schools had frequent cholera outbreaks, typhoid and other sanitary related diseases particularly during the rainy season of March-May. The situation led to poor attendance of pupils in schools hence poor performance in examinations. It was observed that excessive littering in the neighbourhood was due to lack of proper environmental knowledge during the early schooling age which later reflected itself in residential areas. Environmental abuse in school surroundings were caused by factors elaborated below.

Lack of litterbins and containers in school surroundings for temporary retention of debris; School surroundings were littered all over while pupils appeared unattended, and insufficient number of toilets which led to one stance being used by more than 45 pupils compared to the standard 22 pupils per stance. Environmental sanitation and beautification were not a priority to some of the school management and environmental education was not frequently provided while school surroundings were bare, dusty unattractive due to lack of sanitation, greening, beautification and landscaping initiatives. The photos below show the scenery of schools before intervention.



Uhuru Wasichana primary school

Diamond Primary School

3.0 OBJECTIVE

The main objective of the initiative was to promote sanitation and hygiene education that encourages the development of healthy behaviours for life. This was to be achieved through awareness creation among young students on environmental cleanliness, improved sanitation and hygiene in the community. Specifically, the initiative intended to promote the use of acquired knowledge of environmental management around the school surroundings and even outside the school and particularly while at home community, improve environmental cleanliness, beautification and sanitation towards reduction of diseases in 100 Primary schools by the end of 2020. The initiative also intended to help teachers develop enhanced child centered teaching and learning methods that incorporate school hygiene and sanitation programme and prepare the pupils to play the role of representative/ambassadors in attending and improving environmental related initiatives.

4.0 IMPLEMENTATION STRATEGIES

Ilala MC believed that improved hygiene practices are essential if transmission routes of sanitation related diseases are to be cut. In 2008 one education officer attended a course on Advanced International Training Programme on Education for Sustainable Development in Formal Education (ESD) for three months in Sweden through collaboration with Sweden International Development Agency (SIDA). He learned about integrated life skills education, focusing on key hygiene behaviours for school children and using children participatory approaches to promote hygiene in the whole community. The officer, later attended another course on sanitation, environment greening and beautification in South Africa for three weeks. The lessons learned were shared with fellow staff at the Council level. All were impressed with lessons hence proposed to initiate the implementation of the lessons learnt through promoting sanitation, greening and beautification programme in schools. Ilala MC having seen the problem prevailing in primary and secondary schools, decided to invent the lessons on school sanitation, hygiene and environmental education. The following activities were implemented:

The Council established two pilot schools to implement the initiative. The schools selected were Buguruni and Boma Primary Schools. These schools like other schools in the Municipality experienced the same problems of poor sanitation, hygiene and dust. After selection, the intention of the initiative was to introduce implementation strategies to the school management. The Council started with awareness creation on improving and protecting the environment. The awareness was made to emphasize that each school should work to develop adequate knowledge, attitudes and skills on hygiene through life skills-based hygiene education and child participation. The life skills-based education seeks to instil hygiene practices into the realities of children's daily lives, helping them acquire the knowledge of appropriate hygiene behaviours and use the skills. The Council emphasized that, improving hygiene behaviour must go along with toilet construction and the provision of safe water, washing facilities in schools, beautifying and greening the school environment. Awareness was made to pupils, teachers and the community surrounding schools. The photos below show awareness creation meetings.



Awareness creation meeting on sanitation and hygiene in progress

Training of teachers; teachers were trained on approaches of improving health, education and environment beautification at schools with objective to change the behaviour, attitude of pupils towards environment, hygiene and sanitation. Training teachers was necessary as schools are most important places of learning for children apart from the family. Schools are a stimulating learning environment for children and stimulate or initiate change. If sanitary facilities in schools are available, they can act as a model, and teachers can function as role models. Schools can also influence communities through outreach activities, since through their students; schools are in touch with large proportion of the households in a community.

Empowering children on proper use and management of resources, handling of sanitation facilities, management and knowledge of using cleaning facilities; the awareness was made by teachers after being sensitized by the staff from the Council. Similarly, to ensure beautification and greening, the schools were facilitated to establish tree and ornamental plants nurseries and planting of grass, flowers to improve outlook and beauty school environment. The schools later planted the ornamental trees for shades, clean oxygen and production fruits for pupils. The schools decided to carry out cleaning activities and effective watering of flower gardens in every Saturday.

Formation of environmental and hygiene clubs; to ensure the spread of sanitation and hygiene promotion initiatives, the environmental and hygiene clubs were formed. Members of the clubs were selected from different classes and assigned different roles related to environmental management. The club members are responsible for monitoring sanitation, greening and beautification of the school environment as well as ensuring other pupils comply with school environmental rules. Also, to ensure child to child (C to C) training given, it is believed that children have the will, the skills, motivate and educate each other and they can be trusted to do so. The photo below shows the outlook of school environment after adoption of this initiative.



Beautiful garden in one of schools

Formation and fixing of different slogans, wildlife statues around the garden representing maintenance of the environment and general knowledge; the schools formed a number of slogans to encourage pupils love the environment such as **'MAZINGIRA BORA HUIMARISHA ELIMU'**, **'MAZINGIRA BORA KWA ELIMU BORA'**, **'MAZINGIRA BORA HUBORESHA ELIMU'**, **"ELIMU KWA MAENDELEO ENDELEVU"**, **"USAFI WA MAZINGIRA HUBORESHA ELIMU"**, **"USAFI WA MAZINGIRA KWA MAENDELEO ENDELEVU"**. On the other hand, to ensure pupils intensify the sanitation and hygiene behaviours, the Council also organized Municipal environment day in which drama, poems, songs, slogans, questions and answers, games and role plays, competitions, lectures, group discussions, demonstrations, presentations and brainstorming are used to sensitize pupils on sanitation, greening and beautification of the school environment and at their homes.

Preparation of Students as Environmental Ambassadors; in order to ensure that the sanitation and hygiene initiative spreads to the community, the school prepared the pupils to become environmental ambassadors. The role of ambassador is to promote environmental sanitation, greening and beautification related issues in environment out of the school. Global experience shows that children are enthusiastic promoters of their newly acquired skills and can potentially be effective agents of change. This being the case, the children's advocacy can lead to better hygiene practices in homes and communities.

5.0 RESOURCES

Since the Council had an expectation to replicate the initiative to other schools, the Council invited collaborations with other stakeholders in implementing sanitation, Hygiene, environmental greening and beautification initiatives in schools. Different stakeholders contributed physical resources to support schools towards realizing the objectives. Table 1 below shows the stakeholders and a kind of support to the initiative.

Table 1: Physical resources contributed by stakeholders

S/No.	Items Presented	Benefiting Schools	Sponsoring Institution/Company
1	800 desks	Primary and secondary schools	NMB bank
2	300 desks	Primary and secondary schools	Vodacom
3	1000 desks	Primary and secondary schools	Tigo
4	200 desks	Primary and secondary schools	Metological Agency
5	Cleaning Facilities (40 dustbins, 20 rakes, 20 trolleys)	Primary and secondary schools	TCRA, TIGO, Communities and Standard chartered Bank
6	8,400Trees	Primary and secondary schools	Standard chartered Bank, Barclays Bank, Community
7	Funding competition (For 5 years now)	ALL Schools (Getting rewards, certificates and cleaning facilities)	Ilala Municipal Council
8	Trees and flowers	Primary and secondary schools	Contribution from Parents and the community

The implementation of this initiative utilized human resources; this included facilitators from the Council level who made awareness and sensitization meetings to teachers and communities surrounding school. Teachers utilized their effort and talents to ensure children learn and adopt sanitation and hygiene practices. The pupils are another resource; the pupils were the focus and the agents of change; with assistance from their teachers, they organized themselves into environmental clubs, established flower gardens and maintained them for school beautification.

6.0 RESULTS

Implementation of Sanitation and Hygiene initiative among primary and secondary schools in Ilala MC has brought positive changes; the environmental cleanliness and beautification of schools is taking roots. The schools now have green and beautiful gardens. About 8,400 trees donated from stakeholders have been planted in schools creating green environment and thus reduced dust around school compounds. Some gardens have trees for fruits, shades and ornamental. The environment has created attraction to visitors while pupils get clean air from trees surrounding the schools. The pupils' behaviour has changed dramatically towards using sanitation facilities, the dustbins for wastes collection are installed in different corners around schools and pupils are using them effectively. Hand wash facilities after attending latrines are available. Similarly, to make environment more attractive, wildlife statues are also placed in school gardens. Photos below show the beautiful and green gardens at Minazimirefu primary school.



Clean and beautiful learning environment at Minazimirefu primary school

Environmental Clubs in schools have been established and are strong in creating awareness among pupils on the importance of sanitation, greening and beautification of schools. They play a role of sanitation and hygiene ambassador to promote hygiene behaviour outside schools compound. Members of environmental clubs are identified by a special green label installed on their uniforms. The photo below shows members of environmental club in Minazi Mirefu Primary School.



Minazi Mirefu P/school Mazingira Club

Toilets in schools have been rehabilitated and new ones constructed to ensure sanitation. The Council recognizes that sanitation is a basic human right and without having toilets, untreated human waste can impact the whole community, affecting many aspects of daily life and ultimately posing serious risks to health. With this knowledge, the Council with support from hygiene stakeholders such as Tigo, NMB Bank and Vodacom decided to construct toilets in schools based on requirements. Currently, the Council has achieved a standard ratio as per UNICEF (2010) requirement that at least the ratio of using stances in schools be 1: 25 for girls and 1: 30 for boys. This improvement on school sanitation has reduced diseases such as diarrhoea, cholera and typhoid which earlier were highly affecting School children.

Cooperation among the pupils, teachers, parents and community has been enhanced. Now they talk the same language regarding sanitation and hygiene. Pupils are active to protect school environment and ready to report to their teachers about the bad conducts of some pupils on distraction of school environment. Parents appreciate the effort made by the teachers to develop pupils with environmental friendly behaviors. They admit on the good practices demonstrated by their children at school and at their homes. They also admit that the change in mindsets of children towards loving environment is expanding to other family members. This demonstrated that school pupils are good ambassadors towards change.

Ilala MC has established sanitation, greening and beautification competitions among primary and secondary schools. The competitions include Ilala Mazingira Day, Minazi Mikinda Day, and Mazingira Club Performance. The winners are awarded prizes and monies. The first winner receives TZS 500,000 and cleaning facilities; the second winner receives TZS 300,000 and cleaning facilities; the third winner receives TZS 200,000 and cleaning facilities, the fourth and fifth winners receive cleaning facilities and all schools receive certificate of participation. Table 2 below shows the first winners between 2010 and 2015. Photos below show competition awards for environmental and sanitation in Primary Schools.

Table 2: Winners out of 100 participating Primary Schools

S/NO	Year	Name of School (Winner)
1	2010	Uhuru wasichana
2	2011	Diamond
3	2012	Uhuru wasichana
4	2013	Minazi Mirefu
5	2014	Upanga
6	2015	Minazi Mirefu



Environment, Sanitation and Hygiene competitions and awards

The initiative has created a spillover effect; some schools from other Councils in Dare es Salaam Region have been visiting primary schools in Ilala Municipality to learn best practices. Head teachers and pupils from Mtongani Primary school (Temeke MC) and Lugalo Primary School (Kinondoni MC) visited primary schools in Ilala MC to learn strategies used to improve environment, sanitation and hygiene in schools. Similarly, schools from Ilala MC have been the winners in Regional environment competition award that is organized from School, Council and Regional levels for the purpose of promoting sanitation, greening and beautification of schools.

7.0 SUSTAINABILITY STRATEGIES

In order to ensure sustainability of the initiative, the Council continues to emphasize on promotion of team work among pupils, teachers, Mazingira club members and Community in sustaining the initiative. The Council continues to save money and solicit fund from other partners to continue funding the initiative. For example, funds for construction of rain water harvesting tanks for watering gardens. The Council also continues to intensify planting of trees, flowers and grasses in the school compounds to improve the scenery of schools as well as continuing organizing competitions and awards to schools which perform better in environmental beautification.

The campaigns for promotion of environmental cleanness and beautification have been the agenda of the Council. These campaigns go together with awareness creation to parents and the wider community on importance of cleaning their environment and planting trees around their compounds. School managements allocate time for pupils and Mazingira clubs to conduct awareness on environment, hygiene and sanitation to other pupils in schools.

8.0 SECRETS OF SUCCESS

The successful story of this initiative relies on some secrets behind: Training course funded by SIDA on Advanced International Training Programme on Education for Sustainable Development in Formal Education (ESD) gave path to initiate this program. The Education officer who attended the course had an aspiration to share the lessons and ensure implementation. The Council Management was interested to see school environments are improved therefore readiness of the Council to support the initiative was another secret. Readiness of teachers and pupils in adopting and implementing the initiative as well as collaboration the Council received from stakeholders such as Banks, Mobile phone companies, community was another driving force to achieve environmental cleanness, sanitation and hygiene in schools.

