



TANZANIA OSAKA ALUMNI

Best Practices

Hand Book 6

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BEST PRACTICES HAND BOOK 6

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List of Abbreviations

| | |
|---------|---|
| AAS | Assistant Administrative Secretary |
| ADF | Agency Delegated Functions |
| ALAT | Association of Local Authorities In Tanzania |
| AMCOs | Agricultural Marketing Cooperatives |
| AMSDP | Agriculture Market Support Development Programme |
| ANC | Antenatal Clinic |
| ANCO | Amenity Non-Profit Charity Organization |
| BOQ | Bill of Quantitates |
| BOT | Build Operate Transfer |
| BRN | Big Results Now |
| BTC | Belgium Technical Cooperation |
| CCM | Chama Cha Mapinduzi |
| CDCF | Constituency Development Catalyst Fund |
| CDO | Community Development Officer |
| CHAWASA | Chama cha Wakulima wa Umwagiliaji Sakalilo |
| CHF | Community Health Fund |
| CHMT | Council Health Management Team |
| CMT | Council Management Team |
| COSTECH | Commission for Science and Technology |
| COWSO | Community Owned Water and Sanitation Organization |
| CTC | Care and Treatment Clinic |
| CUGs | Cooperative Union Groups |
| D by D | Decentralization by Devolution |
| DAWASCO | Dar es Salaam Water Supply Company |
| DBO | District Beekeeping Officer |
| DC | District Council |
| DED | District Executive Director |
| DGDP | District Gross Domestic Product |
| DIDF | District Irrigation Development Fund |
| DIDFT | District Irrigation Development Facilitation Team |
| DMO | District Medical Officer |
| DP | Distribution Points |
| DRC | Democratic Republic of Congo |
| EFP | Environmentally Friendly Practices |
| EHP | Environmentally Harmful Practices |
| FBO | Faith Based Organization |
| FCS | Foundation for Civil Society |
| GePG | Government e-Payment Gateway |
| GG | Global Giving |
| GIS | Geographical Information System |
| GPS | Global Positioning System |
| HOD | Head of Department |
| INSET | Internal Service Training Programme |
| IRDPA | Institute of Rural Development Planning |
| JICA | Japan International Cooperation Agency |

| | |
|-----------|--|
| JKT | Jeshi la Kujenga Taifa |
| JTI | Japan Tobacco International |
| KASODEFO | Kawie Social Development Foundation |
| KIKUMUMI | Kikundi cha Kutunza Mazingira na Utafiti wa Miti |
| LANES | Literacy and Numeracy Education Support |
| LAT | Local Allocation Tax Grant |
| LE1 | Local Electricity One |
| LED | Local Economic Development |
| LG | Local Government |
| LGA | Local Government Authority |
| LGRP | Local Government Reform Programme |
| LGTI | Local Government Training Institute |
| MEO | Mtaa Executive Officer |
| MKUKUTA | Mkakati wa Kukuza Uchumi na Kuondoa Umaskini Tanzania |
| MNRT | Ministry of Natural Resources and Tourism |
| MoU | Memorandum of Understanding |
| MVG | Mboni ya Vijana Group |
| NGOs | Non - Governmental Organizations |
| NHIF | National Health Insurance Fund |
| NMB | National Microfinance Bank |
| NSSE | National Standard Seven Examinations |
| O&OD | Opportunities and Obstacles to Development |
| OJT | On the Job Training |
| OPD | Out Patient Department |
| OSM | Open Street Map |
| OUT | Open University of Tanzania |
| OVOP | One Village One Product Movement |
| PACF | Pan African Competitiveness Forum |
| PFM | Participatory Forest Management |
| PNC | Postnatal Clinic |
| PO – RALG | Presidents’ Office, Regional Administration and Local Government |
| POT | Post Osaka Trainings |
| PPP | Public –Private- Partnership |
| PSLE | Primary School Leaving Examinations |
| RAS | Regional Administrative Secretary |
| RBF | Result Based Financing |
| RC | Regional Commissioner |
| RS | Regional Secretariat |
| SACCOs | Savings and Credit Cooperative Societies |
| SAGCOT | Southern Agricultural Growth Corridor of Tanzania |
| SAP | Structural Adjustment Programme |
| SHIPO | Southern Highlands Organization |
| SIDO | Small Industry Development Organization |
| SRI | System of Rice Intensification |
| SUMATRA | Surface and Marine Transportation Agency |
| TANESCO | Tanzania Electric Supply Company |
| TANROADs | Tanzania National Roads Agency |
| TARURA | Tanzania Rural and Urban Roads Agency |

| | |
|----------|---|
| TBS | Tanzania Bureau of Standards |
| TFDA | Tanzania Food and Drugs regulatory Agency |
| TFS | Tanzania Forest Services |
| TOA | Tanzania Osaka Local Government Reform Alumni |
| TWCC | Tanzania Women Chamber of Commerce |
| UK | United Kingdom |
| UKI | Ushirika wa Wafuganyuki Kibondo |
| UN | United Nations |
| URTI | Upper Respiratory Tract Infection |
| UWAMTUSA | Umoja wa Umwagiliaji Maji Tujikomboe Sakalilo |
| VEO | Village Executive Officer |
| VETA | Vocational Educational Training Authority |
| VIP | Ventilated Improved Pit Latrine |
| WDC | Ward Development Committee |
| WDC | Ward Development Committee |
| WEO | Ward Executive Officer |
| WSDP | Water Sector Development Programme |

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 sixth Best Practices 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 Service Delivery and has Cases from Kibaha, Mpimbwe, Tabora, Kasulu and Urambo DCs. Chapter Three is on Participatory Service Delivery and has cases from Mpanda, Sumbawanga and Kigoma Ujiji MCs, Kibaha TC, Kibondo, Kaliua and Uvinza DCs. Chapter Four focuses on Local Economic Development with cases from Kibondo, Kakonko, Sumbawanga and Nkasi DCs.

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.

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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 sixth 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 Best Practices Handbook 6 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 to date. 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 sixth handbook.

The analysis and synthesis of the Best Practices in this Handbook 6 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. However contents found in each case remain the responsibility of respective LGAs and RSs.

PROF. RIZIKI SHEMDOE
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 create 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 five Regional Workshops conducted in Rukwa, Katavi, Tabora, Pwani and Kigoma during 2017. Through verification and analysis of these best practices, this sixth "Best Practices Hand Book" is finally produced. The Handbook 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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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

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

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.

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 following 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.

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!

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.
- 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, and 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.

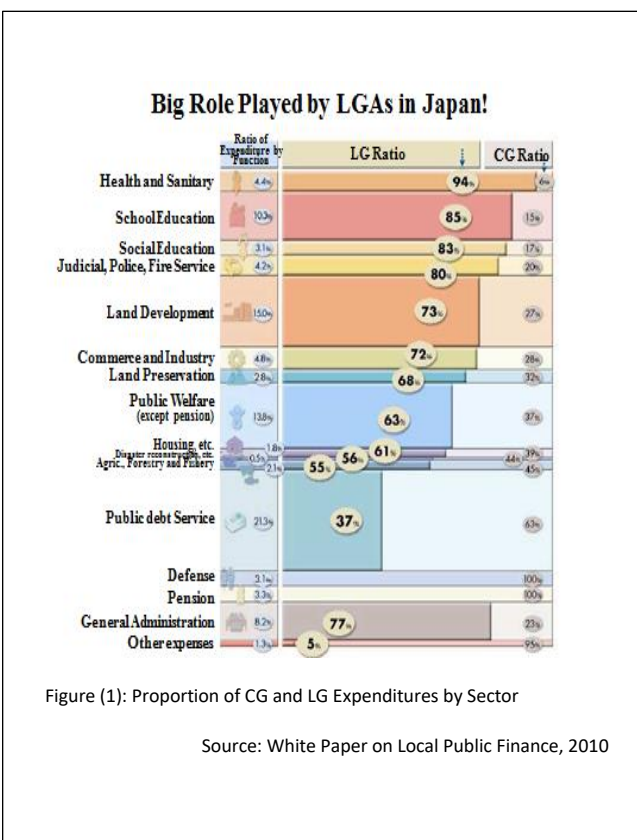


Figure (1): Proportion of CG and LG Expenditures by Sector

Source: White Paper on Local Public Finance, 2010

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.

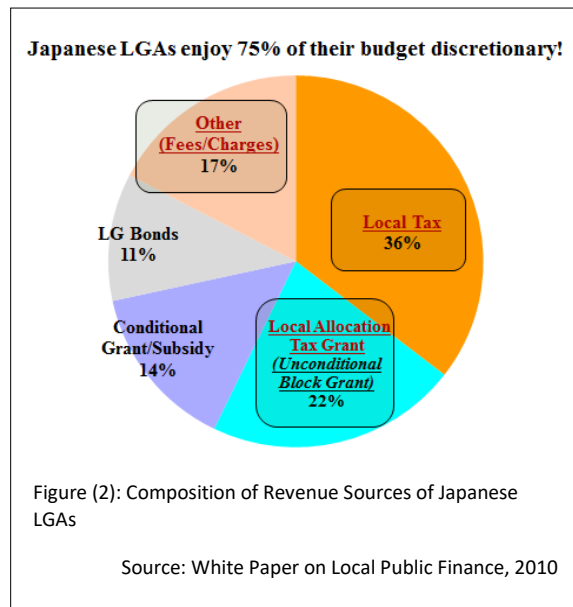
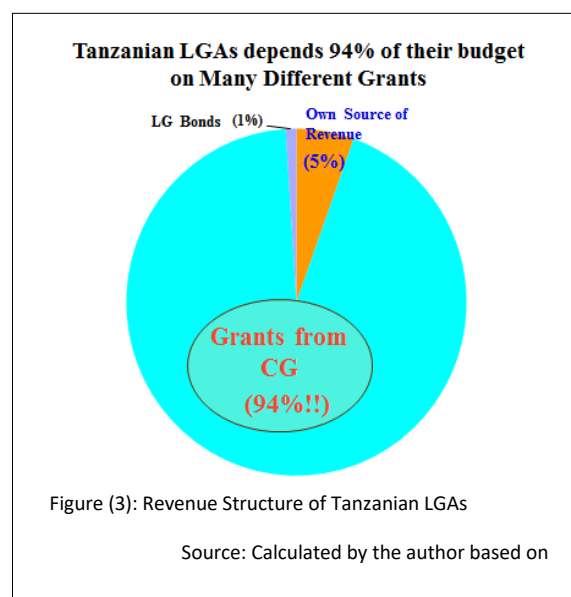


Figure (2): Composition of Revenue Sources of Japanese LGAs

Source: White Paper on Local Public Finance, 2010

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,

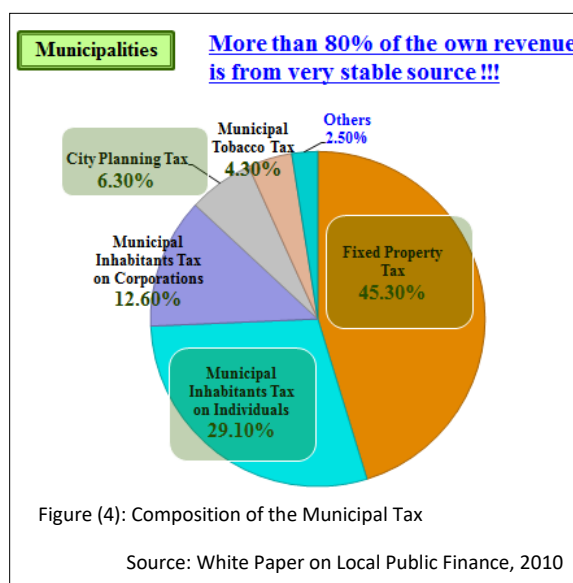
⁵ In fact it is not recommended to promote a radical fiscal decentralization to give too much taxation authority to LGAs at this stage. Because it will make the LGAs in poor rural areas suffer since they don’t have tax basis, though those strong LGAs in rich urban areas will enjoy a lot of revenue from 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.