ILEJE DISTRICT COUNCIL



REINFORCING TANZANIA – MALAWI NEIGHBORHOODS RELATIONS

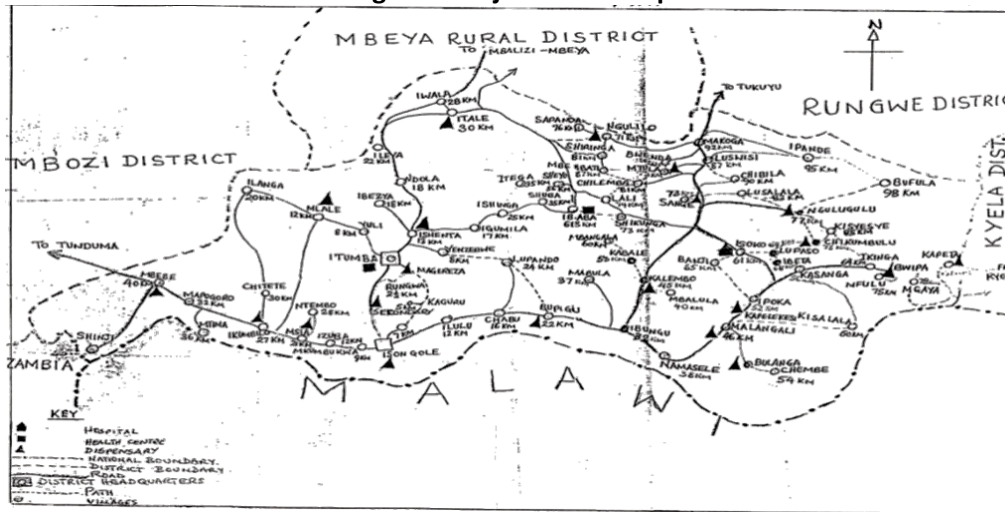


EXPERIENCE OF ILEJE DC (TANZANIA) AND CHITIPA DISTRICT (MALAWI)

1.0 INTRODUCTION

Ileje District Council is one of the five (5) Councils of Songwe Region. The Council lies between Latitudes $9^{\circ}14$ and $9^{\circ}37$ South and Longitudes $32^{\circ}8$ and $33^{\circ}45$ East. It borders Kyela DC to the East, Rungwe DC to the North East, Mbozi DC to the North West, Mbeya DC to the North and Songwe River to the South. The Songwe River marks the boundary with the Republic of Malawi. The total geographical surface area of Ileje DC is $1,908\text{km}^2$. Administratively, the Council is divided into 2 Divisions, 18 Wards, 71 Villages, 317 Vitongoji and 31,113 Households. According to 2012 Population and Housing census, the Council has 124,451 inhabitants of which 58,463 are males and 65,988 are females. Figure 1 below shows the administrative map of Ileje District.

Figure 1: Ileje District Map



Ileje DC is divided into three agro – economic zones namely; the North Eastern Highlands, Central Zone and Highlands Zone. The North – Eastern Highlands lie between 1,500m and 1,600m above sea level, with temperatures ranging between 16°C and 20°C while annual rainfall is ranges from 900mm to 1,200mm. The Zone has relatively fertile clay soil allowing cultivation of crops such as coffee, pyrethrum, maize and potatoes. The Central Zone lies between 1,300m and 1,500m above sea level with temperatures ranging from 26°C – 32°C and receives annual rainfall ranging from 750mm – 1,000 mm. This zone has a sandy soil relatively poor but suitable for annual crops such as maize, finger millet, groundnuts and beans. The Highlands lie between 1,600m and 2,500m above sea level with temperatures ranging from 18°C and 22°C and receives annual rainfall ranging between 1,500mm and 2,000mm.

Major economic activity of Ileje DC is predominantly agriculture; suitable land for agriculture is 104,000ha. Currently, only 78,000ha of the area are under cultivation while 2,250ha are suitable for irrigation and out of this only 1,230 ha are under irrigation. Presently, 90% of the inhabitants depend on crop cultivation and livestock keeping as their main economic ventures. The main food crops cultivated are maize, paddy, beans, sweat potatoes, groundnuts and millet. Cash crops include coffee, pyrethrum, cardamom, and sunflower. Other economic activities in the Council are small scale businesses such as shops and cross-border businesses with the neighbouring Republic of Malawi.

2.0 PROBLEM

Ileje DC experienced existence of informal relations between her inhabitants and citizens of Chitipa District in Malawi. In most cases there were unregulated businesses between citizens of the two countries and uncoordinated use of services including health, agriculture and livestock sectors across the border. There were also informal trans-boundary trade, transportation and importation of goods and poor facilities to serve the border activities. For example, Tanzania Revenue Authority (TRA) had no office at the border to regulate importation and

the Council experienced unregulated immigration of citizens from Malawi. More details on problems encountered are explained in the following paragraphs.

Frequent land conflicts between citizens of the two countries were among the problems experienced by the Council. These conflicts mostly occurred due to change of river course in Songwe River which is a boundary between the two countries. The change of river course resulted into change of boundary in which 80 acres of fertile land was taken from Malawi side at Iyenga Village to Navilolo Kitongoji and Ikumbilo Village of Ileje DC. The change of river course was contributed by human activities. For example, expansion of agriculture near Songwe River, cutting down the trees and destruction of natural vegetation along river banks resulted into weakening of the river banks and led soil erosion later change of the river course.

Unregulated trans-boundary trade made the governments to lose revenue because no taxes were collected. Similarly, some of commodities that were considered illegal and prohibited to enter the country were transported between the neighbouring villages by using informal routes. This problem appeared because of lack of regulatory authorities at the border. Poor communication and transportation was another problem. Communities of both countries suffered from this problem as the bridge at Songwe River which connect Tanzania and Malawi was unrehabilitated. This made the citizens use unsafe local bridges commonly known as *kiteputepu* to cross the Sogwe River. The photo below show the unsafe local bridges used by citizens to cross the river.



Kiteputepu Bridge at Songwe River

Unregulated trans-border health services were another problem the Council experienced. The health sector faced incidences of uncontrolled cross-border diseases including Malaria, Tuberculosis, HIV/AIDS, Amoeba infections and accidents. There was also lack of information sharing on trans-border diseases; for example communicable diseases like Cholera, new WHO diagnosis of diseases and number of patients and diseases were not reported from both sides. Similarly, it was difficult to provide vaccination because of lack of information about diseases as well as difficult to control sick people from entering the country.

Difficulties in provision of education services; Malawi Villages near Songwe River are marginal areas from their Council Headquarters and have few schools resulting into poor attendance of pupils or non-enrollment to schools in Malawi side. As a result most of them came to Tanzania to be enrolled in schools. It was difficult for Ileje DC as higher enrolments had cost implications. Informal sports and games between Chitipa and Ileje Villages prevailed as social interaction but were not regulated; as a result there were unregulated movements of people across borders.

Agriculture and livestock sector also experienced problems associated with animal diseases like Newcastle (chicken disease), African swine fever (common for pigs), Foot and Mouth Disease, black quarter (cattle disease) and rabies (dogs' disease) because of influx of animals from both countries. The

introduction of new seeds and seedlings from both countries allowed transmission of crop pests and diseases. Lastly, insecurity of people and their properties was experienced in the Council. There were incidences of theft; it was difficult to investigate and make follow up of thieves across the border because of the trans-border regulation that a police are not allowed to enter into another country to make investigation without permission. There was serious bureaucracy in receiving information and services on both sides.

3.0 OBJECTIVE

The main objective of this initiative was to promote good neighbourhood between people of Chitipa District in Malawi and people Ileje District in Tanzania for improved livelihood. Specifically, the initiative intended to; stabilize trans-boundary trade to comply with national laws, rules and regulations governing trade between the two countries; organize the conservation of natural resources along Songwe River by planting trees to control soil erosion which leads to change of river course; improve communication in terms of transportation and importation of goods to reduce illegal routes by improving and rehabilitating Songwe River Bridge. The initiative also intended to improve delivery of health, education, agriculture and livestock sector services across border by sharing required information; strengthening good relations on security matters by establishing a border post at Ileje; enhance formal sports and cultural development between neighbouring communities of Chipeta and Ileje Districts and enhance and strengthen political relationship by enabling Councilors of both Districts to mutually exchange experience and learning.

4.0 IMPLEMENTATION STRATEGIES

The implementation of neighbourhood initiative started in 2013. The idea was brought by the District Commissioner of Ileje District who later shared the idea with the District Commissioner of Chitipa District in Malawi. Both of them realized the problem which existed between the two Districts, and called for immediate measures to overcome the situation. The implementation strategies sought to improve relations among citizens of both sides. District Commissioners decided to involve discussion with communities (farmers, business men, social service providers etc.) from both sides. Based on the decision of the two District Commissioners, the following activities were implemented in this initiative.

Formation of coordination team (interdepartmental steering committee) involving representatives of both Ileje and Chitipa Districts; the coordination team was tasked to organize departmental (technical) meetings involving sector departments (forestry, agriculture, livestock, education, water, administration, road, commerce and trade, TRA, Immigration, TANROAD, and Police) to discuss the challenges faced the sectors which contributed to the problems. The coordination team was also tasked to propose agenda for the meetings after receiving reports from departments of both Districts. Following a number of consultations made to both Districts, the Coordination team organized several meetings to discuss how to restore the situation.

Inter departmental meeting between Ileje and Chitipa Districts was organized. The first meeting was held in Ileje and the other in Chitipa. In these meetings interventions on how to improve formal relations were discussed and the way forward on how to implement the interventions was set. The meetings involved Heads of Departments from both Districts. The key issues discussed were conservation of natural resources along Songwe River, trans-boundary trade, provision of services for health, livestock services and agronomic practices. Regarding provision of social services, the two Districts agreed sharing information for improved accessibility to social and economic services. It was also agreed that communities closer to dispensaries/hospitals, schools in either country can get services

from districts. Agreement on sharing information led to establishment of a platform between the two districts for discussions on community welfare and development. On the other hand, the meetings also passed a resolution to communicate to the citizens of both Districts about conservation of river banks by replanting trees along the river and stop agriculture related activities closer to river bank. Regarding trans-border trades, the meetings passed a resolution to establish formal corridor which business men can use in transportation of goods. It was decided to rehabilitate the bridge at Songwe River which connect Ileje and Chitipa as well as establishment of a police check point to control transportation of goods considered illegal.

Conducting joint security meetings; the meetings between the two Districts were conducted regularly involving police, immigration, TRA and TANROADS officers to discuss on security issues. The chairperson of the meeting was the District Commissioner of the host District. Among the decisions made were to request the Governments of both countries to construct paved roads to connect the two Districts (Tanzania side Mpemba – Isongole road 51.1km and for Malawi side Mbilima – Chitipa road 35km) and building of border posts to allow people use the formal roads and border posts for improved security of people and their businesses. During documentation of this case, the roads were not yet paved. However, regular maintenance of such roads was noticed. Through continued meetings, the relations have been improved and security matters are taken on board. The photos below show the delegates from both countries.



The delegations from Chitipa DC meet Ileje DC delegations at Isongole near Songwe River

A meeting with business people from both countries was held on 30th January, 2015. During the meeting, the challenges facing business men, including types of business and appropriate ways to do business at border for the purpose to stabilize trans-boundary trade were discussed. Similarly, the meeting had intent to educate the business people on rules, regulations of trans-border trade and prohibited commodities. The photo below shows members of the meeting held for the business men at Ileje District.



Businessmen meeting between Chitipa and Ileje DC at Itumba

In order to strengthen the relationship, the District Councils from both sides also organized charity events such as visiting orphanages and provide support like sugar, soap, rice, exercise books and encourage them to join and attend schools. The delegates organized such events as an approach to continue strengthening relationship between communities of both sides. In 31st December, 2015 twenty five orphans were given support by the delegates from Tanzania.

Promotion of environmental conservation activities along Songwe River was another strategy adopted to control the change of river course. Communities along the river were sensitized to plant trees to reduce the soil erosion which result into change of river cause. At the District level it was decided that each district plant trees along the river basin every year. Up to 31st December, 2015, 560 seedlings were planted by Ileje DC. The photo below shows the ongoing activity of planting trees near Songwe River.



*Tree planting led by Ileje and Chitipa District Commissioners
(Ms. Senyamule and Ms. Chilwa)*

Rehabilitation of bridge across Songwe River; both Districts agreed to collaborate and fund rehabilitation of the bridge across Songwe River to improve communication network and transportation. For the case of Tanzania, the TANROADS rehabilitated the bridge and reinforced the river banks. Chitipa District was expected to rehabilitate the bridge and reinforce the river banks in future. Transportation services have now improved; currently there are daily commuter bus services between Chitipa and Ileje.