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:

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 Tanzania. 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

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.

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 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

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.)

- 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 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

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.

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.

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 decided to continue Osaka Training for five more years (2013 -2017) concentrating again on Tanzania with a special view to supporting TOA activities and its institutional building. Thus, more and more Tanzanian reform leaders have been 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.

Self-help efforts refer to attempts by the communities to address challenges (felt-needs) 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 wellbeing of their entire community. Studies reveal that groups in local communities over years have successfully organized themselves to construct roads, health centers, 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, five best practices are presented from Kibaha, Mpimbwe, Tabora, Kasulu and Urambo DCs.

Kibaha DC best practice covers Self Help Efforts in improving Service Delivery at Disunyara Kitongoji. Before 2016 Disunyara Kitongoji experienced lack of proper office premises which created misunderstandings and prompted poor community participation in development activities, poor attendance in official and statutory meetings and several occurrences of unnecessary strives. The strategies to eliminate the challenges include

identification of available opportunities such as land, community members, stakeholders and willingness of community to participate in development activities, mobilization of funds and involvement of various stakeholders, preparation and endorsement of Bill of Quantities (BOQ), purchase of industrial construction materials, formation of Kitongoji Development Committee and construction of school infrastructure. The results include presence of Kitongoji office which accommodates the Councilor, Chairman, a conference hall, extension staff, storage room for documents and lockup room, improvements in education sector, increased community participation and change in mindset. These achievements are a function of team work, political will towards development as well as talented and committed leadership.

Mpimbwe District Council initiative is about Community Self-Help Efforts in Improving Teaching and Learning Environment at Mkuyuni Primary School. At Majimoto Primary School, there was alarming classroom congestion which adversely affected the teaching and learning process for both teachers and pupils. This created poor attendance, increased dropouts and outbreak of diseases. To improve learning and teaching environment, the Council had to conduct community sensitization, resource mobilization and engage in collection of cash and materials using Village and Ward militia groups and local influential leaders. The initiative has resulted into improved school infrastructure, improved relations between community and the Council, reduced dropout and truancy, greening and beautifying school compound and conservation education. The community has a plan to construct more school infrastructure. The success is based on commitment of the community in all processes of project implementation.

Tabora District Council best practice narrates Community Self-Help Efforts in Establishment of Secondary School at Kizengi Ward. Before establishment of the school pupils had to walk to the closer Secondary School (Tura Secondary School) at Tura Ward (65km). Some male pupils became victims of mobs and drug abuse while female pupils risked being attacked and raped. The Kizengi Community unanimously agreed to establish a Ward Secondary School with the main objective of improving delivery of Secondary Education. This was implemented through Village Assembly meetings and collection of contributions. Results include; the Ward Secondary School is in place and operational while pupils get lunch in school. Secondary school was a felt need of the community which ensured willingness of the community members to contribute significantly to the school. The initiative was supported by effective leadership and political willingness.

Kasulu District Council best practice is titled Self-initiated Youth Group for Socio-Economic Transformation providing the experience of Mboni ya Vijana Group (MVG) in Zeze Village. Zeze Village encountered problems such as unemployment, poor farming methods, inadequate water supply, lack of business knowledge and skills, inability to access capital, unavailable technical Centre to deliver technological skills and lack of youth leadership to initiate and run development programmes. The main objective of this initiative was to create the environment that would provide employment, ensure income and food security to youth and the community. Objectives were achieved through awareness creation, registration of the group, construction of office infrastructure, establishing tree nurseries for environment conservation and establishment of economic generating activities. Results include provision of education to pupils and youth, women and youth access to small business education and capital, increased food and income security, increased access to clean and safe water, employment creation and protection of environment. The success of the initiative emanated from distinguished leadership, commitment of members and effective support from partners and the Council.

Urambo District Council best practice covers Self-Help improvement of Health Services at Motomoto Village. Initially, the village had no dispensary; villagers used to walk more than 8km to Vumilia dispensary

to access health services. This led to problems such as high maternal mortality and dependence on traditional birth attendants. The initiative aimed at constructing a building to host the Village dispensary in order to reduce maternal mortality. To achieve the objectives the Village Council conducted sensitization meetings to all community members in which a stern decision was made to use the Self-Help Model through Village contributions for construction and involvement of various stakeholders. Health services at Motomoto Village and neighboring villages of Chekeleni, Ukondamoyo and Magere (Kaliua DC) are available, easily accessible and improved. Motomoto Village achieved this initiative due a number of secrets that are centered at self-help model and effective communication and collaboration.

KIBAHA DISTRICT COUNCIL



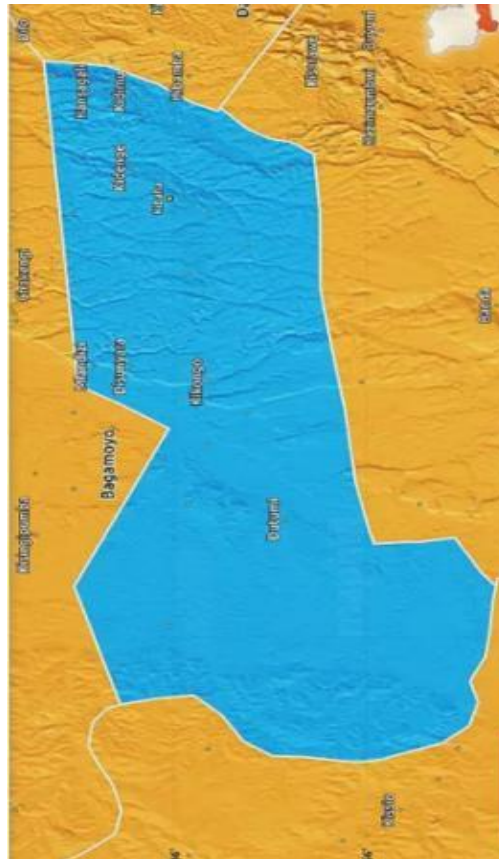
SELF HELP EFFORTS IN IMPROVING SERVICE DELIVERY



Experience of Disunyara Kitongoji

1.0 INTRODUCTION

Kibaha District Council was established on 1st January 1984 under the Local Government (District Authorities) Act No. 7 of 1982. The Council is among 9 Councils of Pwani Region and shares borders with Bagamoyo DC to the North, Kibaha TC to the East, Kisarawe DC to the South and Morogoro DC (Morogoro Region) to the West. The Council lies between Latitudes 6^o and 8^o South and between Longitudes 38^o.9' and 39^o.05' East. It is about 40km away from Dar es salaam City. Administratively, the Council has 2 Divisions, 14 Wards with a total of 25 Villages and 100 Vitongoji. According to 2012 Census, the Council has 70,209 people out of which, female 35,694 (50.8%) and male 34,515 (49.2%). The Council has three main ethnic groups namely; Kwere, Zaramo and Luguru.



Map of Kibaha DC

Kibaha DC has a total land area of 1,251.7km² which is about 3.9% of the total area of Pwani Region; most of which is plain land with few hills and valleys. The Council experiences hot and sunny weather throughout the year, with maximum temperature in December while minimum temperatures occur in July with three distinct seasons; dry season extending between May/June and October and two rain seasons. The short rain season is between October/November and December and long rains between March and May/June. The annual rainfall ranges between 800mm - 1,000mm.

2.0 PROBLEM

Kitongoji Office in Tanzania is normally the first point of contact for residents and businesses; the main function is to handle overall administration of Kitongoji policies, projects, by-laws and financial control. 'Kitongoji' is the lowest Local Government organ in rural and peri-urban areas and forms part of a registered Village or Township. Every Kitongoji has a Chairperson who is elected by all adult members of the

Kitongoji in accordance with election procedures prescribed by the Minister responsible for the Local Government.

Kitongoji is a unit that convenes Kitongoji residents on monthly basis to discuss and resolve on issues relating to peace, security and development, arbitrate on minor conflicts, maintain register of all Kitongoji residents including record of births and deaths.

Kitongoji as a legal unit is expected to engage in mobilization of residents to pay required taxes and dues as determined by the District Council, to deal with health and environmental issues, follow up and ensure that all school going children secure a place and attend school as required, sensitize residents to participate in adult literacy classes and sensitize residents to participate in development activities. Considering the importance of Kitongoji, administration of functions delegated to this level requires proper office premises.

Before 2016 Disunyara Kitongoji experienced lack of proper office premises. Kitongoji businesses were conducted at the office of Chama Cha Mapinduzi (CCM). This situation hindered some of community members who have different political orientations to pursue services and rights. For many years there were misunderstandings between Kitongoji chairperson and chairpersons from other political parties emanating from differing ideologies. These misunderstandings prompted poor community participation in developmental activities, poor attendance in official and statutory meetings and several occurrences of unnecessary strives. Apart from lack of proper office, Disunyara community had other problems such as lack of baby care center and inadequate class rooms in Primary School. These problems prompted Disunyara community to initiate various self-help projects to mitigate the drawbacks.

3.0 OBJECTIVES

The main objective of this initiative was to improve service delivery. Specifically, the initiative intended to construct Kitongoji office in order to maintain impartiality in provision of government services, simplify access to services and strengthen genuine participation of villagers in development activities. The Kitongoji also aimed at improving teaching and learning environment and enhancing delivery of health services.

4.0 IMPLEMENTATION STRATEGIES

In 2009 Disunyara community decided to engage in construction of modern office which could improve the delivery of Government and administrative services. The first prime question that the community asked itself was “what local resources and opportunities do we have that will facilitate our engagement in the process of constructing a permanent and modern Kitongoji office?” This question assisted the Kitongoji to identify the opportunities that were available which included land, community members, stakeholders and willingness of community to participate in development activities. Having resolved on the opportunities, an agreement was reached to construct the office at land owned by Kitongoji. The area is strategically located at the centre of the Kitongoji, easily accessible by all members and along Mzenge Village road leading to Mlandizi Township.

Mobilization of funds and involvement of various stakeholders; funds for construction of the office were mobilized from community contributions. Each household contributed TZS 30,000/= in a period of less than 2 years. The financial resources were also mobilized from stakeholders and the Government. Some potential households and stakeholders such as Colonel Mbele, Advocate Rwehongeza, Getrude Secondary School, Kazaroho Roman Catholic Priests; were procedurally approached by the Kitongoji leadership, discussed about the importance of the office and deliberated on contributions as residents of the Kitongoji. All potential stakeholders identified made significant cash contributions at various phases between 2009 and 2014.

After mobilization of the financial resources, construction works started. This was preceded by formation of construction committee; the Disunyara residents realized that the leadership is tasked with many routine activities. To commission construction activities to the leadership would result into delays and bureaucratic behaviors. The Kitongoji Assembly decided to form a committee composed of 10 members selected from amongst the residents including women. The committee was allocated responsibility for collection of cash and material contributions, preparation and supervision of working schedules, management of funds and supervision of construction works. The committee was required to report its operations to the Kitongoji leadership on weekly basis and present construction reports quarterly during Kitongoji Assemblies.

Preparation and endorsement of Bill of Quantities (BOQ); the Council, through the department of works, prepared and served the Kitongoji with a BOQ to facilitate determination of the real costs in terms of materials, labor, time and supervision. This document was endorsed by the Kitongoji Assembly and accepted as a general guide for tendering, purchasing of industrial materials and provision of construction labor by the residents. Using the BOQ, the Disunyara residents compared project implementation costs between hiring a contractor and using local artisans in which the latter was considered cheaper. Therefore, the construction of Disunyara Kitongoji Office was done by local artisans obtaining labor from the residents organized in groups.

Purchase of Industrial Construction Materials; the money (cash) contributed by the residents and stakeholders was used to purchase industrial materials and equipment. Disunyara residents 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. All activities were supervised by the Construction committee.



Disunyara Kitongoji Office

Formation of Kitongoji Development Committee; since the Kitongoji had other needs to be accomplished, there was a need to establish a permanent institution to manage development issues. Hence Kitongoji Development Committee was established and tasked with the duty of supervision of projects implementation and coordination of development related initiatives. This Committee became very innovative and borrowed strategies that were used to construct the Kitongoji office to improve services in education and health at the Kitongoji level.

Construction of school infrastructure; the development committee facilitated the construction of child day care center and two classrooms, library and teachers' office at Disunyara Primary School. A Day Baby Care center was constructed to help parents manage children and allow them to stay in one place while learning

and playing; this would permit parents to continue with their jobs and other economic activities. After a series of meetings between Kitongoji leaders, parents and teachers, it was jointly decided to build more classes through self-help efforts. Apart from school infrastructure, the community also initiated construction of a Dispensary.



Disunyara baby care center



Newly constructed classrooms

In all these initiatives Kibaha DC provided technical support in terms provision of drawings and BBQs, installation of electricity at Disunyara Primary School, allocation of staff in education and health facilities and routine supervision and monitoring.

5.0 RESOURCES

Resources that were injected into this project include human, financial and physical resources. The human resources include residents, experts from the Council, Kitongoji leadership and the Councilor. The trend of financial resources and contribution of key stakeholders is indicated in Table 1 below. Community contributions made 82% in kind and cash. The Council contributed 18% of total costs of TZS 60,000,000/=.

Table 1: Financial resources for Kitongoji Office

| STAKEHOLDER CONTRIBUTION | AMOUNT TSH | PERCENTAGE (100%) |
|--------------------------|--------------|-------------------|
| Community | 49,000,000/= | 82% |
| Kibaha Dc | 11,000,000/= | 18% |
| Total | 60,000,000/= | 100% |

Other resources used included Land, experts from Kibaha DC and the Community who provided manpower in all projects. The financial resources for construction of classrooms. Library, teachers' office and the Dispensary were not available during the verification exercise.

6.0 RESULTS

Kibaha DC and the community realized several achievements through the self-help efforts; Kitongoji office is in place and accommodates the Councilor, Chairman, a conference hall, extension staff, storage room for documents and lockup room. Government services are provided in an office free from political orientations and rivalries. Residents are happy with the quality of administrative and Government services provided.



The Kitongoji Office with various official use

The community has realized significant improvements in education sector; the day care class is in place serving children from Disunyara and nearby Vitongoji. The day care is fully staffed and is nearby the Disunyara Primary School. Parent are happy with the presence of the Day Care Class. This has given room for parents especially women to fully engage in economic and social activities. The center has also reduced the burden of the teachers in primary school to start teaching pre-primary pupils. The improved learning and teaching environment has motivated teachers and pupils.



Disunyara day care center



Two modern classrooms

Community participation has increased; there is a significant increase in community participation and involvement in Government and local development initiatives as well as improved attendance in Kitongoji meetings and events. Before the office construction residents felt it was useless to attend meetings, but with sensitization and improved relations the Kitongoji currently enjoys fully attended assemblies and public events. Originating from this unity and community bond, the Kitongoji is implementing other development projects such as construction of dispensary and laboratory.



Dusinyara Dispensary

Change in mindsets; the community is focused to development rather than rivalries and conflicts that existed before. They have accumulated experiences in collaboration, sharing of common challenges and

overcoming them through effective discussions. There is trust and good relationship with stakeholders who are ready to support community projects.

7.0 STRATEGIES FOR SUSTAINABILITY

The community and the Council have set various strategies to ensure continuity of the initiatives. These include regular rehabilitation of Kitongoji office, strengthening of the project management committee and continued community sensitization and motivation. The Kitongoji is determined to improve all services by continuing to make contributions and involving stakeholders.

8.0 SECRET OF SUCCESS

The success documented in here is a function of team work, political will towards development, talented and committed leadership. The chairperson of Disunyara Kitongoji and District Executive Director are development oriented leaders. They allocated a lot of efforts to bridge the gap between the Kitongoji residents and other stakeholders. According to the consulted Kitongoji residents and the Kilangalanga Ward Executive Officer (WEO), the Disunyara chairperson is strong, innovative leader; and abiding to rules and regulations. She is very good in motivating residents, very open, transparent and honest. This strong bond between chairperson and the residents is the real secret for success.

MPIMBWE DISTRICT COUNCIL



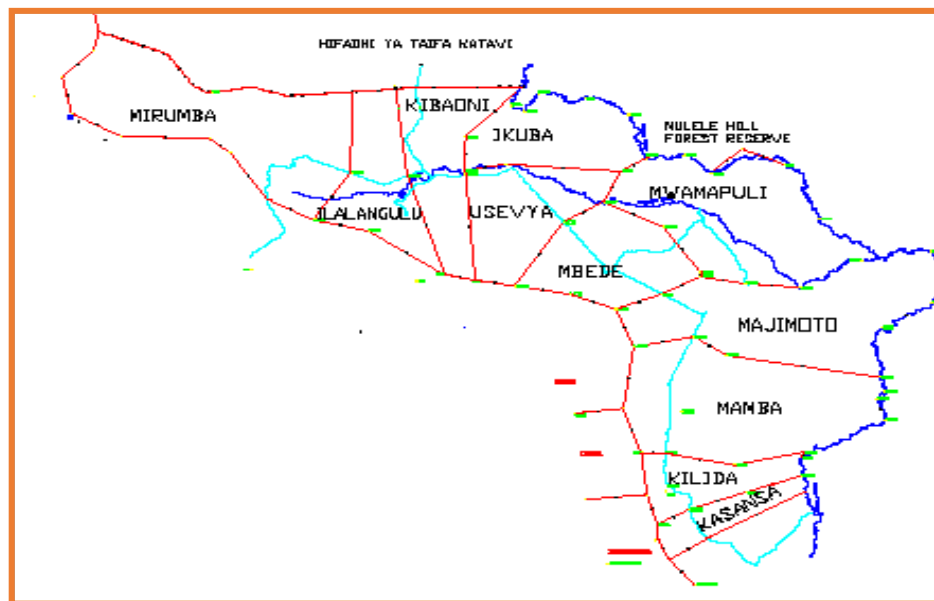
COMMUNITY SELF-HELP EFFORTS IN IMPROVING TEACHING AND LEARNING ENVIRONMENT



Experience of Mkuyuni Primary School

1.0 INTRODUCTION

Mpimbwe District Council is one of 5 Councils of Katavi Region. It was established in 2016 after division of former Mlele DC. Other Councils are Mpanda MC, Mpanda, Nsimbo and Mlele DCs. Mpimbwe DC is located 120km from Mpanda MC which is the headquarters of Katavi Region. The Council lies between longitude 33° 31' East and Latitude 5°7' to 15° and 30' South. The altitude ranges between 1000m – 1250m above sea level with a moderate type of climate; temperatures ranging from 18°C - 30°C. There are two seasonal variations which are dry season between mid-May to mid-November while the remaining months are rainy season. The Council has 2 Divisions, 9 Wards, 31 Villages and 137 Vitongoji. Most of the ethnic groups are predominantly agro-pastoralists. The main economic activities are agriculture, livestock keeping and beekeeping. Cash crops are simsim, sunflower and groundnuts while food crops include maize, paddy, beans, cassava and sweet potatoes. According to 2012 Census, Mpimbwe DC has a population of 117,543; 57,588 male and 59,955 female with 3.2% annual growth rate.



Mpimbwe DC Map

The Council has 29 primary schools with a total of 23,380 pupils; 11,815 male and 11,565 female. In January 2017 standard one enrolment was 98%. The Council has 4 secondary schools with a total of 1,956 pupils; 1,215 male and 741 female. The infrastructure and furniture status in the Council is shown in tables (1 and 2) below.

Table 1: Infrastructure Status in Primary Schools

| NO | DESCRIPTION | REQUIREMENTS | AVAILABLE | DEFICIT |
|----|-------------------|--------------|-----------|---------|
| 1. | CLASSROOMS | 497 | 172 | 325 |
| 2. | TOILETS (STANCES) | 635 | 246 | 389 |
| 3. | TEACHERS' HOUSES | 507 | 97 | 410 |

Table 2: Infrastructure Status in Secondary Schools

| NO | DESCRIPTION | REQUIREMENTS | AVAILABLE | DEFICIT |
|----|-------------------|--------------|-----------|---------|
| 1. | CLASSROOMS | 65 | 49 | 16 |
| 2. | TOILETS (STANCES) | 51(m) | 40 | 11 |
| | | 38 (f) | 28 | 10 |
| 3. | TEACHERS' HOUSES | 90 | 28 | 62 |

| | | | | |
|----|------------|----|----|---|
| 4. | LABORATORY | 12 | 11 | 1 |
| 5. | HOSTELS | | | |

2.0 PROBLEM

Mkuyuni Primary School is one of 29 primary schools in the Council. This primary school was established as a result of overcrowding of Majimoto Primary School. The move to free education appears to have increased the enrolment of standard 1 pupils. As a result, teaching and learning have been compromised by large classes and a shortage of teachers. At Majimoto Primary School, there was alarming classroom congestion which adversely affected the teaching and learning process for both teachers and pupils. A single class comprised at least between 70 and 100 pupils. The facilities for teachers such as offices and office tables not adequate.



Overcrowded pupils at Mkuyuni Primary Schools

These Challenges required immediate interventions from either Ward or Village leadership. The resolutions were made through Ward Development Committee on 29th January, 2016 to construct two classrooms and one teachers' office at Mkuyuni Primary school. The community agreed and started to construct two classrooms up to the ring beam stage. The Council facilitated the completion of the construction by roofing, plastering, flooring and fixing of doors and windows.

Despite the community efforts to construct two classrooms and build two stances for pupils, there was overcrowding of pupils; over 200 pupils in one classroom, especially after adoption of free education early 2016. In addition to this, some pupils used Mkuyu tree located in the school as a classroom. These challenges led to;

- (i) Poor attendance; out of 420 pupils only 370 pupils attended classes regularly.
- (ii) Increased dropouts; standard I pupils dropped from 242 to 202 and standard II from 178 pupils to 168, resulting from lack of motivation due to congestion and high pupil teacher ratio.
- (iii) Outbreak of diseases due to inadequate number of toilets; typhoid cases increased from 50 to 90, cholera from 0 to 5 and worms from 50 to 200 cases.
- (iv) Dirty pupils due to sitting on dusty ground throughout the day, attending some reading, writing and counting lessons.