Establishment of data base on beneficiaries of services from both Districts for planning and decision making purposes; the data base included information on beneficiaries of health and education, trans-border trade, agriculture and livestock services. To address the problem of boundary changes due to change of Songwe River course, an agreement and understanding was reached that Songwe River will remain as a boundary between the two districts despite the change of its course.

The Councils also organize get together functions annually. The events were also fora to jointly evaluate of the achievements of the interventions and the remaining challenges and set way forward for improvement. The last event was held in year 2015/16 at illeje DC and the next event was expected to be held in Chitipa DC. Establishment of agriculture produce markets in both Districts was another intervention. In Ileje District the market has been constructed and operating in which Malawi residents enjoy the services.

5.0 RESOURCES

The implementation of this initiative utilized resources in terms of human and financial. The human resources involved the District Commissioners who came up with the idea, the CMT who supported the idea and organized coordination team, Councilors, Chiefs from Malawi who supported the idea, the communities who agreed to support decisions made by their leaders. On the other hand, financial resources were used to cover subsistence allowances, fueling vehicles, organizing get together events, purchase of tree seedlings, rehabilitation of Songwe River Bridge, constructions of river banks gabions and construction of market structures.

6.0 RESULTS

Implementation of this initiative has brought about formal relations between citizens of the two Districts. This is reflected in the following results;

Land conflicts have been solved using grass root level leadership without involving national diplomats. The communities along Songwe River have agreed to respect the National boundaries regardless of change in river course. Communities from both Districts have planted 560 tree seedlings along Songwe River basin to conserve the river bank. Similarly, neighbourhood meetings have been conducted, interdepartmental meetings are held twice a year involving technical staff from both Districts while security meetings chaired by host District Commissioners are held annually for sustainable relationship of citizens of both Districts.

There is improvement in service delivery, trans-boundary trade as businessmen use formal paths; they adhere to rules and regulations regarding trans-border trade. Service provision has been improved in education, health and agriculture sectors among neighbouring villages because of the resolution made to allow citizens of both sides to receive services at their convenient places. Furthermore, there is presence of international crop market at Isongole village in Ileje District constructed as a result of discussions made by the two Districts. The market serves Ileje communities as well as Malawi citizens. Isongole market provides room for expansion of trade for crops between two Districts and offers opportunity for Ileje DC to collect revenue. The farmers from Chitipa District (Malawi) are allowed to sell their produce at this market which contributes the increase of tonnage of maize procured by National Food Reserve Agency (NFRA). The photos below show the market constructed and bags of maize for sale.



International crop market at Isongole village (Ileje District)

Agriculture and Livestock sectors have now experienced reduced animal diseases such as African swine fever, black quarter, Rabies, Foot and Mouth Disease (FMD) due to joint cooperation of experts of these two Districts. Key information on border disease notification, border control eruption of disease

epidemics, number of diseases and patients attending to both countries are shared among the extension officers and the Councils at large.

The joint effort has also contributed to rehabilitation of bridge at Songwe River by TANROADS. There is an arrangement in place for both Governments to conduct routine rehabilitation of bridge interchangeably to ensure transportation between the Districts is constant. The photos below show the rehabilitated Songwe River Bridge and banks.



Rehabilitated Songwe River Bridge and banks



Daily public transport available between Chitipa and Ileje

7.0 SUSTAINABILITY STRATEGIES

In order to ensure sustainability of this initiative, the Council intends to undertake the following; continued neighborhood meetings and annual get together events for sustainable relations between the two Districts have been made as a permanent agenda. Both Councils arrange the plans and allocate budget for such events.

The Districts have decided to ensure a continued maintenance and rehabilitation of Songwe River Bridge to allow constant transportation for a purpose of reducing use of unofficial or restricted pathways in both sides. Ileje DC also has constructed a “stop over border post” and currently there is one temporary office for immigration and police officers assigned on 24 hours shift to maintain security. Similarly, the Council continues to negotiate with Government to construct a tarmac road from Mpemba to Chitipa for easy transportation of people and their crops. The photos below show a stop over boarder post and a temporary police office.



Temporary Immigration office at Ileje border

The Councils continue to promote environmental conservation at the Songwe River basin to reduce change of river course resulting from soil erosion. The Council has plans for continued awareness creation on forest conservation to communities along the river and provides tree seedlings to citizens for afforestation in areas affected by human activities as well as to propagate conservation through use of posters. The photo below is one of the conservation poster installed by Ileje DC.



Messages to promote environmental conservation

8.0 SECRET OF SUCCESS

The success of this initiative emanated from to a number of factors. Effective leadership of the District Commissioners to champion the initiative; the commissioners utilized the existing opportunities and available resources to secure harmony between citizens and between Governments. Historical and cultural relations between people of the two districts facilitated smooth communication and reduced possible tribal barriers which could be encountered. For example, people along the border share Chiefs or traditional leaders; this assisted in bringing people together for collective decision making.

Involvement of all key stakeholders from both districts Ileje and Chitipa was another secret of success. The District Commissioners, Security Committee, District Administrative Secretary, District Council Chairpersons, Members of Parliament (MP), District Executive Director, Head of Departments, the businessmen and community played a grand role to make the initiative achieve intended objectives. Other institutions such as TANROAD, TRA, TFDA, TCCIA, NGOs and NMB supported the initiative.

NEWALA DISTRICT COUNCIL



NEWALA EDUCATION FUND FOR IMPROVED EDUCATION SERVICES



EXPERIENCE OF NEWALA DC

1.0 INTRODUCTION

Newala District Council is one of the nine Councils of Mtwara Region. It is one of the old colonial Districts established in 1954 by the British Government under the Local Government Ordinance. The Council draws its name from the Makonde word “*niwaala*” which literally means “welcome”. It was German Administrators who coined the name Newala from the original word “*niwaala*” while in search of water for construction of the old ‘*boma*’ in the early 19th Century. The Council headquarters is located about 140 km South West of Mtwara Town which is the Regional headquarters.

Geographically, Newala DC is located in the South East of Tanzania between Longitude 39° - 40° East and Latitude 10° - 11° South. The Council borders Masasi DC to the West, Tandahimba DC to the East, Lindi Region to the North and the Republic of Mozambique to the South. The Council has a land area of 2,439km² which lies at 900m above sea level on the Makonde Plateau. Administratively, the Council is divided into 5 Divisions, 33 Wards, 155 Villages and 492 Vitongoji. Figure 1 below shows the Administrative map of Newala DC.

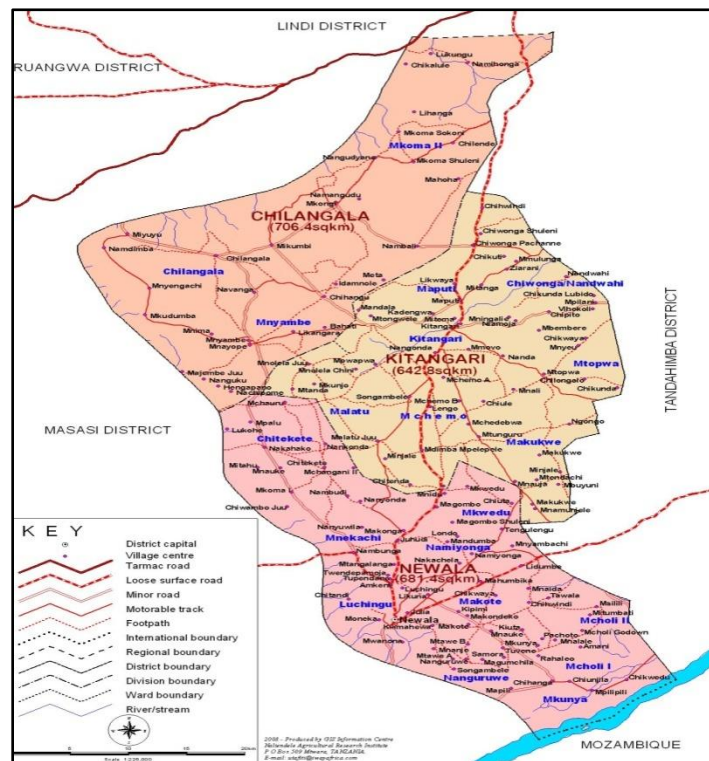


Figure 1: Newala DC Administrative Map

According to 2012 population Census the Council population is 205,492 whereby 95,018 are males and 110,474 are females and the annual population growth rate is 1.2%. The economy of Newala DC highly depends on agriculture and small businesses. The main crops produced include cashew nuts as the major cash crop which significantly contributes to the incomes of the citizens and more than 77% of the Newala DC revenue. Other crops produced include cassava and maize mainly for consumption. Very few people engage in livestock keeping.

Narrowing down to Education Sector, Newala DC like other Councils has been taking efforts to improve education sector since independence. The Council has been fighting illiteracy amongst the community as one of the three enemies declared by the Government that was facing the country. The Council

together with other stakeholders continues to commit several efforts in order to improve education sector for realization of the 2025 Development Vision of having a well-educated society. In 2011 the Council took efforts to analyze the education sector to determine challenges facing the sector.

2.0 PROBLEM

Before 2011, the Council had experienced poor provision of education services in both Secondary and Primary schools. Among challenges noted were; poor and insufficient infrastructure; for example out of 26 Secondary Schools, 22 schools had no conducive laboratory rooms. Even those few schools with laboratories faced challenge of laboratory equipment. The Council also experienced shortage teachers' houses and other facilities like classrooms, latrines and desks. The deficit was 276 houses, 28 classrooms, 189 stances and 220 desks.

In Primary schools as well, there was a deficit of 527 teachers' house, 265 classrooms, 3200 desks and 654 stances. Provision of these facilities was on hands of the Council alone as communities were reluctant to contribute to support education sector. Makonde communities did not pay attention to education sector as they had a perception that education was not important; this made them be reluctant when required to contribute resources for supporting construction of school facilities. Similarly, Makonde societies are difficult to make cash payments; they feel it is better to contribute by providing labor in any implementation of development activities. To overcome these challenges, the Council decided to take initiative to establish the "Newala Education Development Fund" (NEDF).

3.0 OBJECTIVES

The Council's initiative focused to improve education sector in terms of quality and access to education facilities. Specifically the initiative intended to achieve the following; establish a Council Education Fund as a mechanism to ensure community contribution for education development, sensitize the community on the importance of contributing to education development and other development initiatives, establish effective mechanism for collecting contributions from the community and other stakeholders and providing better facilities and infrastructure in the education sector including school classrooms, laboratories, latrines, teachers' houses, furniture such as desks, tables and chairs in Primary and Secondary Schools. The Council also intended to identify and assist most vulnerable children complete education and improve working environment for teachers and other related education staff for the purpose of retaining them and improving their performance.

4.0 IMPLEMENTATION STRATEGIES

The initiative of establishing Newala Education Development Fund (NEDF) and its operation was initiated by the District Executive Director. The fund was meant to assist in construction of school facilities. The mode of collection of the contributions to NEDF was done through direct deductions from the farmers' cashew nuts sales. The idea of establishing NEDF was discussed in the Council Management, shared to the Full Council and the Member of Parliament (MP) for Newala constituency Hon. retired Captain George Huruma Mkuchika. The Full Council and MP agreed the methodology designed to collect revenue through warehouse receipt system. The methodology was so designed to ensure collection direct after sale of cashew nuts because the Makonde societies lack willingness to make direct cash contributions. Following the acceptance by the political wing, NEDF was established under the provisions of the Local Government Act No. 7 CAP 287 S. 153. During implementation of this initiative, following activities were implemented by the Council.

Collecting of information, analyzing and establishing reliable statistics on education sector in the Council; the exercise was performed by a Task Force formed by the Council. This task force was given

terms of reference (ToR) to determine the situation of education sector, to identify problems confronting the sector, the magnitude of the problem, effects and possible solutions to problems facing education sector. The task force identified challenges that included; inadequate school infrastructure, limited number of teachers for primary and secondary schools, poor working environment for education staff and existence of large number of vulnerable children who need support to acquire education. The task force recommended the Council to construct classrooms, latrines and teachers houses to improve delivery of education service with recognition of the requirements of special groups.

The CMT received the analysis report from the task force on 15th November, 2010 and deliberated on it. The Council management together with the Newala MP came up with a proposal for establishing NEDF. The proposal was submitted on 18th November, 2010 to Finance, Planning and Administrative Committee for scrutiny. The whole process involved collaboration and support from the Newala MP. Finally, the report was forwarded to the Full Council and the final decision of establishing Newala Education Fund was made.

Formation of Organizing Committee; after the approval by the Full Council, the organizing committee comprising of the technical experts from CMT (the District Executive Director, District Treasurer, District Planning Officer, District Secondary and Primary Education Officers) was formed. The committee was tasked with the whole process of preparing the project proposal, determine the general operations of the fund and make estimates of the amounts required for establishment of Newala Education Development Fund. The committee came up with a proposal to mobilize stakeholders in education sector in the Council and share the idea with them, determine the amount of contributions and formulate a board of trustees to manage the NEDF.

Mobilization of education stakeholders; the organizing committee identified various stakeholders in the Council. These stakeholders included all the government institutions operating within the Council, all government employees in the Council, interested private sector institutions, the Newala communities and Newala community in diaspora. The stakeholders were informed about the Council initiative of supporting education sector. Both were requested to support the initiative of the Council by contributing to the education fund. Government employees agreed to contribute TZS 2,000/= per year.

Community sensitization and awareness creation; after the identification of educational stakeholders, the organizing committee conducted several Village Assembly meetings to convince the community and sensitize them by explaining to them on the necessity of having Education Fund. The sensitization involved explanation on the modes of collection of funds; through deduction from sales of cashew nuts in warehouse receipt system. The committee also proposed amount to be deducted from each farmer that was TZS 20 from each Kilogram of cashew nuts sold. The sensitization process also involved political leaders (Councilors) from the Wards, Village Chairpersons and respected elders in the local areas. All of them had positive support to the initiative and therefore assisted in creating community awareness. At the end the majority of members of community accepted the proposal with very high commitment to contribute through warehouse receipt system.

Another activity was development of project write-up; the organizing committee developed a project write up indicating step by step operations of the education fund. The project write up was presented in CMT for discussion then it was presented in Education, Health and Water committee, Finance committee, Full Council and finally it was submitted to PO-RALG for approval. The NEDF was gazzeted with number 258 dated 02nd September, 2011.

Formulating rules and regulations for operation of Education Fund; after NEDF was gazetted, the Council developed Rules and regulation to govern the operations of the Fund. The rules and regulation were made in conformity with parent Acts, (the Local Government District Authorities Act No. 7 CAP 287 S. 153) and the local Government Finance Act No. 9 CAP 290 of 1982). The rules were made to enforce collection from stakeholders, to establish the board of trustees for the fund and enforce operations.

Formation of NEDF Board; the Board of Trustee was formed by eleven members selected by the stakeholders. The members included Board Chairperson, the Board Secretary who is an education officer selected from CMT, District Executive Director, District Planning Officer, the District Administrative Secretary (DAS), one member from Cooperative organizations and Community and representatives from Primary and Secondary schools. The tenure for the Board was decided to be three years. Responsibilities of the Board of Trustees are; to oversee the fund operations, approve annual plans and projects to be implemented in collaboration with the Organizing Committee, supervise management of funds, and monitor banking transactions. Finally, the Education Fund operations legally started in financial year 2013/14.

In 2013/2014, the Education Fund collected a total of TZS 337,021,280. This amount was used to improve the education infrastructure for Primary and Secondary schools. TZS 275,000,000/= was spent in for construction of one laboratory room in each of the 12 Secondary Schools. The remaining TZS 51,000,000/= was spent to improve the learning and teaching infrastructure in 17 primary schools. The money was used specifically to construct toilets and complete classrooms which communities had started to construct. Each primary school received TZS 3,000,000/= to make some improvements on school infrastructure.

Establishing effective mechanisms for collecting contributions from the community and other stakeholders; the technical committee set modalities of collecting funds from farmers whereby a warehouse receipt system was adopted. The warehouse receipt system was introduced in Tanzania in 2007 under the Agricultural Marketing Systems Development Programme (AMSDP). This system operates through primary societies, farmers' groups (organizations), cooperative unions and Savings and Credit Cooperatives (SACCOs) and the farmers are normally paid 70 percent of the price as an advance. Then farmers retain the receipt and after sale at the auction by the warehouse management several months later, the farmer is given the remaining 30 percent plus any bonus (less costs of storage, interest, transport and administration). The system was designed to reduce competitive behavior of large purchasers by forcing them to purchase cashews through auction instead of directly from primary producers which could lead to offering low prices. The communities (farmers) agreed the deduction of TZS 20 from each Kilogram of cashew nuts sold through warehouse receipt to contribute to the Fund. For non-cashew nut producers and government employees it was decided that they contribute TZS 2,000 annually per person. In financial 2014/15 the Education fund was able to collected TZS 424,686,810/= whereby TZS 408,000,000/= were used for the construction of laboratories in 22 secondary schools.

5.0 RESOURCES

The initiative to establish Newala Education Fund and make it function had some cost implications. Financial resources used include money for covering costs for conducting committee and Full Council meetings, transportation and allowances for the Task Force during data collection and analysis, transport costs and allowances when submitting proposal to PO-RALG, cost for transportation during community sensitizations and cost for gazetting the NEF. On the other hand, Human resources included the Council technical staff, Councilors, the Newala MP, Board members, technical committee members,




WEOs, VEOs and Village leaders who jointly performed a role of sensitizing the community and supervizing operations of NEDF.

6.0 RESULTS

The establishment of NEDF aimed at improving the quality of education sector in the Council through integrating the contribution from Makonde communities and other education stakeholders. The implementation of this initiative has led to the following achievements.

The NEDF has been established and properly functioning. The Fund has well established rules, regulations, Board of Trustees and Technical Committee which support operations of the fund. There are well-established fund contribution mechanisms that have produced TZS 337,021,280 in 2013/2014 and TZS 424,686,810 in 2014/2015. The amounts of Fund collected have been used in construction of school facilities in Secondary and Primary schools. Table 1 below shows some of facilities constructed in different schools and the amount of resources from the NEDF that were Utilized.

Table 1: Projects implemented by NEDF

Financial year	Project implemented	Amount spent (TZS)	Photo
2013/14	Construction of 12 laboratories in S/Schools (photo – Laboratory at Dr. Alex Mtavala S/School)	275,000,000	
	Improvement of P/school infrastructure i.e. classrooms	51,000,000	
2014/15	Construction of 22 laboratories in S/School (photo – laboratory at Mpotola S/School)	408,000,000	

The Community mindsets have positively changed towards contributing to development activities in the Council. Before establishment of NEDF it was difficult for Makonde communities to accept to contribute cash to development activities especially education sector. Sensitization and facilitation made by the Council through Village Assemblies contributed to community mindset change.

7.0 SUSTAINABILITY STRATEGIES

In order to make NEF sustainable, the appointments of Board of trustees will be made after every three years; the purpose is to increase accountability and to bring in new innovations that can improve the performance of the Fund. The Council continues to identify other strong sources of revenue for the Fund to reduce dependency on cashew nuts which might not be stable because of fluctuations in prices and production. The Council has a plan to propose an increase on annual contributions from the Government employees from TZS 2,000 to TZS 5,000.

The Council also continues to sensitize the community and other stakeholders to increase their compliance to contribution to the Fund and promote cashew nut production and the use of warehouse

receipt system in order increase collection to the Education Fund. To ensure promotion of cashew nuts production, the Council decided to allocate 40% of the revenue collected from cashew nut cess to be used to facilitate farmers with the agro technologies which will lead to increase in production. The Council plans to open a specific bank account for NEDF. During the establishment of NEDF, the funds collected were deposited in the Council development account.

8.0 SECRET OF SUCCESS

The secret of success of this initiative rests on commitments and readiness of a number of individuals; Newala District Executive Director had a focus and vision to transform the Newala Communities, he used his knowledge and experience to design the focus of NEDF. The Newala MP was also focused to support his community; he devoted resources and time to champion the Education Fund in his community, the MP also made follow ups to PO-RALG to approve the proposal of establishing NEF and publication in the Government gazette.

The members of CMT, Councilors and Local leaders were also eager to see the educated communities in Newala; therefore they always promoted and encourage community to contribute to the NEDF. The presence of cashew nut crop, a strong farmers' cooperative union and a well-established warehouse receipt system (marketing) which simplifies collection of contributions for NEDF was another secret of success. Presence of salaried government employees and readiness to allow deductions made directly from salaries and willingness of various stakeholders such as Newala diaspora to contribute to the NEDF were other secrets.

Chapter Five: Local Economic Development

Chapter five has three best practices related to local economic development efforts in relation to newly introduced One Village One Product movement (OVOP). The movement is focused on endogenous development theory by means of promoting and branding unique products. The OVOP movement originated from Oita Prefecture in Japan during the late 1970s and aimed to vitalize the prefecture's rural economy.

The concept is targeted to achieve social and economic development of the regions through voluntary capacity building of the people from grassroots level. Also, it aims at building bonding and/or bridging social capital, impacting upon community capacity development, knowledge creation and sharing. The subsequent introduction of value-added products, community policy, supportive structures, new or unique produce, agricultural processing techniques, tourism and ways of conceptualizing community were other strategies.

The OVOP movement is seen as a way of enhancing local communities' entrepreneurial skills by utilizing local resources, knowledge and experience; creating value addition activities through branding of local products and building human resources in the local economy. In particular, the use of knowledge and local resources without jeopardizing environmental soundness is a critical element of OVOP development, which also can be associated with endogenous development theory. In OVOP movement, there are popular phrases such as "think globally but act locally".

The chapter presents three best practices from Mbinga, Masasi and Tunduru DCs. The Mbinga best practice narrates the Council experience in promoting Mbinga Coffee for increased farmers' incomes. Before this initiative, farmers experienced declining of coffee prices in the international market, decreases in production of coffee because of unimproved varieties, poor processing of coffee, poor linkage between coffee growers and Coffee Research Institutions, insufficient certified storage facilities and lack of farmers' organizations for bargaining on coffee prices. All these challenges affected farmers' income. In realization of these challenges the Council held several meetings with stakeholders to convince them to support coffee production through developing improved varieties, training extension officers, construction and rehabilitation of warehouse for proper storage of coffee, establishment of coffee processing units (CPU) and organizing farmers into AMCOs. The implementation of this initiative resulted into branding of Mbinga coffee which fetches good prices in the World market.

Masasi DC best practice presents the Council efforts towards Improved Irrigation for Food Security and Income Generation among communities from Njenga, Mpowora and Mwena Villages in Ndanda Ward. These communities engaged in production of paddy, maize and horticulture crops under the Ndanda traditional irrigation scheme. The irrigation infrastructure was not improved; as such there was loss of water and hence insufficient water for irrigation. These factors contributed to decreases in production which ultimately led to decreases in incomes of farmers. In realizing this situation, in 2002 during facilitation of O&OD the communities came up with their priorities including improving the Ndanda Irrigation Scheme. In supporting this community initiative, the Council formed District Irrigation

Development Team (DIDT) to coordinate construction activities and networking with development partners to support the initiative. Farmers were facilitated to form an association and registered in order to attract support from development partners. Apart from the support from Council and development partners, farmers coordinated themselves and started to rehabilitate the traditional water intake and canals. The improved irrigation scheme facilitated increases in crops production, incomes and Council revenue.

Tundururu DC best practice narrates the Council effort in promoting Paddy Production and Value Addition. The purpose of this initiative was to promote production for increased income of farmers. Following drop of cashew nut prices in the World market, farmers shifted to paddy production in 2011. Production was low due to poor farming methods, unstable rainfall since most of them depended on rain feed agriculture. The council revenue from produce cess also decreased. In realizing these challenges the Council decided to engage in promoting paddy production and value addition. Among the strategies implemented include awareness creation to farmers on proper agriculture practices, construction of water intakes and irrigation canals, construction of feeder roads and construction of rice processing, grading and packing plant. The initiative has resulted into increase in paddy production, Council revenue and ultimately improved living standard of farmers.

Salient features emerging from cases presented under this chapter link properly with OVOP principles. OVOP is not a top down approach, therefore in order for Councils to succeed in local economic development there must be concrete efforts by LGA experts and leaders to undertake sufficient social preparation. Social preparation can be done by way of critical sensitization of communities on existing opportunities, setting and strengthening of producer organizations, establishing rules and regulations guiding producers and networking the producer groups to markets and financial institutions. This should be part of nurturing process until producer groups are considered to graduate.

Marketing of local products is a main challenge of all LGAs. When there are reliable markets, supply side will respond to demand created. It is the role of extension workers to keep the farmers well informed and linked to input and product markets.

Effective facilitation is the engine to success of entire OVOP movement. Facilitators link producers with research institutions, universities, markets, financial institutions and consumers. Qualities of facilitators will determine their performance; therefore the Council must provide series of trainings to facilitators to sharpen their knowledge, skills and attitudes towards local economic development.

Visionary leadership is another key to success of OVOP. It is imperative that once a Council Director or someone else has initiated an OVOP somewhere in our LGAs, he or she must be given sufficient time of stay in the Council to guide and realize outcome. This is because there is no assurance that the successor will have the same interest. Unless there is continuity there is tendency to frustrate the farmers from realizing their final outcomes.

It should be the goal of stakeholders to add value to all the products; introduce appealing packages, and attractive labels in accordance to international standards. Producers should refrain from selling raw materials, hence the stakeholders are duty bound to support producer groups in value chain.

Value addition and value chain is the answer to farmers' problem of low productivity and food insecurity. Value chain should be well coordinated to add value at each stage. OVOP should be a market

led approach responding to local, national and international consumer demand. Moreover, it should not be restricted to crops. There are so many natural resources, waterfalls, caves, hot springs (maji moto) unique stones, trees, local foods, local houses to capitalize upon hence “The best for Tanzania is yet to come”.