Mkuyu Tree that served as a class



Pupils concentrated under Mkuyu Tree

3.0 OBJECTIVE

The main objective of this initiative was to improve learning and teaching environment. Specifically, the initiative intended to;

- (i) Construct five classrooms, teachers' office, 14 toilet stances and procure 170 desks.
- (ii) Reduce truancy as a result of improved teaching and learning environment which would motivate pupils and teachers to engage fully in education activities.
- (iii) Reduce cases of diseases which were caused by poor infrastructure (inadequate toilet and classroom facilities).

4.0 IMPLEMENTATION STRATEGIES

The initial community efforts did not resolve the problems of overcrowding, shortage of toilet stances, teachers' offices, truancy and health issues. To rescue the prevailing situation, the community, Council Management Team (CMT) and the Full Council collectively agreed to construct five classrooms, 14 VIP stances (12 for pupils and 2 for teachers), and purchase 170 desks in the year 2015. The major stakeholders involved in the process included the entire community, small traders in the village, local media, sungusungu, hamlet leaders, influential leaders and Mpimbwe DC.

Community sensitization and resource mobilization; implementation started by sensitizing the community and resource mobilization. Sensitization was done through local media, sungusungu, use of Influential elders and public meetings. Village and Kitongoji leaders were key persons in the process; they mobilized stakeholders to contribute various resources. The key stakeholders were allocated different roles to perform; local media personnel were deployed to mobilize the community and create awareness on how

each individual in the village and the Ward would make contributions for construction of school infrastructure. Village and Ward militia groups (sungusungu) were attached to enforcement of the agreed bylaws in relation to contributions in cash and kind; and in this role many defaulters were dealt with to ensure the targets are reached. Local tribal leaders and influential elders were given the role of community sensitization, awareness creation and encouragement of the villagers to participate fully in cash contributions, project area preparation and implementation.



Village Council Meeting during sensitization

Collection of cash and materials; villagers and business community contributed cash or in kind in the implementation of the classrooms' construction. Prominent business persons (owners of Guest houses, restaurants, retail shops and petrol stations) provided building materials (cement, sand, aggregates) and cash for paying casual laborers. Women and youth groups participated in bricks making, fetched water for construction and supported construction activities as casual laborers. Transporters supported transportation of building materials. This teaming up resulted into quick and effective construction of five classrooms' walls up the ring beams. Thereafter, the Council facilitated the completion of the school infrastructure by roofing, plastering, fixing doors and windows and supplying 170 desks as well as building 14 VIP stances (12 for pupils and 2 for teachers).



Improved School Infrastructure

5.0 RESOURCES

The Community and the Council provided different resources to ensure the project is implemented successfully. The Community contribution covered building materials such as blocks making, aggregates, reinforcement bars, cement and hardwood which costed a total of TZS 26,478,000/=. To make sure that the costs are met, every household was obliged to contribute TZS 15,000.00/=. Those who were not cooperative were fined TZS 10,000/= on top of 15,000.00. Therefore the defaulting households had to pay TZS 25,000.00/=.

The Council contribution involved industrial building materials including corrugated iron sheets 28G, mixed nails, roofing nails, hardwood for roofing structures, cement, paints, fixing of doors and windows and supply of 170 desks which costed a total of TZS. 46,942,000.00. In addition, the Council provided expertise for monitoring and supervision of the project throughout the period of implementation. Total cost for completing the initiative through community participation was TZS 73, 420,000.00 as opposed to TZS 118,000,000.00 if the project was contracted out. Project duration was 12 months.

6.0 RESULTS

Implementation of this initiative lead to the following results.

Improved school infrastructure; the community and the Council at large managed to construct five classrooms, one staff office, VIP latrine 14 stances (12 stances for pupils and 2 for teachers) and purchased 170 desks at Mkuyuni primary school. By providing these infrastructure and furniture, the teaching and learning environment has been improved hence provision of quality education.

Improved relations between community, stakeholders and the Council; having the infrastructure constructed, the Council and the community have realized improved bonds amongst the stakeholders. The bond generated at Mkuyuni initiative has extended to other villages leading to completion of similar projects in new five primary schools in Majimoto Ward; these includes Kitupa Primary School which constructed 4 classrooms, Migunga Primary School which constructed 3 classrooms and 1 teachers' office and Luchima Primary School 2 classrooms and 1 teachers' office. In addition, community participation, involvement of influential elders, households, teachers, school committees and village leaders contributed significant improvements in the existing teaching and learning environment.

Reduced dropout and truancy; the initiative has realized reduction in dropout and truancy amongst primary pupils by 100% as pupils are motivated and inspired by the conducive learning environment. The improved infrastructure has also increased class attendance from 86% in 2015 to 100% in 2017, while enrollments have increased significantly as elaborated in table 3 below.

Table 3: Number of Pupils in Mkuyuni Primary School in 2017

| NA | CLASS | MALE | FEMALE | TOTAL |
|----|--------------|------|--------|-------|
| 1 | KINDERGARTEN | 100 | 98 | 198 |
| 2 | STANDARD I | 322 | 304 | 626 |
| 3 | STANDARD II | 208 | 232 | 440 |
| 4 | STANDARD III | 100 | 102 | 202 |
| 5 | STANDARD IV | 84 | 84 | 168 |
| 6 | TOTAL | 814 | 820 | 1634 |

The community has purchased 5 tables for teachers and are in use, has constructed a temporary kitchen and each parent/ guardian contributes TZS 300/=; and currently the school has a total TZS 130,000/= for provision of porridge to all pupils everyday while in school. The parent/guardian contributions are perpetual.

The improved infrastructure has increased pupils attendance; this is because teachers can now easily manage the pupils to stay longer in classes, reach pupils on their desks and assist them in reading, writing, counting and calculating. Pupils on their part are happy sitting on desks, enjoying well planned school environment and using the green school premises for games and athletics. All these have improved the chances for passing the national examinations.



New classrooms and toilets of Mkuyuni Primary School

Greening and beautifying school compound; the community, teachers and pupils have teamed together to beautify the school environment. Designing gardens and planting trees have made the new school attractive, neat and clean. Supported by decongestion, the chances of communicable diseases have been reduced to minimum. The school environment is adequately ventilated with soft winds spreading oxygen from trees to classrooms and offices. Photos below show the beautiful environment of Mkuyuni Primary School.



Beautiful school environment

Conservation education; participation of the pupils in designing gardens, tree planting, watering and taking care of the trees has developed new skills and attitudes towards trees and caring for trees. The change introduced in schools has spread to the communities and hence has reversed deforestation trend. Teachers are focused to preparing pupils to become tree planting ambassadors in their households.

7.0 SUSTAINABILITY STRATEGIES

To ensure sustainability of the initiative, the community has a plan to construct more school infrastructure to meet requirements. The community has acquired land of 4ha for the expansion of the school. The Council is fully supporting the community using free education funds provided by the government, own source funds and community contributions.

Strengthening of Ward and Village Construction Committee; this will be completed through training on monitoring and supervision. Another important strategy is to oblige the VEO and WEO to present transparently monthly or quarterly revenue and expenditure reports to the village assembly and WDC. This will in turn accentuate trust to community for continued participation in development endeavors.

The involvement community in generating ideas on project preparation, implementation, monitoring and evaluation, has impacted the capacity to engage in development and sense of ownership leading to sustainability of development initiatives.

8.0 SECRET OF SUCCESS

The secret of success of this initiative include;

- (i) Commitment of the community in all processes of project implementation.
- (ii) Hardworking and self-determined community members.
- (iii) Highly committed CMT in supervision and provision of expertise and advice to project implementers.
- (iv) Political willingness to support the initiative.
- (v) Transparency on revenue and expenditure in project implementation.

TABORA DISTRICT COUNCIL



COMMUNITY SELF-HELP EFFORTS IN ESTABLISHMENT OF SECONDARY SCHOOL



Experience Of Kizengi Ward Secondary School

1.0 INTRODUCTION

Tabora District Council is one of 7 Councils of Tabora Region. The Council shares borders with Igunga and Nzega DCs to the North, Sikonge DC to the South, Urambo and Kaliua DCs to the West, Manyoni DC (Singida Region) to the East and Kahama DC (Shinyanga Region) to the North West. The Council is located between Latitudes 05⁰04' and 06⁰15' South and Longitudes 32⁰15' and 32⁰00' East. The Council has an area of 13,453km². According to 2002 Census, the population of Kizengi community was 21,356; 10,498 male and 10,858 female with annual growth rate of 2.8%. The number of households was 3,558. Common tribes found in Kizengi Ward are Sukuma, Nyamwezi and Nyiramba; the most dominant tribe being Sukuma.

Tabora DC has 18 secondary schools with one high school (Ndono secondary school). There are seven unregistered secondary schools, including Kizengi Secondary School which is the focus of this case. Kizengi Ward is among the 30 wards of Tabora DC with 5 primary schools at Kizengi, Malongwe, Kabisile, Isuli and Mwamdaki villages.

The Wards has 6 Villages; Mpumbuli, Malongwe, mwamdaki, Kabisile, Isuli and Kizengi with 32 Vitongoji. Transport services are available as the Ward located along the central railway and the main road from Tabora to Dar es Salaam. Livestock keeping is the leading economic activity, followed by crop production and beekeeping. Most grown crops are maize, cassava, sweet potatoes, ground nuts and sorghum. There are small business entrepreneurs in the area especially honey sellers and small shops for domestic requirements.

2.0 PROBLEM

Kizengi Ward is remote and experiences various challenges in education, water and health sectors. The commonly felt need was a Secondary School. Pupils had to move to the closer Secondary School (Tura Secondary School) at Tura Ward (65km). Long distances through forests and presence hooligans along the way led to problems such as raping, pupils getting early pregnancies and engaging in drug abuse. This situation led to increased school dropout of up to 52%. Table 1 shows the distance from the 6 villages of Kizengi Ward to Tura Ward Secondary school.

Table 1: Distance from Kizengi Ward to Tura Secondary School

| VILLAGE | DISTANCE IN KM |
|----------|----------------|
| Kizengi | 45 km |
| Kabisile | 50 km |
| Malongwe | 35 km |
| Mdaki | 65 km |
| Isuli | 32 km |
| Mpumbuli | 55 km |

The dropout was contributed by pupils being away from their families, lacking guardians to take care of them, living in extremely poor housing facilities and without adequate food stuff. Female pupils were subjected to living in seclusion without basic needs which exposed them to temptations leading to pregnancies (3-5 pregnancies were witnesses at Kizengi Ward every term). Table 2 shows information about dropouts. For example out of 48 boys selected at Tura Secondary School in 2007 only 16 were registered while only 9 completed Form IV. Please note that before 2015 Tura and Kizengi were within one Ward Jurisdiction.