MBINGA DISTRICT COUNCIL



PROMOTION OF MBINGA COFFEE FOR INCREASED FARMERS INCOME



Experience of Mbanga DC

1.0 INTRODUCTION

Mbinga District Council is one of the 8 Councils of Ruvuma Region. It borders Songea DC to the East, Ludewa DC (Njombe Region) to the North and Nyasa DC to the South West. Administratively, the Council has 6 Divisions, 29 Wards, 118 Villages, 787 Vitongoji and 7,052 Households. The topography is generally mountainous which rises between 900m and 1,350m above sea level. Some places like the Matengo plateau rises up to 2,000m above sea level. Temperatures range between 10°C to 19°C during May to August and rises up to 20°C and 31°C during September to March. The average rainfall ranges between 1,200mm in the low lands and 2,000mm in high Matengo plateaus. The rainy season is normally between December and May. The land area is 631,931ha and about 27,474ha of the land is under coffee cultivation. The landscape is mostly covered by Miombo woodland and in few areas there is a mixture of wood and grassland. The soil structure is of three categories; the uplands have red clay soils mixed with sand, while the mountainous slopes have clay soils mixed with sandstones and the lower areas have black clay soils rich in humus. Figure 1 below shows the Administrative Map of Mbinga DC.

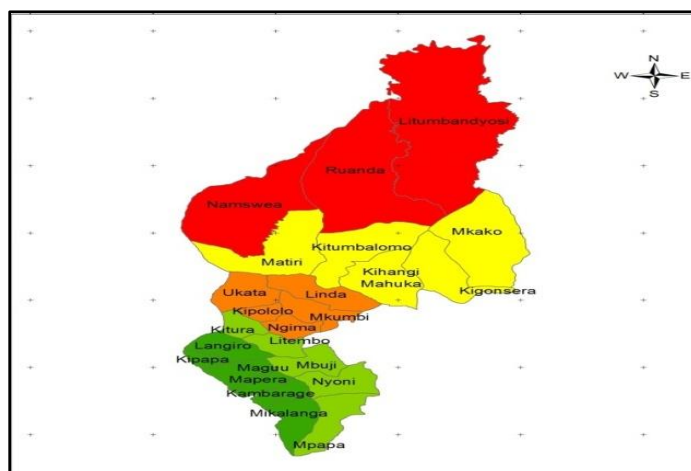


Figure 1: Administrative Map of Mbinga District Council

The population of Mbinga DC according to 2012 census is 385,363 where by 196,535 are females and 188,828 are males. The population growth rate is 2.9% per annum. The average per capital income is TZS 1,206,830. More than 95% of Mbinga residents are farmers, engaging in crop cultivation and animal husbandry. Crop production involves cash and food crops; the cash crops are coffee, sesame and tobacco and the food crops are maize, cassava, paddy, beans, potatoes, bananas, wheat, millet, sorghum, and vegetables. Tables 1 and 2 below show the trends of production of cash and food crops in Mbinga DC.

Table 1: Cash Crop Production Trends

Type of Crop	Production 2011/2012			Production 2012/2013			Actual Production 2013/2014		
	Target (Ha.)	Actual (Ha.)	Production (Tones)	Target (Ha.)	Actual (Ha.)	Production (Tones)	Target (Ha.)	Actual (Ha.)	Production (Tones)
Coffee	36,679	35,172	7,510	35,893	35,537	11,717	36,254	35,937	18,336
Tobacco	194	183	88.6	208	176	142.6	190	215	194.3
Cashew nut	183	154	54	196	177	62	208	187	26
Sesame	105	68	54	100	55	44	113	70	56
Sunflower	159	169	169	153	147	134	161	61.25	49
Groundnut	35	48	44.8	58	51	46	62	76	67
Total	37,355	35,794	7,920	36,608	36,143	12,146	36,988	36,546	19,728.3

Table 2: Trends of Food Crop Production

Type of Crop	Production 2011/2012			Production 2012/2013			Production 2013/2014		
	Target (Ha.)	Actual (Ha.)	Production (Tones)	Target (Ha.)	Actual (Ha.)	Production (Tones)	Target (Ha.)	Actual (Ha.)	Production (Tones)
Maize	44,572	47,852.7	129,202.4	49,184	50,698	140,000	52,520	52,520	147,146
Pady	2,148	2,048.2	5,166	2,035	2,009	4,620.7	950	2,050	5,740
Cassava	23,418	23,399	51,325.8	19,000	19,544	42,977.1	21,550	20,611	44,628
Beans	13,350	14,227	14,512.3	19,164	20,436	20,989	21,200	21,200	22,038
Irish Potatos	159	152	912.8	147	151.5	909	159.5	132	790
Sorghum	1,365	1,394.4	975	1,995	1,970.9	1,378.2	2,121	2,121	1,447
Sweet Potatos	6,700	6,847.5	28,759.5	6,551	6,770	28,450	7,000.2	7,000	29,873
Wheat	3,042	3,078	3,652	3,002	3,139	3,724	3,200	3,204	3,914
Bananas	80	85	29.34	75	59.4	2050	62.9	65	2,225
	94,834	99,083.8	237,439.8	101,153	104,777.8	245,118	108,924.6	108,955	257,800

2.0 PROBLEM

Mbinga DC is the main producer of coffee in Ruvuma Region; growing Arabica type of coffee. The average production level ranges between 15,000 – 18,000 tons per year. Coffee production in Mbinga DC experienced a number of challenges; declining of coffee prices in the international market, decreases in production because of poor cultivars which could not resist pests and diseases and poor coffee processing after harvest (cherries) due to lack of modern technologies. It was also difficult to access Mbinga DC because of unpaved road creating inconveniency for coffee buyers to reach and buy coffee direct from Mbinga. This forced farmers to take their coffee to Makambako Town, 400km away from Mbinga causing high costs of transportation (TZS 80,000/= per ton) of coffee from Mbinga to Makambako. Limited certified storage facilities in Mbinga DC were another challenge that forced farmers to depend on storage facilities at Makambako Town. The situation of storing Mbinga coffee in Makambako Town led to loss of its identity; instead being branded as Ex-Makambako coffee.

Similarly, Farmers had no strong organization that could bargain for better prices, unify farmers to access credit from financial institutions and network them with buyers and the Government. Number of Coffee Processing Units (CPU) was insufficient while some of farmers could not process coffee on time resulting in poor quality. Farmers also experienced insufficient agro-inputs because of limited access to suppliers. There was no clear linkage between coffee growers and Coffee Research Institutions which provide technical back-up. All these problems affected coffee production and hence decrease in farmers' incomes. As a result farmers could not afford to pay for various services such as health, school fees and housing.

3.0 OBJECTIVES

The general objective of this initiative was to improve coffee production, processing, storage, transportation and marketing as well as increasing Council revenue through produce cess. Specifically the initiative intended to; create awareness to stakeholders on improved coffee production methods, organized processing, transportation and marketing of coffee and establish effective mechanisms to ensure coffee growers get improved coffee growing inputs such as improved cultivars and pesticides. The Council also intended to mobilize various stakeholders to construct CPUs in order to improve and maintain the quality of Mbinga coffee and guarantee high market prices; construct coffee warehouses to allow storage of coffee in Mbinga, and construct roads to allow coffee marketing take place in Mbinga.

Other specific objectives were; establish and strengthen farmers' associations like AMCOs and SACCOS and organize farmers into primary Cooperative Unions so as to build negotiation capacity for better prices as well as accessing loans from SACCOS, create effective link with various Coffee Research Institutions for farmers to access consultation services and improved seedlings. The last objective was to improve and widen up the coverage of extension services in order to facilitate farmers with skills to use new farming technologies.

4.0 IMPLEMENTATION STRATEGIES

Mbinga DC is eager to improve the livelihood of her residence through promoting economic development of citizens. In order to achieve this goal and the aforementioned objectives, the Council identified and adopted the strategies and activities elaborated in the following paragraphs.

The Council Management Team (CMT) realized the need to improve coffee production for improved incomes of the farmers and Council revenue; the CMT realized the the challenges and developed proposals to improve the quality of coffee during production, processing, storage, transportation and marketing of Mbinga coffee. The proposal also pointed out how to improve road infrastructure particularly upgrading of Mbinga – Songea road to allow easy transportation of coffee. The proposal was discussed and endorsed by the Full Council.

In 2010 the Council conducted stakeholders meetings; the meeting was attended by the farmers, processors, buyers and the staff from the Council. The agenda was to discuss with stakeholders on how to improve coffee production, organized processing, costs involved in transportation and marketing of coffee at Makambako Town. The aim was to capture stakeholder's opinions in order to build rapport from them in implementation of the initiative. The District Commissioner as well convened two meetings with coffee warehouse owners at Makambako (TUTUNZE Kahawa Ltd and DAE Ltd), MCCCCO and coffee transporters to discuss possible alternatives to establish facilities in Mbinga for the benefits of both parties. Farmers and other stakeholders were impressed with the decision of the Council and agreed to work together in order to realize the intended output.

The Council persuaded businessmen to construct new and rehabilitate old warehouse infrastructure at Mbinga DC to facilitate storage of coffee before it is auctioned. The purpose was to avoid use of storage facilities at Makambako Town which was expensive and led to Mbinga Coffee lose its identity. Storing coffee in Mbinga was important to ensure coffee is branded EX – MBINGA instead of EX – MKAMBAKO. Similarly, the Council convinced other businessmen to construct modern hotels to attract coffee buyers.

The construction of Mbinga – Songea road (98km) to facilitate transportation of coffee was another activity implemented. The Council collaborated with the Regional Secretariat and requested the Central Government to construct tarmac road from Songea to Mbinga. After a long debate and negotiations (from 1998) the government agreed and the tarmac road was constructed in the year 2012/2013 by Syno Hydro Corporation from China.

In order to increase production, improve the quality of coffee and capture the coffee market, the Council made sensitization to farmers to adopt use of improved coffee seedlings, pesticides and manure. To promote use of farm yard manure, the Council introduced HEIFER project (Pata ng'ombe lipa ng'ombe) by providing farmers with dairy cattle which in turn they get milk and farm yard manure for coffee farms. The Council distributed 740 dairy cattle to farmers costing TZS. 629,000,000. Between 2012 and 2015, the Council provided TZS 70,000,000/- to Tanzania Coffee Research Institute (TACRI) to

raise 576,000 seedlings and distributed to farmers at a cost of 300/- per seedling instead of the actual price of 800/- to 900/- The purpose was to ensure farmers get quality seedlings which produce coffee within short period of time. On provision of pesticides, the Council provided farmers with 11,800 liters of Tanzacron in 3 years 2013 – 2015 costing Tshs. 259,600,000/= for controlling pests and diseases such as coffee meal bugs (vidung`ata).

The Council also adopted provision of on-the-job training to extension staff on issues related to timely harvesting, pulping, fermentation and drying of coffee. About 60 agricultural extension workers were trained on improved coffee husbandry and assigned to work closely with farmers in order to ensure harvesting of quality coffee. Equally, the Council in collaboration with Tanzania Coffee Research Institute (TACRI) trained 105 village based facilitators on improved coffee husbandry to allow them perform extension works within the respective villages. The training of village based facilitators was made to overcome the shortage of agricultural extension staff.

The Council under support of DADPs constructed 50 Coffee Processing Units (CPUs). CPU is a small coffee processing machine that removes the outer part of coffee soon after harvesting. To make quality coffee, it is recommended that coffee cherries be processed immediately after harvest. Since CPUs were few, the Council constructed other 50 CPUs in different locations in the Council and allocate them to farmers' groups to ensure quality coffee cherry processing.

The Council made initiative of liaising with Tanzania Coffee Board (TCB) for obtaining a license for marketing coffee direct from Mbinga. The market rights were offered upon fulfilling requirements of quality processing and storage facilities which the Council had fulfilled. In this case, Mbinga had to attend coffee auctions with coffee samples from Mbinga. In this way the coffee was branded Ex – Mbinga. The Council also facilitated establishment of Coffee Farmers Associations (AMCOS). Through the association, farmers were able to collaborate with Coffee Research Institutions for acquiring farm consultation services. The AMCOS also facilitated links with financial institutions such as banks for accessing loans and agro dealers for pesticides and fertilizers and the access to market for bargaining prices.

5.0 RESOURCES

In order to realize “EX-MBINGA” initiative, financial resources and human resources were utilized. The financial resources are presented in table 3 below.

Table 3: Financial Resources

S/N	Activity	Amount (TZS)	Source
1	Provision of Pesticides(Tanzacron – 11,800 liters)	259,600,000	Council
2	Raising of improved 576,000 mother clonal coffee seedlings	70,000,000	Council
3	Liaising with Tanzania Coffee Board	1,200,000	Council
4	Awareness creation and training of farmers	10,000,000	TUTUNZE KAHAWA Ltd.
5	Support farmers with 740 dairy cattle	629,000,000	Council
6	Construction of 50 CPUs	450,000,000	Council

Human resources refer to efforts devoted by individuals. In this initiative, several people played the role to ensure the initiative arrive at intended objectives. The District Commissioner played a role of coordinating coffee stakeholders by convincing them to construct warehouses in Mbinga DC. TACRI

staff, extension officers, AMCOS staff and Private Coffee dealers (TUTUNZE Kahawa Ltd, DAE, MCCO, MBIFACU and TCB) collaborated with Mbinga DC to promote EX-Mbinga.

6.0 RESULTS

Implementation of this initiative by the Council has led to a positive change to Coffee growers and the Council. The initiative led to increase in area of production from 35172ha in 2011/12 to 35,937ha in 2013/14 as a result production increased from 7,510tons in 2011/12 to 18,336tons in 2013/14. More results of this initiative are discussed below.

Awareness of coffee growers has increase as they have started to adopt the use of improved agriculture practices such as use of improved seeds and seedlings, pesticides and cherry processing. This positive change has contributed to increase in production of coffee and improvement of quality of processed coffee through CPUs. The photo below shows improved coffee tree with cherries.



Coffee tree full of cherries

The 50 CPUs constructed by the Council are in place and functioning in early processing of coffee. The private sector has also constructed other CPUs in other areas of Mbinga DC to facilitate farmers process the coffee easily. There is also presence of well - established and strong 48 AMCCOS and 14 SACCOS which provide services to farmers within the Council. The AMCCOSs link growers with stakeholders such as the Government, TCB, TACRI and financial institutions. The AMCCOs market coffee directly through attending auction marts. For example, KIMULI AMCCOS which was established in 1993 with 360 members and now has 1623 members, 15 staff (6 at the head office and 9 at other village centers) offers such services to members.

A turnover of TZS 3.4 billion per year has been realized by KIMULI AMCCOs. This great achievement resulted from increased production from 381 tons in 2013 to 683 tons in 2015. The profit realized by KIMULI AMCCOS facilitates provision of community services such as rehabilitation of schools. For example, TZS47m was used in making of desks at Kitanda Primary School, TZS 5m rehabilitation of Kitanda Dispensary, TZS 2m rehabilitation of Lupilo Primary School and TZS 7m rehabilitation of Lipumba dispensary. The Incomes of farmers have increased leading to improved living standards of Mbinga coffee growers. The table 4 below shows some of the coffee growers' production, incomes and success.

Table 4: Achievements realized by Coffee Growers

S/N	Name of Beneficiary	Ward/Village	Ha.	Production (Bags)			Income (mil TZS)			Successes			
				2013	2014	2015	2013	2014	2015	C/iron Sheets	Water Supply	Solar Power	Mode of Transport
1	Seleman A. Tilia	Mitanga	3	17	28	39	1.53	5.6	5.88	√	√	√	√
2	Ditric S. Tilia	Mitanga	0.5	10	16	8	1.75	2.0	1.6		√		√
3	Yordan S. Komba	Nyoni	2	28	12	42	3.36	4.4	6.72		√		√
4	Simon Mapunda	Nyoni	1	20	28	35	3.0	4.5	3.0		√		√
5	Filbert Mbunda	Nyoni	3.8	24	18	47	2.62	1.952	6.82		√		√
6	Aron Milinga	Likwela	2.3	52	50	50	10.0	11.6	10.0	√	√	√	√
7	Joakim Kowelo	Mpapa	0.6	6	4	5	1.05	0.86	1.0	√	√	√	√
8	Adolfina Komba	Mpapa	2.3	30	15	20	5.25	3.37	4.0		√		√
9	Sairis Ndimbo	Ngima	4	80	70	40	14.0	10.5	5.0	√	√	√	√
10	Erick Mbepera	Ngima	1.6	20	15	40	3.05	2.62	5.0	√	√	√	√

Transportation has been improved; the Songea – Mbinga road (98kms) has been constructed to tarmac level. There are 8 Warehouses constructed for coffee storage in Mbinga Town, 5 warehouses owned by MCCCCO, MBIFACU, CMS, DAE and MDC and 3 new warehouses constructed by DAE Ltd (1), TUTUNZE Kahawa LTD (1) and GOMEZ (1). The photo below shows paved road from Mbinga to Songea.

*Songea-Mbinga highway*

Collaboration between the Council, Tanzania Coffee Research Institute (TACRI) and coffee growers has been improved. TACRI branch at Ugano Village is involved in coffee improvement through multiplication of mother clonal coffee gardens, hybrid seeds and grafting. TACRI also collaborates with the Council to train farmers and has strengthened 25 groups to produce improved seedlings. About 19 cultivars of coffee are produced which are resistance to pests and diseases. Photos below show coffee seedlings, mother clonal seedlings and seedlings production process.

*Coffee seedlings and mother clonal seedlings*



Production of improved coffee seedlings at TACRI

There is a presence of active coffee mega stakeholders including Mbinga Coffee Curing Company (MCCCO) Ltd a public cooperation that facilitates groups, companies and individuals in coffee quality control, processing, storage, tasting and marketing. The company possesses a warehouse with storage capacity of 25,000-30,000 metric tons. The photo below is a warehouse possessed by MCCCO.



MCCCO Warehouse

TUTUNZE Kahawa Company Ltd (TKL) is another private licensed company which owns a warehouse (worth TZS 1,520,000,000) and provides advisory services to farmers through training on bookkeeping, intercropping, environmental aspects, income generation and sustainable use of incomes in families. The company also provides supply services that include supplying farm inputs, tools and seedlings as well as enabling farmers to receive services from banks and government institutions. The company provides Central Pulping Unit services (wet mills) in 3 units (worth 35,000USD each) for proper processing to ensure quality. Lastly, TKL provides marketing services through linking growers to auctions and international buyers to fetch best market and best price for 20,000 small holders and work closely with 16 super groups for production and 13 marketing groups. The company promotes coffee production through a slogan, "*happy family, good coffee*". The photos below show the TKL farm and warehouse constructed.



TKL coffee farm and warehouse

DAE LTD is another private company dealing with coffee production, processing and marketing. The company employs about 500 workers in coffee business, five extension workers who provide training to

farmers on improved coffee husbandry, owns 50 CPUs which are run by farmer groups and runs a modern coffee shop at Mbinga town. Photos below show DAE warehouse constructed.



DAE Ltd. Coffee stock in warehouse and a coffee shop

Licensed EX-MBINGA coffee; Collaboration between the Council and stakeholders have resulted into improved production, processing, packaging, storage, transportation and marketing of Mbinga coffee branded as EX-MBINGA in auctions and international market. This has led to improved livelihood, per capita income of Mbinga inhabitants and increased revenue of Mbinga DC. Photo below show coffee branded Ex-Mbinga Coffee.



Promotion of EX-Mbinga coffee in Nanenane exhibitions

7.0 SUSTAINABILITY STRATEGIES

In order to sustain the achievements of this initiative, the Council set several strategies. The Council has offered a plot to Tanzania Coffee Board for constructing Coffee testing center and the funds for construction are available. This will allow coffee testing at Mbinga rather than taking coffee to Moshi in Kilimanjaro Region for testing. This will serve time and traveling costs.

The Council continues to offer training to various stakeholders in collaboration with TACRI on coffee husbandry, curing, construction/rehabilitation of warehouses for storing coffee and marketing for improved quality of coffee. The Council also continues to promote use of more CPUs than husk processing (HPs) in coffee processing for ensuring quality coffee. Other strategies include; strengthening the link between coffee growers and mega marketing institutions (TUTUNZE, DAE, MCCCCO) to ensure quality coffee from CPUs, continued facilitation and strengthening of farmers' organizations such as AMCOS to make investment in other economic projects such as tree planting, frequent audits of financial status of AMCCOs and training to make the AMCCOs sustainable.

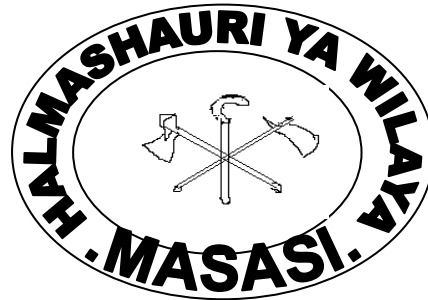
8.0 SECRET OF SUCCESS

The success of this initiative was due to commitments and efforts made by individuals; commitment made by District leaders (DC, DED, MP, Councilors and HoDs) , various stakeholders (Farmers, AMCOS, buyers and TCB) in promoting Ex- Mbinga Coffee from production, processing and marketing was a

result of self commitments. Presence of strong, committed and operational AMCCOs (KIMULI) and SACCOs to facilitate coffee farmer's access to agro inputs, CPUs for processing and marketing quality coffee was another secret of success.

Support from financial institutions; Mbinga Community Bank, CRDB, NMB and NSSF supported farmers with loans. Another secret is availability of committed extension staff from the Council and private companies (TKL and DAE). The hard working Mbinga communities contributed to achievement of this initiative.

MASASI DISTRICT COUNCIL



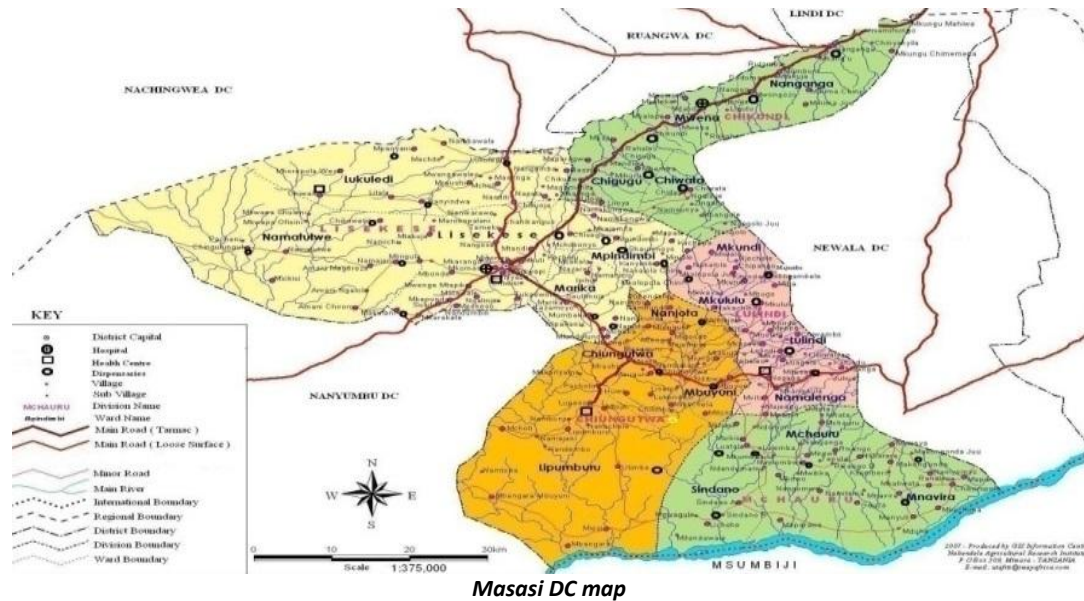
IMPROVED IRRIGATION FOR FOOD SECURITY AND INCOME GENERATION



EXPERIENCE OF NDANDA IRRIGATION SCHEME

1.0 INTRODUCTION

Masasi District Council is one of the nine Councils of Mtwara Region that has great potential for economic development and prosperity. The Council has a good climate and land favorable for agriculture and other economic investments. Masasi DC shares borders with Nachingwea DC to the North, Lindi DC and Newala DC to the East, Nanyumbu DC to the West and The Republic of Mozambique to the South. The Council lies between Latitudes 10° and 12° South and 36° to 38° East and is situated about 214 km from the headquarters of Mtwara Region. The Council has a total area of 3,829.9km² which is 20.8% of the total area of Mtwara region (16,720km²).



Politically and administratively, Masasi DC has two constituencies namely Lulindi and Ndanda as well as 5 Divisions that include Lisekese, Mchauru, Mkundi, Chiungutwa and Lulindi. The Council has 34 Wards, 166 Villages and 889 Vitongoji. According to the 2012 census Masasi DC has a population of 260,854 of which 125,151 are male and 135,703 are female. The average population growth rate is 2.7 per annum and the population density is 76 per km². The per capita income for the year 2014/2015 was TZS 700,000. Traditionally the Council economic activities are dominated by cashew nut cultivation as a major cash crop which contributes 80% of the Council's local revenue, while other crops like maize, green peas, paddy and sesame contribute 20%. The Council has great potential of economic development and prosperity due to favorable climate and land for agriculture and other economic investments. The Council is endowed with diverse agro ecological zones, which support wide range of crops.