Table 2: Dropout Status

| WARD | NAME OF SCHOOL | OF YEAR | SELECTED | | | REGISTERED | | | COMPLETED | | |
|------------------|------------------|---------|----------|-------|-------|------------|-------|-------|-----------|-------|-------|
| | | | BOYS | GIRLS | TOTAL | BOYS | GIRLS | TOTAL | BOYS | GIRLS | TOTAL |
| Tura | Tura | 2007 | 48 | 32 | 80 | 16 | 11 | 27 | 9 | 6 | 15 |
| | Tura | 2008 | 23 | 17 | 40 | 21 | 15 | 36 | 7 | 4 | 11 |
| | Tura | 2009 | 55 | 38 | 93 | 52 | 27 | 77 | 14 | 8 | 22 |
| | Tura | 2010 | 37 | 24 | 61 | 30 | 14 | 44 | 10 | 3 | 13 |
| Tura and Kizengi | Tura and Kizengi | 2015 | 66 | 49 | 115 | 63 | 42 | 105 | 39 | 23 | 62 |
| | Tura and Kizengi | 2016 | 46 | 44 | 90 | 46 | 44 | 90 | 37 | 36 | 73 |
| | Tura and Kizengi | 2017 | 74 | 74 | 148 | 72 | 70 | 142 | 63 | 62 | 125 |

Some male pupils became victims of mobs and drug abuse, engaging in using, selling *bangi* and smoking cigarettes. Tura village is a center where long distance trucks and cars stop for a rest. Their presence contributed to vulnerability of both female and male pupils. Some pupils who dropped out of Tura Secondary School narrated their story. *“My name is Lucia Edward....I’m 24 years old, I started form one at Tura Secondary School in 2008 and dropped out in 2010 while in form two due to pregnancy...there was nothing I could do.....as there was no food, no fees....men all around”*.

Another victim, Susana Daniel Masile who is 25 years old, started form one in Tura Secondary School from 2008 and dropped out in 2010 because of pregnancy. Susana Said *“the environment of the school was not friendly for us....we rented rooms in the village, paying the owners on monthly basis....no money from home.....I found myself pregnant.....and I had to leave school while in form three.....”*

**Lucia and Suzan**

Mr. Mtembezi Boniface said, *“ I ’ m 25 years old, I started form one in 2008 and completed form four in 2011, I failed national examination due to various challenges.....there was long distance....then I decided to rent a room, my parents failed to provide support for food and rent.....we decided to live in groups.... at least four boys in one room and share the rent.....this situation was not friendly.....we decided to start small business instead of studies.....some started burning charcoal.....joined bad groups in the village using and selling drugs including bangi smoking”*. The photo below shows three guys who experienced challenges during their studies in Tura Secondary School, two dropped out and one managed to complete form 4 but failed.



From left are Halfan Salum, Mtembezi Boniface and Makenzi Holela

3.0 OBJECTIVES

Secondary Education in Tanzania is designed to consolidate and broaden the scope of baseline ideas, knowledge, skills and principles acquired and developed at the primary education level. It is recommended by the Government so as to enhance further development and appreciation of national unity, identity and ethics, personal integrity, respect for and readiness to work, human rights, cultural and moral values, customs, traditions and civic responsibilities and obligations.

Considering the importance of Secondary education the government has required at least all Wards in Tanzania to establish a secondary school. With this background and in collaboration with Tabora DC, the Kizengi Community unanimously agreed to establish a Ward Secondary School with the main objective of improving delivery of Secondary Education to children completing standard seven in primary schools. Specifically the Community intended to construct infrastructure for establishing a secondary school, reduce the distance that pupils covered attending school in Tura, eliminate dropouts and early pregnancies and improve performance in national examinations.

4.0 IMPLEMENTATION STRATEGIES

The idea of constructing Kizengi Secondary School started in May 2011. The community members approached Ward leadership and presented the proposal about establishing a school. The proposal was accepted and leaders started to campaign in all villages. Village assembly meetings were conducted to promote the proposal of establishing Kizengi Ward Secondary School. Deliberations reached include securing of land and establishing contributions. Kizengi Village offered 50 acres of land for free. It was agreed that each household contributes; pastoralists contribute TZS 20,000/=, small business owners TZS 15,000/= and farmers TZS 10,000/=. All residents were expected to provide labor throughout the project implementation.

Collection of contributions; collection started in May 2011, by July 2011 TZS 11 million was collected. The amount was used to purchase cement and transportation of building materials. The community made 3,000 concrete blocks and by January 2012 had constructed the foundation for a building of four classrooms. It was agreed contributions be continuous. By January 2018m, the community had collected TZS 96.4 million for the project. During his visit to Tabora Regions, in October 2017, the President of United Republic of Tanzania visited Kizengi and was informed of the project for which He contributed TZS 5 million to support community initiative.

Technical support; the Council provided technical supports in terms of drawings, BOQs, supervision and monitoring of construction activities. The Council allocated teachers and education materials and

inaugurated the school even before registration to relieve the pupils from long distances covered to reach Tura Secondary School.

5.0 RESOURCES

The Council and the community have jointly used different types of resources to complete the initiative. Table 3 below shows the financial resources.

Table 3: Financial Resources

| Phase I | | | |
|-----------------|---|--------------------|-----------------|
| Year | Activity | Resources | Source of Fund |
| 2011/12-2013/14 | Construction of 4 Classrooms, teacher house, three laboratory room, three toilets | 54,464,400 | Community |
| | | 40,000,000 | Tabora DC |
| Sub-total | | 94,464,400 | |
| Phase 2 | | | |
| 2015/2016 | Construction of administration block, 2 classrooms | 43,302,000 | Community |
| | Laboratory infrastructures | 5,000,000 | President (URT) |
| | Construction of health center | 5,000,000 | President (URT) |
| | Administration block | 21,000,000 | Tabora DC |
| Sub-total | | 74,302,000 | |
| TOTAL | | 168,766,400 | |

6.0 RESULTS

Tabora DC and the community have realized consensus and unity within villages which has resulted into effective implementation of the initiative. The results are summarized in box 1 below.

Box 1: Summary of Results

- *The Ward Secondary School is in place and operational,*
- *Pupils are attending studies in Ward from all 6 Villages and 32 Vitongoji*
- *The distance to school has been reduced from 50km to between 0km and 10km*
- *School dropout has been decreased from 52% to 13.6% and the target is 5% in 2018*
- *Pupils' pregnancies have been eliminated*
- *Drug abuse has been eliminated and the pupils are studying comfortably close to their villages and mostly living within families*
- *Pupils enjoy having meals at school during the day time*
- *Enrollment and Registration in Secondary school has increased from 28 students to 99. In 2015 the school started with 28 pupils; the number is increasing because pupils are being transferred from other schools to Kizengi Secondary School since the school has friendly environment. The school has 99 pupils from form I to form III and by 2018 the pupils will exceed 150,*
- *Risks that used to accompany pupils have been eliminated*
- *In 2016, all pupils passed the form II examinations, indicating quality delivery of secondary education service,*
- *Parents and the community at large are happy with the achievements made.*

The completion of basic school infrastructure has allowed the community to make extensions and engage in construction of teachers' houses and laboratories.

*Teachers' House**Biology Laboratory**Laboratories under construction**Construction in progress (two classrooms and Administration Block)*

Provision of lunch to pupils; every family with a pupil contributes TZS 4000/= per year, in cash, livestock or crops. The school has a farm which produces maize for pupils' food. The School has a functioning kitchen. The pupils whose villages are beyond 10kms distance are kept in rent houses within Kizengi Village; however the whole community provides security and guidance to their lives in relation to proper behaviors and discipline.

*Pupils get lunch in the school*

7.0 SUSTAINABILITY STRATEGIES

Tabora DC and Kizengi community have plans to ensure the initiative is sustainable and performing to standards required. The Community has tasked the elected leaders such as Ward councilor, six village chairpersons, and 32 Vitongoji chairpersons to constantly ensure that the School runs smoothly. The WDC has a permanent agenda in all meetings regarding school progress and interventions needed for sustainability.

With regard to financial sustainability, the community has vowed to continue with contributions of all forms to ensure the secondary school is performing and sustainable.

The Council continues to set development budget annually while increasing the number of staff and education equipment. These will build the capacity of the school and raise it to fully fledged secondary

school as currently it is operating as a satellite secondary school for Tura Ward Secondary School. The registration process will cement the completion of establishment of Kizengi Ward Secondary School.

8.0 SECRET OF SUCCESS

Secondary school was a felt need of the community which ensured willingness of the community members to contribute significantly to the school. This was supported by effective leadership and political willingness.

KASULU DISTRICT COUNCIL



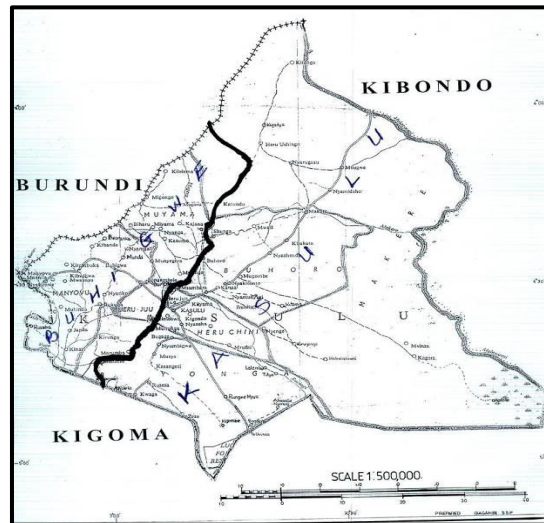
SELF INITIATED YOUTH GROUP FOR SOCIO-ECONOMIC TRANSFORMATION



Experience of Mboni ya Vijana Group (MVG) in Zeze Village

1.0 INTRODUCTION

Kasulu District Council is one of 8 Councils of Kigoma Region. The Council is situated at the extreme Western part of the Republic of Tanzania in the North -Western part of Kigoma Region. The Council was established in 1983, it has an area of 5,324km² forming 10.62% of the total area of Kigoma Region. According to 2012 Census, the Council had a population of 425,794 out of which 218,373 (51.3%) are female and 208,244 (48.7%) are male with annual growth rate of 2.4%. Currently, the population is estimated to be 484,083 (235,816 male and 248,267 female). The number of households is 63,695 with an average of 7.6 people.



Map of Kasulu DC

The economy of the Council depends on agriculture employing 85% of the population. Agriculture involves crop production and animal husbandry. Main food crops are maize, beans, cassava, sweet potatoes, banana, paddy and vegetables while cash crops are coffee, tobacco, ginger and sugarcane. The remaining population engage in other activities such as beekeeping and petty businesses.

Mboni ya Vijana Group (MVG) is a youth run community-based organization (CBO) founded in 2014 and registered with number 0057 in Kasulu DC based at Zeze Village. The group engages in transforming the lives of the people through entrepreneurship development, environmental management and peer education. The background of Mboni ya Vijana came from Benedicto Hosea encouraged the youth to establish this organization. The name "Mboni ya Vijana" reflects the desire of making youth look "SMART" in the society by wagging war against poverty; bringing lives prosperity and wellbeing.

The group started with 7 youth and by 2018 had 13 active members. Mboni ya Vijana operates its function through hired laborers and volunteers who have compassion to work with grassroots organization, lifting poor people to prosperity and wellbeing.