Irrigation system as one of the adopted technology is practiced using surface water available in the Ruvuma River Basin. The basin has fertile soils that receive water from Lukuledi River suitable for irrigation. Other water sources are Mwitwi, Mbwinji, Mkungu, Ndanda and Mkululu rivers. Three villages of Njenga, Mpowora and Mwena which surround the Ndanda River Valley benefit from the valley through producing crops under modern irrigation systems rather than relying on rainfall agriculture.

The Ndanda irrigation scheme is located at Mwena Ward located at distance of 40km from Masasi Town along Masasi – Mtwara road in Chikundi Division. It serves Njenga, Mpowora and Mwena Villages. The

water source for this scheme is Ndanda River which is perennial originating at the foot of Makonde plateau flowing from south to north across the scheme area. The irrigation scheme was established during the implementation of Participatory Rural Appraisal (PRA) by using Opportunities and obstacles to Development (O&OD) methodology.

2.0 PROBLEM

In early 1990s farmers who were organized in groups; Upendo from Njenga village, Mkombozi from Mpowora village and Jipemoyo from Mwena village started practicing traditional irrigation system by excavating canals from the river to the farms. The system was not efficient because water canals were not paved hence wastage of water was high. Similarly, farmers were unable to construct the intake and distribution points due to lack of skills and resources. Though the group farmers used to cultivate various crops including paddy, maize and horticulture crops twice per year, production was low ranging 8-10 bags per acre. Consequently, farmers' incomes were low creating inability to construct better houses, pay for health services and school fees and connect power to their residential houses. In order to improve the situation, establishment of a modern irrigation scheme was indispensable.

3.0 OBJECTIVE

The main objective of upgrading Ndanda irrigation scheme was to improve the wellbeing the people of Mwena, Mpowola and Njenga villages through increased production, ensure food security, raise incomes and increase revenue of the Council. Specifically, the initiative intended to; improve infrastructure of Ndanda Irrigation Scheme, make the scheme a center for training for other villages practicing irrigation and increase production of horticulture crops and paddy. Another objective was to establish a cooperative union of paddy growers which would facilitate farmers to easily access markets and be able to bargain for better prices. The cooperative Union would also assist farmers to build relationships with financial institutions to allow easy access to loans and create linkages with the Council for technical support.

4.0 IMPLEMENTATION STRATEGIES AND ACTIVITIES

In order to achieve the above objectives and mitigate the challenges, communities and Council implemented several strategies as described below.

In 2002 the Council conducted intensive facilitation of O&OD in Njenga, Mpowora and Mwena Villages whereby villagers identified opportunities and obstacles hindering their development. Among opportunities identified was the potential land and water for irrigation. The obstacles identified included poor technology and lack of modern irrigation skills. It was finally agreed that irrigation scheme be the first priority. The photo below shows villagers participating in O&OD process.



Villagers participating in O&OD process

The modern irrigation scheme was among the prioritized project in the Village levels hence it was approved by the village assemblies to be included in Village plans. At the ward level the WDC also approved the modern irrigation scheme as the felt need of the citizens of Njenga, Mpowora and Mwena villages. The approved proposal was submitted to the Council for approval and inclusion in the Council plan for budget allocation. However, since it was a community felt need, they started to expand the irrigation scheme in a traditional manner while waiting for Government support.

In financial year 2006/2007, the CMT visited the traditional irrigation scheme area and observed efforts of the community members in developing the irrigation scheme and cultivating paddy and other crops. The CMT members were impressed by the initiative of the farmers and decided to support the initiative by allocating funds amounting of TZS 12,000,000 in 2008/2009. TZS 4,500,000 were used for conducting feasibility study while TZS 7,500,000 for topographical survey of the project.

In August 2008, the Council conducted awareness creation meetings to Mwena, Mpowora and Njenga Villages on modern irrigation scheme. During awareness meeting farmers were requested to form implementation committee involving 9 members of whom 6 were men and 3 were women. The Committee was tasked with the role of linking farmers with the Council and supervising implementation.

At the Council level, the Irrigation Development Team (DIDT) was formed with 13 members. In collaboration with farmers committee, the DIDT was responsible for coordination and support implementation. Similarly, the DIDT was also responsible for networking with development partners interested in supporting farmers' initiative. The DIDT and the Council mobilized funds from various stakeholders for construction of modern irrigation infrastructure. The Council attracted different stakeholders to support the scheme; including JICA, AGHA KHAN FOUNDATION, DIDF and the Prime Minister Hon. Mizengo Kayanza Peter Pinda.

In 2010 farmers established and registred Irrigators' organization with registration number SA16783. The organization would strengthen bargaining power and collaborate with various stakeholders. This organization assited farmers to network with NALIENDELE agriculture school and Kitele irrigation scheme. Farmers from Ndanda irrigation scheme visited Kitele Irrigation Scheme to learn on modern irrigation skills and practices.

After securing funds from stakeholders, the Council in collaboration with the Zonal Irrigation and Technical Services Unit - Mtwara (ZITSU) developed a detailed design and prepared tenders for construction of water intake. In financial year 2009/2010 the Council constructed water intake for collection of water and in 2010/2011 2 major irrigation canals with length of 4,332m (left canal 1,882m and right canal 2,450 m) was also constructed to allow water flow to the paddy fields. The photos below show the constructed water intake and two distribution canals.



Water intake and two major irrigation canals

In 2011/2012 the Council continued to finance the construction of distribution canals whereby 24 distribution canals were constructed and 5 distribution canals with length of 838m were paved. Similarly, the Council also financed construction of 18 distribution canals, 35 division boxes, 108 drop structures as well as strengthening 11 culverts. The infrastructure developed in this financial year helped to increase coverage of irrigation scheme as well as reduce time spent by farmers to irrigate their farms on rotation basis. In 2014/2015, the Council financed the construction of 7 additional distribution canals and 4 division boxes as well as provision of training to farmers on modern irrigation skills and improved paddy cultivation. The training on modern irrigation skills and improved paddy cultivation was offered to few representatives who in turn disseminated the same to other paddy growers.

5.0 RESOURCES

In order to achieve the objectives various resources in terms financial, human and physical resources were used towards ensuring a better implementation of the initiative. Human resources involved labour from farmers in collection of sand, gravel, stones and excavation of canals during construction process. The DIDT members frequently visited farmers to provide extension services and capacity building on modern irrigation skills and techniques. Experts from Kitele Irrigation scheme provided irrigation skills to paddy growers. The photos below show farmers offering their labour in construction work and collection of building material.



Farmers collecting sand, gravel and stones

Financial resources used in the construction of division boxes and drop structures were obtained from the Aga Khan Foundation. Masasi DC provided earth moving equipment. Table 1 shows a summary of financial resources used, activities implemented and sources of funding.

Table 1: Financial resources used in Ndanda irrigation scheme

S/N	Activity	Amount (TZS)	Source of Funding
1	Feasibility study	14,000,000	Masasi DC
2	Detailed designing and tendering process	21,361,257	Masasi DC
3	Construction of Intake	62,361,257	DADPS
4	Construction of distribution canals	300,000,000	DIDF
5	Construction of distribution canals (2 nd phase)	184,000,000	DIDF
6	Construction of distribution boxes and drop structures	153,051,240	Aghakhan Foundation
7	Construction of 4 distribution canals	8,500,000	JICA
8	Construction of Intake	10,000,000	Prime Minister Hon. Pinda
9	Collection of sand, gravel, stones and excavation of canals.	140,180,948	COMMUNITY

6.0 RESULTS

The implementation of Ndanda irrigation scheme produced several results explained below.

Production of paddy increased from 8 bags in 2002 to 30 bags per acre in 2015. This increase was a result of the use of modern irrigation scheme, utilization of improved agro inputs and adherence to improved agro practices. This increase of production has solved the problem of food shortage and low incomes among paddy growers. The annual income per household (farmers) increased from TZS 960,000 to TZS 3,600,000 per acre. Farmers are able to pay for health services, school fees and construct better houses. Food security has been ensured.

Paddy growers organization; farmers organization with registration number SA 16783 is in place and links farmers with markets and financial institutions to access loans as well as collaborating with partners in irrigation schemes for enhancing horizontal learning. Through this networking farmers have adopted proper and sustainable agricultural skills in irrigation, planting, land conservation and utilization of fertilizers. The photos below show improved paddy fields, harvesting and transportation of paddy.



Paddy field, harvesting and transportation

Management of the scheme is in place and well organized to ensure maintainance of the irrigation scheme. The Scheme Management is responsible to oversee proper utilization of resources and coordinate to perform maintenance works in the irrigation scheme. The Manager oversees the running of the scheme and provides technical advice on daily basis. Moreover, there is a presence of well-structured irrigation infrastructure at Ndanda Irrigation Scheme which ensures constant supply of water for irrigation to all beneficiaries. The improved irrigation infrastructure (the intake, two main canals of total length 4,332m, 24 secondary canals, culverts, a number of drop structures and distribution boxes) is vital in efficient distribution of water and has reduced conflicts among farmers. The photos below show the irrigation infrastructure constructed.



A well-constructed distribution box and two main canals

7.0 STRATEGIES FOR SUSTAINABILITY

Ndanda Irrigation scheme have led to a positive change of wellbeing of people from Mwena, Mpowora and Njenga Villages. This being the case, Masasi DC is eager to see the scheme continue to function as intended. The Council therefore developed the following strategies for sustainability.

The Council continues to provide technical support through extension staff in improved agriculture practices, cooperative and community participation in the scheme management. The purpose is to ensure paddy growers intensify the skills of scheme maintenance and develop ownership.

The Council allocates funds in its annual budget and solicit fund from other development partners for expansion of the scheme and maintenance. The Council continues to empower famers (capacity building) through exposure visits within and outside of Masasi to gain more skills and knowledge on irrigation and improved agricultural practices.

The Council also intends to create paddy value chain by mobilizing funds to install a modern rice processing plant that involves, combined harvester, shredder, milling machine, grading, packing and branding. The purpose is to promote the product to acquire its identity (Ndanda Rice). This will also help to increase the price of rice hence continue to improve the livelihood of farmers.

8.0 SECRET FOR SUCCESS

The success of this initiative is a result of a number of factors; the irrigation scheme was the felt need of the community. The Council respected and supported community initiatives which inturn stimulated ownership of the scheme by the community. Effective community mobilization and sensitization campaign made by the Council helped the community to participate fully in improvement and management of the scheme. Continuos effective collaboration with NALIENDELE Agriculture School, Research Institute and Zonal Irrigation experts which assist farmers on effective use of modern irrigation technology and improved agricultural practices.

Another secret was the readiness of Ndanda communities in adopting and implementing irrigation scheme and learning from experts about new agricultural skills and practices. There was strong leadership of the Council Director, commitment of the CMT in supporting farmers and attracting partnerships with various stakeholders to support this initiative. Moreover, effective leadership at local level to organize farmers and the strong Irrigation Organization with spirit of “we can if we want” was another driving force for success. The photo below shows the hard working farmers at work.



Hard working Farmers cleaning Section of main canal

TUNDURU DISTRICT COUNCIL



PADDY PRODUCTION AND VALUE ADDITION



EXPERIENCE OF TUNDURU DC

1.0 INTRODUCTION

Tunduru District Council is one of the six Councils in Ruvuma Region. The Council lies between 200 and 500 meters above sea level in the extreme South Eastern part of the Region. Geographically the Council is located between Latitude 100° 15 and 110° 45 South and Longitude 360° 30 and 380° 00 East. The Council borders Namtumbo DC to the West, Liwale and Nachingwea DCs to the North, Nanyumbu DC to the East and the Republic of Mozambique to the South. The Council area is 18,778km² whereby 413 km² (2.2%) are covered with water bodies while land area is 18,365 km² (97.8%) out of which 15,700 km² (83.6%) is arable land and 2,665 km² (14.2%) are forest reserves. Administratively, the Council is divided into 7 Divisions, 37 Wards, 153 Villages, 1,097 Vitongoji and 57,162 Households. According to 2012 Census, population of the Council is 298,275, whereby 143,660 are males and 154,619 are females. The per capita income of people in Tunduru DC is TZS 462, 000.00 per annum (URT, 2006).

The Council is divided into three specific ecological zones namely, Matemanga, Southern Tunduru and Nakapanya. Matemanga Zone covers the North- Western part characterized by rugged hills. The zone is characterized with dark- grayish- brown to reddish -brown-loam soils. The main vegetation in this zone is Miombo woodlands. Animal husbandry is limited in this zone due to prevalence of Tsetse flies. The Southern Tunduru zone covers Southern part including the divisions of Lukumbule, Nalasi, Namasakata, Nampungu and Western Mlingoti Ward. It is characterized by rolling hills, deep- dark- reddish loamy sandy soils and it is dominated by Miombo woodlands. The Nakapanya zone is located in the Eastern part; it covers Nakapanya Division and East Mlingoti Ward. This zone is characterized by an undulating plain broken by numerous inter-bergs and rock outcrops. The soils are deep-brown to reddish-brown loamy and sandy loams while Miombo woodlands are the dominant vegetation in this zone.