2.0 PROBLEM

The communities of rural areas of Kigoma are characterized by extreme income poverty, illiteracy and poor socio-economic infrastructure. Zeze Village is a very remote inhabited by approximately 8,400 Haa natives, located in South-West at 45km from Kasulu Town and 69km North-East from Kigoma Town. Zeze Village encounters problems such as unemployment, poor farming methods (shifting farming), inadequate water supply, lack of business knowledge and skills, inability to access capital, unavailable technical center to

deliver technological skills and lack of youth leadership to initiate and run development programmes. These factors intensify income poverty, underdevelopment and poor socio-economic services. Mboni ya Vijana Group was established to complement those factors which in any ways are symbol of poverty at Zeze village. A photo below indicates a poor farming leading to deforestation.



Deforestation due to poor farming methods

3.0 OBJECTIVE

The main objective of this initiative was to create the environment that would provide employments, ensures income and food security to youth and the community. Specifically the initiative intends to;

- (i) Initiate and manage sustainable and improved farming by training, supporting and monitoring youth and individual households owned farms.
- (ii) Ensure food, income security among youth, families and the community; and minimize improper shifting farming which threaten the environment.
- (iii) Initiate and manage small industries and businesses for youth and women.
- (iv) Train and encourage youth and community about creativity, innovation and global economic and climate change challenges.

4.0 IMPLEMENTATION STRATEGIES

Mboni ya Vijana Group was found to lift the status of lives of the people living in extreme poverty. In implementing this initiative, the following strategies were adopted.

Awareness creation; awareness was meant to enlighten people about the actual poverty situation in the village and share ideas on how to address poverty. Awareness creation started in 2012 by organizing youth and sensitizing them to join groups for sharing challenges and seek solutions. Sensitization was done through informal meetings which led to formation of Mboni ya Vijana in 2013.

Registration of the group; in 2014 the Council appreciated efforts of the group and registered the group as a Community Based Organization with registration number 0057. The specific role of the group on environment conservation prompted the Council to link the group with organizations of similar initiatives.

Satellite imaging of Zeze Village; MVG in collaboration with Janet Chapman (UK) developed an online map through Open Street Map (OSM) and an Android application called *Maps.Me* to digitalize Zeze Village and

create a map that can be accessed and navigated through satellite.



Satellite image showing the aerial view of Zeze village in the present

Establishment of MVG center; in order to coordinate group activities, the group acquired 20 acres of land from the Village Council to established a center with an office and a workshop for learning and coordinating economic activities such as demonstration farms, fish pond and a water well. The photos below show group members participating in economic activities in the demonstration farm.



Economic activities of the group

Contruaction of office infrastructure; initially, MVG started opretations from a building donated by parents of the founder. Later the group started to construct office and workshop building. The photos below show the on going construction of office and workshop.



Office building, Workshop and water well

Establishing tree nurseries for environment conservation; in addressing deforestation, MVG with assistance from the Council established tree nurseries. The tree seedlings were planted in area surrounding the center and others were distributed to the community to be planted at their homes. The Council assisted expertise and polythene tubes for sawing tree seeds. The photo below shows the establishment of tree nursery.



Tree nursery on progress

Establishment of economic generating activities; the group established economic generating activities for the purpose of raising incomes, environmental conservation and center for learning. The economic activities include agriculture where the group engages production of maize, beans and vegetables. Other activities are beekeeping, fish farming, soap making, welding, carpentry and drilling of water wells. The Council assisted the group with expertise in establishing those economic activities. Photos bellow show some of economic activities carried by the group.



Be keeping,

fish farming,

soap making

drilling water well

Provision of education to pupils and youth who failed to attend school; in the process of fighting illiteracy as it has been the policy of the country, the group decided to establish classes for pupils and youth who failed

to attend school. The group decided to engage in this activity to facilitate them to be able to read and write so they can be productive in the community and foster their livelihood. Photos below are pupils attending class.



Pupils attending class

Securing external support; the group extended network beyond the Council and secured assistance on expertise and resources. The group prepared project write-up and shared with a number of institutions within the country and international. The activities carried by the group attracted eyes of donors, who assisted provision of resources and expertise to foster the group initiatives. Among the supporters include Amenity Non-Profit Charity Organization (ANCO) based in Kigoma, Kawie Social Development Foundation (KASODEFO) – Maswa. Women Chamber of Commerce (TWCC) – Dar es Salaam, Institute of Rural Development Planning (IRDP) – Dodoma, Kisangani Blacksmith, Southern Highlands Organization (SHIPO) – Njombe, SeedChange Tanzania - Kigoma and, the Foundation for Civil Society (FCS) – Dar es Salaam. The international organization include King’s College, Imperial College – United Kingdom, GlobalGiving (GG) – United Kingdom and United States, Local Electricity One (LE1) – UK and Australia, and The Pollination Project – United States.

Conducting training on Wind Turbine Electricity; in July, 2017 MVG organized wind turbine electricity training for youth. The workshop was facilitated by Local Electricity One co-directors from Australia and UK. Participants from Zeze Village and IRDP attended the workshop. The purpose of the workshop was to enable youth build wind turbine and produce electricity using local materials and electrical waste materials. The intent for adapting wind turbine technology is to develop sustainable energy that is environment friendly.



Workshop on progress

5.0 RESOURCES

Establishment of MVG and implementation of initiatives used human, financial and physical resources; there are 13 active members operate jointly with the management committee of 5 volunteers. The group has facilities that include workshop, office building, fishpond, land and store as described in the table 1 below.

Table 1: Resources and Assets

| S/N | ASSET/LIABILITY NAME | QUANTIT Y | VALUE (TZS) | SOURCE |
|-----|---------------------------------------|-----------|--------------------|-----------------------|
| 1 | Land | 20 acres | Not yet | Village Council. |
| 2 | Storage Facility | 1 | 13,295,000 | MVG and donors. |
| 3 | Toilet | 1 | 3,845,000 | MVG and Grants |
| 4 | Administration Block | 1 | 11,789,300 | MVG |
| 5 | Water Borehole | 1 | 4,760,000 | MVG and Grants |
| 6 | Welding and Carpentry Structure | 2 | 7,500,000 | MVG and Grants |
| 7 | Fish Pond | 2 | 6,850,000 | MVG and Grants |
| 8 | Palm planted at the site | 1362 | 6,810,000 | MVG and Grants |
| 9 | Natural Trees Managed | 40,000 | 800,000,000 | Naturally regenerated |
| 10 | Banana Plants | 300 | 1,500,000 | MVG |
| 11 | Bee hives | 65 | 3,900,000 | MVG and |
| 12 | Power Generating machine | 1 | 3,800,000 | MVG and Grants |
| 13 | Power Alternator Machine (24KW) | 1 | 2,600,000 | MVG and Grants |
| 14 | Power supply system | 1 | 2,268,000 | MVG and Grants |
| 15 | Welding and Carpentry Tools | 57 | 3,986,500 | MVG and Grants |
| 16 | Soap Making Facilities | 52 | 2,640,700 | MVG and Loan from DC |
| 17 | Office Staff Furniture | 24 | 840,000 | MVG |
| 18 | Staff Kitchen Kit | 70 | 1,400,000 | MVG |
| 19 | Borehole Drilling Equipment | 8 | 24,689,000 | MVG and Grants |
| 20 | Laptop Computers | 6 | 4,440,000 | Donated |
| 21 | Tablets Devices | 11 | 1,320,000 | Donated |
| 22 | Books for Library | 96 | 1,152,000 | Donated |
| 23 | Printing Machine | 1 | 460,000 | MVG |
| 24 | Water pump | 2 | 1,118,000 | MVG/ Grants |
| 25 | Agricultural Equipment | 30 | 450,000 | MVG / Grants |
| 26 | Agricultural Irrigation Equipment | 0 | 1,688,900 | Donated and Grants |
| 27 | Office Filling Facilities | | | MVGs Projects. |
| 28 | In Field Working Suits and facilities | 13 | 650,000 | MVG and Grants |
| | TOTAL | | 913,752,400 | |

6.0 RESULTS

MVG supports youth and women access to; small business education and capital through a microcredit scheme and developing sustainable farming (Farm Impact Scheme Fund) by injecting small loans to small farmers to ensure high yield per acre and food security. Up to March, 2015 378 clients that include youth and women benefited from training and loans issued under microcredit scheme of MVG. Each beneficiary received business start-up loan of TZS 360,000 and were supervised to initiate and run business which eventually improved incomes.



Women on trainin and business

MVG engages in drilling of short deep boreholes, manufacturing and installation of rope hand pumps to solve water problem and running of a welding and carpentry workshop. Other activities include soap making, fish farming, beekeeping and environmental conservation.

Presence of voluntary committee supporting communities; MVG operates through a management committee of 5 volunteers committed and focused to foster development and bring social and economic welfare to Zeze community.

Increased food and income security; MVG has established sustainable farming scheme which supports small farmers to learn best farming practices, access agricultural inputs, conduct farm monitoring and management and create conducive markets. In the farming season (2016/17) the pilot scheme implemented on 35 acres run by 28 small farmers and the MVG, produced average of 18 – 24 bags of maize per acre compared to 0 – 3 bags before the initiative. Photos below show increased production.



Increased food production

Increased access to clean and safe water; MVG introduced manual water drilling and rope hand pump technology aimed at solving water problems. In 2016 MVG drilled and constructed rope hand pump on a borehole which provides 10,286 liters of water per day and serves 500 people in 12 hours. The group has installed rope hand pumps to replaced broken India Mark II and Afridev hand pumps to ensure availability of clean and safe water in the community.



Water pump for safe and clean water

Employment creation; the group has several infrastructural facilities which provide opportunities for employment for members and interested youth. These include a storage facility, 65 bee hives, welding and carpentry workshop, 2 fish ponds, 1 borehole, 120 palm trees, 1 banana farm and 1 tree nursery.

Delivering education and training to youth and children; MVG has a peer education project which delivers reading and writing skills to those who did not attend schools at age. In addition, the project develops computer skills to those who have formal education. Under this scheme, MVG works collaboratively with schools in Zeze Village by providing materials and training for practicals. Training facilities include books, tablets, e-readers, computers, power, internet and WI-FI.



Children reading books at MVG center

Protection of environment; the group has actively involved in environmental management to a reasonable scale through beekeeping, fish farming, palm trees planting, and establishing of tree nursery. The group has placed signs and posters instructing people not to cut trees or burn forest. Results of these initiatives have enabled the area to be free from wildfire for the past two year consecutively while the community has learned and adopted environmental conservation.



Bee keeping

7.0 SUSTAINABILITY STRATEGIES

The readiness of the community to participate in the initiative gives a way for sustainability. MVG and the Council are determined to;

- (i) Establish more permanent infrastructure for continued provision of services.

- (ii) Continue to provide knowledge and skills to members and community for enhanced activeness and participation.
- (iii) Continue collaborations with partners, friends and community in fostering the initiative.

8.0 SECRET OF SUCCESS

The success of the initiative emanated from distinguished leadership and commitment of members and effective support from partners and the Council.

URAMBO DISTRICT COUNCIL



SELF-HELP IMPROVEMENT OF HEALTH SERVICES



Experience of Motomoto Village

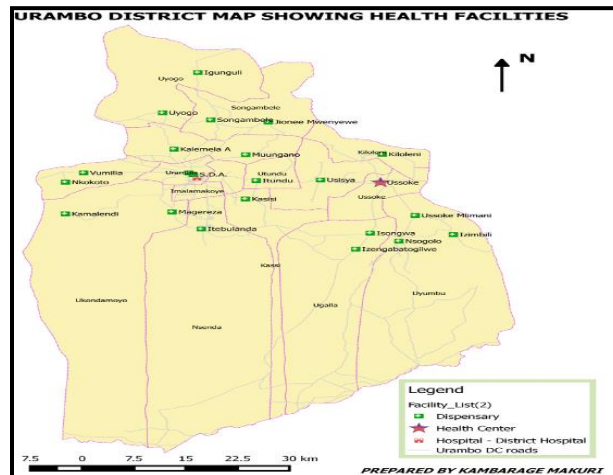
1.0 INTRODUCTION

Urambo District Council is one of 8 Councils of Tabora Region situated between Latitude 4⁰.420' and 5⁰.460' South and Longitude 31⁰.45' and 32⁰.300' East. The Council borders Sikonge and Tabora DCs to the East, Mpanda DC (in Katavi Region) to the North and Kaliua DC to the West. The Council covers an area of 6,110km² equivalent to 8.2% of Tabora Region. The arable land is 8.4%, area covered by water is 0.9%, forest reserves 52.3% and forests/grassland 12.9%.

Administratively, the Council has 2 Divisions, 18 Wards, 59 Villages and 254 Vitongoji. According to the 2012 Census, the Council had 192,781 people of which 95,997 are male and 96,618 are female with an average annual growth rate of 4.8% therefore, in 2017 the Council was projected to have population of 225,664 (112,254 male and 113,098 female).

Major economic activities are agriculture and livestock keeping. Other economic activities include trade and commerce, employment in public sector, small scale industries mainly in agro-business, welding, furniture production, beekeeping, timber harvesting and petty business. Agriculture is the main economic activity employing 90% of population producing food and cash crops. Major food crops are maize, paddy, sorghum, cassava and sweet potatoes. Cash crops are tobacco, groundnuts, cotton and sunflower. Animal husbandry is practiced in small scale which include indigenous cattle, goat, sheep, poultry and pigs. Other activities includes tourism at Ugalla Game Reserve.

Urambo DC has a total of 25 health facilities including one District Hospital, one Health Centre and 24 dispensaries of which two are owned by Faith Based Organization (FBOs). Although Council has 225,664 inhabitants, the District Hospital serves a total population of 586,139 including patients from the neighboring Kailua DC which does not have a District Hospital.



Urambo DC Map showing allocation of health facilities

2.0 PROBLEM

In accordance with ruling party manifesto and health policy, every Ward is supposed to have a health center and a Village have a dispensary. Urambo DC has 18 Wards and 59 Villages. There is only one health center indicating a deficit of 17 health centers (94%). 23 villages have dispensaries indicating shortage of 36 dispensaries (61%). Shortage of health facilities made people walk over 30km to nearby facilities. The available health center serves communities living on Eastern zone of the Council leaving the other three zones unsupported.

Narrowing down to Motomoto Village, the village had a population of 2,732 of which 1,372 are male and 1, 194 female. Initially, the village had no dispensary; villagers used to walk more than 8km to Vumilia dispensary to access health services. This is against national health policy which recommends a maximum distance to a health facility be 2km. Following lack of health services at the village, communities suffered which culminated into a number of problems: high maternal mortality and dependence on traditional birth attendants at homes increasing vulnerability to deaths. Some pregnant women delivered on the way to Vumilia dispensary. The number of pregnant women who used to give births with assistance of traditional birth attendants ranged between 40 % and 60% per year.

Old people and disabled accessed health services with difficulty. Congestion in the available dispensary made people spend many hours waiting for health services. Vumilia dispensary served a population of 8,418 (male 4,283, female 4,135) from villages of Usimba, Chekeleni, Imalamihayo from Kaliua DC, Uhuru and Motomoto Villages of Urambo DC. The long distance to Vumilia dispensary also hampered vaccination of children.

3.0 OBJECTIVE

Motomoto Village inhabitants intended to adhere to the Tanzanian health policy, hence the general objective of the initiative was to improve health services for the residents. The initiative aimed at constructing a building to host the Village dispensary in order to reduce maternal mortality amongst pregnant mothers from 168 to 112 per 100,000 live births, enable residents engage in production activities, enable old and disabled people to access health service and increase accessibility to vaccination by June, 2020.

4.0 IMPLEMENTATION STRATEGIES

The idea to establish Village dispensary began in 2009 at the Village Council level and later disseminated to Vitongoji level for implementation. Village Council conducted sensitization to all community members; members of the Village Council were given responsibility to attend Vitongoji meetings and promote the proposal for constructing and establishing Motomoto Village dispensary. The team informed the villagers on the advantages of having a dispensary at village level. Villagers were also told that establishment of a dispensary was in line with national policy and the ruling party manifesto which require every village to construct a dispensary. The proposal was successfully accepted at all levels.

The Village Council made a stern decision to use the Self-Help Model to improve health services in the Motomoto Village. After sensitization and promotion of the proposal, the village assembly was convened to determine the modality of implementation of construction work. In this meeting, it was decided tobacco produce be used as means for obtaining community contributions for construction work. It was endorsed that each tobacco grower contributes TZS. 20,000/= through direct deductions at Kasela AMCOS. Other crop producers were required to contribute TZS. 10,000/= per household. To implement these agreements a construction committee was established and given the mandate to manage all funds and to supervise all construction works.

For safety and transparent management of the village funds, construction committee opened a bank account at NMB Bank (a/c no. 51310001511). All contributions for Motomoto dispensary construction were deposited into this account and villagers were issued with receipts. A total of TZS. 9,800,000/= was collected from tobacco growers and TZS. 500,000/= from mixed crops growers. The Village Development Fund which is maintained by the Village Council contributed TZS. 28,483,404.00/=.

Preparation and advertisement of construction tender; in 2011 the village had accumulated significant amounts of funds for construction hence construction committee was directed to advertise tender for competitive bidding. Tender evaluation procedures and award were carried out by construction committee with assistance of Council Engineer. The selection competitively favored the Ms. MESHACK TITO NSELO. In the same year construction committee entered into contract with Ms. MESHACK TITO NSELO for a sum of TZS 10,300,000/= and construction started immediately with site plan and foundation setting.

Contributions for construction of second phase; in 2012 the Village Council requested every household to contribute TZS.10,000/= each. The collections from Village Development Fund and the households enabled completion of second phase. This was implemented by another contractor, competitively obtained, the MS KOTIRIA ROAD WORKS E.A TZ LTD who was awarded a contract sum of TZS 16,650,000/= (for demolition, alteration and removal 4,116,000/=, frame 3,910,000/= and walling 8,625,000).

Completion of third phase involved various stakeholders. The roofing of the building was done by local carpentry available at Vumilia Ward. Urambo DC contributed Tshs. 5,000,000/= which was used for purchase of doors and window frames from local carpentry available at MotoMoto Village. The Village Council through the KASELA Agricultural Market Cooperative Society (KASELA AMCOS), requested assistance from Japan Tobacco International (JTI).The JTI agreed to complete all the finishing works, electrical and Air condition installation valued TZS 76,271,186/=.

The Village Council, Motomoto Dispensary Construction Committee with assistance from District Medical Officer (DMO), made a second formal request to the JTI for medical equipment who endorsed the request and supplied medical equipment to MotoMoto dispensary valued TZS. 25,795,200/=. The dispensary was completed in terms of buildings and equipment.

Request for staff; in 2013, DMO allocated two nurses. According to the Motomoto dispensary organization structure, the minimum staff required are five staffs and a maximum of eight; i.e. 1 Doctor, 2 nurses, and 1 medical attendant and 1 laboratory technician. The dispensary has some equipment which are not installed or operated due to unavailability of competent staff.

5.0 RESOURCES

Implementation of establishment of Motomoto dispensary was made possible due to effective resource mobilization and involvement of the community, the Council and stakeholder. Financial Resources used until completion of the project amounted to a total of TZS. 160,549,790/= originating from;

- (i) Cash contributions from the community, TZS. 10,300,000/=
- (ii) Support from JTI, TZS 102,066,386/=
- (iii) Urambo DC, TZS. 5,000,000/=
- (iv) Constituency Development Fund from the Central Government, TZS 3,000,000/=
- (v) Village Development Fund (crop cess), TZS. 28,483,404/=

Other resources included; human resources in terms of supervision of the project and site clearing which in monetary terms is estimated to be TZS. 500,000/=, land of about 4 acres for construction of dispensary which the community provided without compensation (equivalent to TZS. 1,200,000/=) and building materials such as stones and sand contributed by the community valued TZS. 10,000,000/=.

6.0 RESULTS

Urambo DC and villagers have successfully completed construction of the dispensary equipped with medical staff, facilities and equipment. Table 1 below shows medical equipment available in the dispensary.

Table 1: Motomoto Dispensary Equipment

| S/N | Item | Type/Description | Qty |
|-----|---------------------------------|---|-----|
| 1 | SPHYGMOMANOMETER (BP MACHINE) | GIANT MERCURY TYPE MACHINE) | 2 |
| 2 | SPHYGMOMANOMETER | ANEROID | 2 |
| 3 | STETHOSCOPE | BINAURAL | 4 |
| 4 | STETHOSCOPE FOETAL PINARD | MONAURAL | 2 |
| 5 | HAEMOCUE BLOOD HEMOGLOBIN | (HEMOCUE HB 201+) PHOTOMETER | 1 |
| 6 | DELIVERY KIT | SUPERIOR QUALITY WITH SELF STERILIZATION TRAY | 2 |
| 7 | BED LABOUR AND DELIVERY | TWO-PIECE MATTRESS | 1 |
| 8 | HOSPITAL BED | | 4 |
| 9 | DRESSING TROLLEY | | 2 |
| 10 | DRIP STAND | DOUBLE-HOOK ADJ TO 2.5 M HEIGHT | 4 |
| 11 | EXAMINATION LAMP LIGHT | | 2 |
| 12 | DRUM DRESSING | MEDIUM 24CM X 24CM | 2 |
| 13 | PORTABLE PRESSURE AUTOCLAVE | 20 LITRES WITH STAND AND KEROSENE STOVE | 1 |
| 14 | SUCTION PUMP | ELECTRIC 1000 CAP. | 2 |
| 15 | SCALE ADULT | METRIC 140 KG X 100 G; STANDING TYPE | 2 |
| 16 | SCALE INFANT | CLINIC METRIC 15.5 KG X 5 G | 1 |
| 17 | SCREEN FAULDING | WITH CURTAINS | 2 |
| 18 | EXAMINATION BED | TWO SECTION WITH PAD | 2 |
| 19 | HOSPITAL BLANKET | GREY IN COLOR 153X203CM | 8 |
| 20 | DRESSING KIT | | 3 |
| 21 | BEDSHEET | COTTON 270 X 150 CM | 8 |
| 22 | MATTRESS FOAM | 200 X 95 X 12 CM (WITH PVC WATER PROOF COVER | 2 |
| 23 | OXYGEN CONCENTRATOR | DUAL MODEL 2FLOW METERS 6LPM | 1 |
| 24 | THERMOMETER | CLINICAL | 5 |
| 25 | MANUAL VACUUM ASPIRATION KIT | | 1 |
| 26 | WHEEL CHAIR | INVALID FOLDING ADULT | 2 |
| 27 | STRETCHER | EMERGENCY/RECOVERY | 1 |
| 28 | CABINETS FOR MEDICINE/MATERIALS | WOODEN | 2 |
| 29 | OFFICE CHAIRS | WOODEN | 10 |
| 30 | BENCHES FOR PATIENTS | WOODEN | 5 |
| 31 | OFFICE TABLES | WOODEN | 6 |
| 32 | BEDSIDE LOCKERS | WOODEN | 4 |
| 33 | MICROSCOPE BINOCULAR | ADVANCED | 1 |

Health services at Motomoto village and neighboring villages of Chekeleni, Ukondamoyo and Magere (Kaliua DC) are available, easily accessible and improved. The dispensary offers Outpatient Department services (OPD), Labor and Deliveries (L&D), Immunization, Family Planning (FP), AnteNatal Clinic (ANC), PostNatal Clinic (PNC), Child health clinic, Drugs and Medicine Dispensing, Diagnostic services (Laboratory) and Care and Treatment Clinic (CTC) for people with HIV.