The Council has annual rainfalls of less than 1000mm on average per annum with rain season starting from December to May, reaching its peak between January and March. The dry season happens during June and November. The temperatures in the Council vary from month to month and the hottest month is November with temperature reaching 36°C. The coldest months are July and August when temperature drops to 10°C.

The main economic activities are agriculture, small business and small scale mining. Agriculture employs about 95% of the population with an average of 10-20 acres per household. The major food crops grown are cassava, paddy, maize and legumes. The main cash crops grown are cashew nuts, ground nuts, tobacco, sesame and coconuts. However, paddy and maize are considered as cash and food crops. The rest (5%) of the population engage in small businesses and practice small scale gemstones mining at Muhuwesi and Ngapa areas. Table 1 below shows production of food and cash crops in the Council.

Table 1: Production trends of food and cash crops in 2011/ 2012

Crops	Estimates of Production		Actual Production	
	Ha	Tones	Ha	Tones
Maize	29,158.0	52,484.0	27,992.0	50,385.6
Paddy	44,334.0	124,135	46,551.0	130,342.6
Cassava	30,000.0	90,000.0	28,500.0	85,500.0
Sorghum	2,000.0	1,200.0	1,900.0	1,140.0
Legumes	13,677.0	10,942.0	12,720.0	10,176.4
Beans	200.0	140.0	180.0	126.0
Finger millet	1,200.0	480.0	960.0	384.0
Sweet potatoes	6,295.0	18,885.0	5728.0	17,184.0
Sub total	126,864.0	298,266.0	124,531.0	295,238.6
Ground nuts	5,800.0	2,900.0	4,814.0	2,407.0
Sesame	3,500.0	1,050.0	2,800.0	840.0
Sunflower	150.0	90.0	153.0	91.8
Tobacco	300.0	150.0	270.0	135.0
Cashew nuts(Old)	20,000.0	10,000.0	12,000.0	6,000.0
Cashew nuts (New)	530.0	0.0	128.0	0.0
Sub total	29,750.0	14,190.0	20,165.0	9,473.8
Grand total	156,614.0	312,456.0	138,696.0	304,712.4

2.0 PROBLEM

Before 2011/2012 production of cashew nuts was considered the main cash crop in the Council. The Council revenue was highly dependent on cashew nuts cess. Citizens' incomes also depended much on cashew nuts sales. However, since 2011 the price of cashew nuts in the World market declined. This situation affected the incomes of the farmers and the Council revenue as well. To curb the situation farmers decided to drop out cashew nut production and opted for intensive paddy production. The production of paddy was not smooth either; Most of farmers depended on rain fed agriculture in the low land area which again was not stable due to unpredictable weather conditions contributed by increasing global warming. The situation made small scale farmers to continue facing problems of low production per unit area. Similarly, paddy production was affected by other several factors as described below.

Lack of improved technology in paddy production; most farmers had no sufficient skills of using improved agro inputs in controlling pests, diseases and weeds. For example, poor skills in applying fertilizers made farmers apply 9kg/acre instead of recommended 16kg/acre. There was also poor management existing traditional irrigation schemes. The photos below show the traditional irrigation scheme.



Traditional/local weir before Improvement at Kitanda and Legezamwendo Irrigation schemes

There were weak farmers' organizations and Cooperative Unions to assist farmers in locating markets and linking farmers with stakeholders.

Poor rural infrastructure such as roads, telecommunications networks and lack of electricity made some areas inaccessible for buyers of produced rice. Similarly, there were insufficient rice processing plants and storage facilities which forced farmers to sell paddy at lower prices instead of processed and graded rice which offers better price.

Increased demand for land suitable for paddy production was another challenge; the demand for land was contributed by rapid population growth and increase in number of paddy growers who changed from cashew nuts production. The high demand for land led to conflicts amongst farmers. All these challenges compelled the Council to improve irrigation infrastructure for efficient water utilization and take the advantages of exploiting the irrigation potential area amounting to 10,000ha for sustainable agricultural development.

3.0 OBJECTIVE

The main objective of the initiative was to improve the living standard of farmers and Council revenue through increased paddy production and value chain addition. Specifically, the Council aimed at assisting farmers to increase paddy production from 5-8 bags to 25-35 bags per acre, help farmers establish Irrigators' Organizations and Cooperative Unions and link farmers with markets, agro input dealers, and financial institutions. The Council also intended to improve irrigation schemes and increase utilization of potential land as well as construct rice processing factory and a marketing center for processed and graded rice in Tunduru Township.

4.0 IMPLEMENTATION STRATEGIES

In order to achieve the objectives the Council in collaboration with paddy growers implemented several strategies and activities as described below.

Capacity building; the Council engaged in developing appropriate skills of paddy production to farmers through provision of various trainings. Farmers were trained on improved agronomic practices by facilitators from KATC Moshi. The trainings involved farmers selected from different villages. This training was delivered in two ways; one was by study tours to KATC- Moshi and MATI- Ilonga and the second was through on-site training. The training covered issues such as preparation and construction of water reservoir, leveling of paddy farms, preparation of nurseries for paddy seedlings and transplanting. The costs of training tour to KATC Moshi and MATI Ilonga were covered by the Council. Upon return, the trainees shared the skills gained. The photos below show farmers attending training.



Ongoing training to farmers at the classroom and Onsite training

Construction of three intakes (weirs); in collaboration with paddy growers, the Council constructed three intakes at Legezamwendo, Kitanda and Madaba irrigation schemes. Farmers participated by providing labour in excavating the intake, collecting building materials such as sand, gravel and stones while Council provided industrial materials such as cement and iron steels. The photos below show construction of intake.



The ongoing construction of intake at Legezamwendo and Madaba irrigation schemes



Constructed diversion intake at Kitanda Irrigation scheme

Excavation of irrigation canals and distribution points at Legezamwendo and Madaba Irrigation schemes; after construction of intakes, irrigation canals and distribution points were constructed to allow distribution of water from the intakes to the farms. The exercise was performed by farmers who excavated the canals while the Council supported paving of canals. The photo below shows the exercise of excavation of irrigation canal.



Ongoing excavation of irrigation canal in Madaba irrigation scheme

Construction of 9 kilometres of feeder roads in Lekindo and Madaba Irrigation schemes and 5 agriculture resource centres; to facilitate transportation of paddy from farms to the processing centre

and to the market, the Council constructed a 9km road which connects Lekindo and Madaba irrigation schemes. Similarly, the Council constructed 5 Ward Agricultural Resource Centers at Matemanga, Mtina, Nakapanya, Mbesa and Marumba in order to bring necessary extension and consultation services closer to farmers. The photo below shows the construction of road connecting Lekindo and Madaba irrigation schemes.



Ongoing construction of Lekindo Madaba road

5.0 RESOURCES

Promotion of paddy production and value addition initiative involved commitment of resources. The Council provided financial resources, experts and equipments while the community contributed in terms of labour in activities such as collecting building materials (stones and sand), cutting down trees and excavating water intakes and canals. The summary of resources utilized is presented in table 2 below.

Table 2: Resources utilization in promotion of paddy and value chain addition

S/N	Activity	Type of Resource	Value in Tsh	
01	Construction of feeder roads at Lekindo and Madaba Irrigation schemes	- Man power, Building Materials, Other costs	50,000,000.00	
02	Improvement of 5 Irrigation schemes	Lekindo	- Man power, Building Materials, Other costs	220,000,000.00
		Misyaje	- Man power, Building Materials, Other costs	435,000,000.00
		Kitanda	- Man power, Building Materials, Other costs	655,000,000.00
		Madaba	- Man power, Building Materials, Other costs	600,000,000.00
		Legezamwendo	- Man power, Building Materials, Other costs	140,000,000.00
03	Construction of Warehouses	- Man power, Building Materials, Other costs	800,000,000.00	
04	Supply and Installation of one Rice Mill Machine	- Man power, Building Materials, Other costs	130,000,000.00	
Total			3,030,000,000.00	

6.0 RESULTS

Implementation of this initiative led to several results. Farmers have been trained on best agronomic practices for paddy production as they use the skills gained from training to modernize paddy production. About 150 farmers received training conducted by KATC Moshi and MATI Ilonga. The skills gained have contributed to increased paddy production per unit area; from 1.2t/ha-1.8t/ha in 2006 to 1.9t/ha-2.9t/ha in 2015. The increase in paddy production has ensured food security and increased incomes of farmers. The photos below show improved paddy fields.



Improved paddy fields

Irrigation schemes have been improved; 5 out of 13 existing irrigation schemes have been paved to ensure no wastage of water. The management of the schemes is vested on the Irrigation Scheme Committees and Irrigation Section within Agriculture Department. The photos below show the outlook of the scheme before and after construction.



Improved irrigation structures

The Council has constructed 11 warehouses in 11 Villages with different storage capacities and 5 Ward Agricultural Resource Centers. The warehouses are meant for storing harvested paddy and other agricultural produce like cashew nuts, maize and legumes. Farmers are now ensured with better storage facilities after harvesting. The cost for storage is relatively low and affordable while management of warehouses is placed under the Village Councils. On the other hand, 5 Ward Agricultural Resource Centers were constructed at Matemanga, Mtina, Nakapanya, Mbesa and Marumba for the purpose of bringing the necessary extension and consultation services closer to the famers. The photos below show constructed warehouses.



A warehouse built at Chingulungulu Village.

A warehouse built at Namasakata Village

A warehouse built at Muhuwesi Village

Another success is construction of a 9km feeder road conecting Lekindo and Madaba Irrigation schemes. The road is meant for facilitation of transportation of farm produce and goods. Farmers are enjoying improved transportation. The photo below shows constructed road.



Feeder road constructed

A rice processing factory in place; this factory is built in the plots number 31 and 32, located at Nakayaya-bias Village. The factory is now furnished with a complete set of rice milling machine of which the machine has been tested and proved to be working properly within the standard specifications of rice milling. The factory is meant for processing, grading and packaging of rice. It has a capacity of processing and parking 20t of rice per day. The photos below show the rice processing plant.



Rice processing factory

The Council has facilitated farmers to form Irrigators' organizations. After facilitation, 13 Irrigators' Organizations and 1 Irrigation Cooperative Union were formed. The organizations and Cooperative union are active in facilitating access to markets and loans. The cooperative union acts as a guarantor for farmers while applying for loans. Farmers' organizations assist members to locate and access agro inputs at affordable prices.

7.0 SUSTAINABILITY STRATEGIES

To ensure sustainability of this initiative, the Council has set strategies described below.

Continued sensitization of communities in the irrigation schemes to participate fully on scheme management and maintenance. The sensitization campaign is conducted by the Extension Officers while the Council tasks Councilors and other political leaders to intensify sensitization on proper use and maintenance of the schemes. The photo below shows one of the sensitization meetings.



Sensitization meeting in progress

The Council continues to offer on-site trainings to farmers through agricultural extension officers in order to continually develop capacities of farmers to use modern technologies. Similarly, the Council is engaged in constructing more Resources Centers in Wards to improve access to agriculture and market information. These efforts go together with continued strengthening of Irrigators' Organizations to sustainable utilization of land and water resources. The strengthening of Irrigators' Organizations is implemented through the Integrated Water Resources Management (IWRM) approach based on a comprehensive guideline for irrigation scheme development under District Agricultural Development Plan (DADPs).

The Council has plans to improve the working conditions for new and existing extension staff so as to retain them. The Council allocates funds for motivating extension staff in remote areas by providing working tools such as motorcycles.

The Council reinforces Irrigators' Organizations and Village bylaws to ensure proper utilization of the irrigation scheme, while adhering to the comprehensive guidelines of the National Irrigation Policy of 2010 and the National Irrigation Act of 2013. The bylaws also include provisions for serious collection of fees for operations and maintenance of irrigation infrastructure. Moreover, the Council has plans to establish a marketing information centre which will engage in collection and dissemination of information on marketing of agricultural products and finished goods.

The Council continues to improve collaboration with other stakeholders through Public Private Partnership (PPP) and requests private sector to invest in rice processing factories to ensure farmers sell rice rather than paddy. The Council also plans to construct and improve feeder roads to all irrigation schemes to facilitate transportation of agricultural crops at the same time rehabilitating and expanding irrigation infrastructure. The photos below show rehabilitation of irrigation infrastructure.



Rehabilitation of irrigation structures

8.0 SECRET OF SUCCESS

The secrets behind the above success are creativity, Commitment and strong CMT to support the community initiative of improving irrigation infrastructure. Effective utilization of grants from the Central Government through programmes such as DADPs, DIDF and MIVARF contributed to success. Also, strong relationship and collaboration among the CMT, politicians and other stakeholders such as Zonal Agriculture Research Development Institute- Naliendele Mtwara and KATC-Moshi is another secret. The institutes in collaboration with the Council provided training to farmers on proper land preparation and effective use of improved agricultural practices.

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