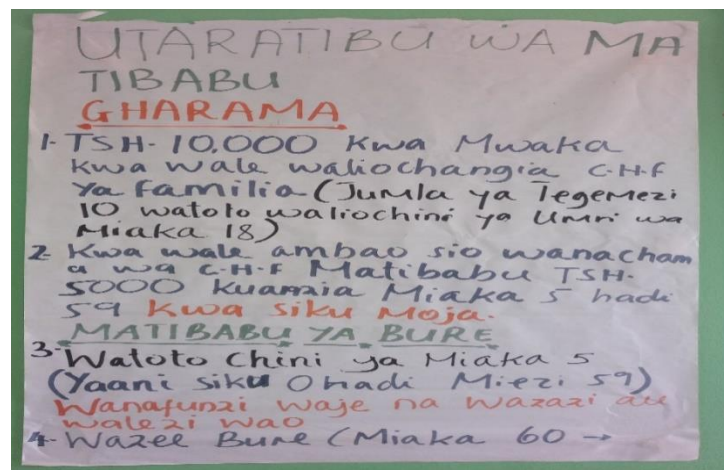
Modern medical equipment

Medical services improved; women deliver within the dispensary and the need for home traditional birth attendants has been reduced to its minimum. Elderly and disabled have full and free access to health services as the Council provides them with exemptions and waiver cards for checkup and treatment. The congestion of patients at Vumilia Dispensary has been reduced as many patients from the surrounding villages prefer the Motomoto dispensary. Time spent by patients in both dispensaries has been reduced from 10 hours to maximum 2 hours.



Wheel Chair and Patients' bench

Stable supply of drugs and medical equipment; availability of an operational dispensary has stabilized the supply of drugs and medical equipment of which villagers used to buy from private pharmacies. The dispensary has facilitated the use CHF and NHIF cards. The number of households enrolled to CHF services stands at 151 equivalent to 27.86% of 542 household in the village. These insurance schemes are useful in securing drugs and medical equipment.



Payment Mechanisms (including CHF)

Primary school pupils have benefited from the dispensary as the distance to pursue medical services at Vumilia has been reduced to less than 1km allowing them to attend classes conveniently. The Dispensary is quite busy as from July 2017 to January 2018 MotoMoto dispensary attended 2,522 cases as shown in table 2 below.

Table 2: Case attended (Jul 2017 to Jan 2018)

| S/N | MONTH | YEAR | PEOPLE ATTENDED |
|-------|-----------|------|-----------------|
| 1 | JULY | 2017 | 192 |
| 2 | AUGUST | 2017 | 280 |
| 3 | SEPTEMBER | 2017 | 336 |
| 4 | OCTOBER | 2017 | 346 |
| 5 | NOVEMBER | 2017 | 421 |
| 6 | DECEMBER | 2017 | 395 |
| 7 | JANUARY | 2018 | 552 |
| TOTAL | | | 2,522 |

Between July to November, 2017 Motomoto dispensary attended the top ten diseases as follows; upper respiratory tract infection (URTI 370), malaria (255), urinary tract infections ((UTI) 200), diarrhea (142), pneumonia (40), skin diseases (36), intestinal worms (24), eye diseases (23), dysentery (17) and road traffic accidents (07). The Dispensary provides Health Education on malaria, Family planning, diarrhea diseases, UTI, immunization, HIV/AIDS and sanitation.

Through the Big Result Now (BRN) program evaluation carried out in 2017 and 2018, Motomoto dispensary was awarded three stars. This motivated the villagers and have started to construct residential buildings for dispensary staff.

7.0 SUSTAINABILITY STRATEGIES

Motomoto dispensary is currently owned by the Village Government and is run and monitored by the Social Services Committee. Through annual plans and budget, the village allocates part of fund, the 60% for development projects to ensure maintenance of the dispensary every year. In addition the village government through village assembly agreed to continue with community contributions of TZS. 4,500 per household annually for expansion of the Dispensary towards establishing a Health Centre. Since the dispensary was awarded three stars it is entitled to receive TZS. 10,000,000/= through Result Based Financing (RBF) in 2018. The monies are planned to be used for rehabilitation and other maintenance activities. The Council will continue to allocate staff, drugs and medical equipment.

8.0 SECRET OF SUCCESS

Motomoto Village achieved this initiative due a number of secrets that center at self-help model and effective communication and collaboration. The first major secret is the community need for improved and accessible health services. This motivated the community to willingly make contributions resulting in ownership and smooth implementation. The community participated in every construction stage and the leadership was transparent and responsive.

Other secrets include presence of tobacco produce, willingness of JTI to support the initiative, the Motomoto Village motto "*mvumilivu hula mbivu*" created zeal to work hard. In addition, the Councilor requested Urambo DC to inaugurate the dispensary during Uhuru Torch Rally, a move which contributed to speed up in completion of construction by 22.07.2017. Indeed the dispensary was officially inaugurated by Mr. Amour Hamad Amour, the National Uhuru Torch Rally leader for 2017.

Chapter Three:

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, seven cases on participatory service delivery are presented from Mpanda, Sumbawanga and Kigoma Ujiji MCs, KibahaTC, Kibondo, Kaliua and Uvinza DCs.

Mpanda Municipal Council presents a best practice on Participatory Efforts in Improving Pupils' Performance in Primary Education at Msakila and Uhuru Primary Schools. The Council experienced academic challenges associated with poor performance in Primary School Leaving Examinations. To address the challenge, the Council intended to improve performance of primary school examination results from 31% (2011) to 99% (2020) through staff motivation, provision of good customer services and establishment of monitoring and evaluation services. The Council engaged in formation of education strategic plans, establishment of Ward patrons/matrons, education management reform, promotion of community involvement, frequent and intensive revisions of the past internal, external and National Examinations, provision of rewards to the best performing Schools, Wards, teachers and candidates and recognition of teachers and pupils. The results include improvement in enrollment and

performance. Implementation of the Council Primary Education strategic Plan has made Mpanda MC to be the best performer at Standard Seven National Examination, holding first position amongst all Councils in Tanzania for three consecutive years, 2014, 2015 and 2016. The secret of success include Staff motivation and strong leadership at Council level.

Sumbawanga Municipal Council best practice covers Participatory Land Readjustment and Property Formalization in Kasisiwe Village which experienced problems of land ownership, increase of uncontrolled settlements and lack of access roads in residential areas. The main objective of formalizing settlements at Kasisiwe Village was to reduce land related social grievances in order to improve livelihood and service delivery. This was achieved by organizing sensitization meetings/workshops, establishment of committee responsible for land readjustment, provision of training on land readjustment and formalization and community participation through labor and cash contributions. The results include improvement in solid waste management, attractive environment and increase in land and property values. Kasisiwe Village has become a learning center. The initiative was a felt need of the community hence participation was effective.

Kigoma Ujiji Municipal Council best practice details on Land Regularization for Elimination of Unplanned Settlements and Conflicts. The Council experienced a number of land conflicts in Bangwe, Kamala, Mwasenga, Vamia and Kagera areas. In 2016, a total of 419 land conflicts were registered. The nature of the conflicts reported was caused by lack of land survey plans, coordinated land use and infrastructure. The main objective of the initiative was to reduce land conflicts and eliminate unplanned settlements in the Council. This was achieved through adoption of land regularization programme, community sensitization, formation of community land committee, details picking and preparation of town plan drawings, cadastral surveying and issuance of certificates of occupancy. The Council surveyed 4,864 plots leading to increased Council revenue, improved working efficiency of Council staff and increased land values. The success of this initiative emanates from factors such as cost sharing of regularization process, willingness of the community to participate, effective collaboration with private sectors and effective relationships amongst stakeholders.

Kibaha TC best practice is on Participatory Market Construction for Improved Livelihoods. Initially, the Council had a small market situated at Mailimoja. Later, the market was demolished due to expansion of Dar es Salam - Kibaha road. As a result, people suffered from completely lack of market services and the Council experienced gross loss of revenue. This situation prompted the Council to plan, design and construct a large new market to cater for the community needs through engaging stakeholders. Awareness creation was made to win participation of business people to engage in the initiative by contributing resources. The Council suspended some of her businesses and allocated resources to this initiative. The completion of market construction led to increased market services, increased number of business people and the Council revenue.

Kibondo District Council initiative focuses on Community Participation in Management of Water Scheme implemented in Kamuhasha Village. Before the initiative the Village experienced inadequate water supply services, villagers had to walk 2- 4km spending 4 to 5 hours searching for water, family violence were common as women spent a lot of time in fetching water. Similarly, people were affected by water borne diseases due to use of unsafe water. In 2016, the villagers decided to collaborate and solve these problems by rehabilitating and expanding water infrastructure, restoring water catchment areas and establishing strong COWSO for management of water scheme. The initiative led to increased access to safe and clean water within 400m, eliminated water borne diseases, improved cleanness and beautified

school compounds through flower gardens and increased economic activities such as bricks making, cultivation of vegetables and establishment of tree nurseries.

Mafia DC initiative is on Community Participation in Construction and Management of Water Scheme. The initiative was implemented in Juani and Chole Villages. These villages are islands separated from the main Island "Utende". Before this initiative Juani and Chole Villages experienced shortage of water. Villagers used to travel 3km - 7km across the Ocean to Utende Village to access clean water. Villagers who could not manage such movements bought water at a high price between TZS 500 - TZS 1000 per bucket. Water borne diseases were common due to use of unsafe water from shallow wells. Having realized these problems, villagers from Juani and Chole expressed the need for water during 2014/2015 planning and budgeting process. Awareness creation was made to unify villagers to contribute funds to support the project and participate in project implementation. The Council supported the initiative by securing funds from the Central Government and provided technical assistance. The initiative resulted into availability of potable water within a short distance, decreases of water borne diseases and decrease of water price.

Kaliua District Council case elaborates on Environmental Conservation for Sustainable Development. The Council experienced increased deforestation caused by anthropogenic activities such as charcoal making, forest burning, shifting cultivation, logging and cutting trees for curing tobacco leaves. The effects of deforestation ranged from degraded environmental resources, climatic variability and interrupted livelihoods. The Council realized this and decided to intervene by creating awareness on environmental conservation, facilitating on formation of environmental conservation groups, establishing tree nurseries, distributing tree seedlings and introducing alternative technology of making alternative charcoal. The initiative led to transformation of people's mindset and practices which led stopping of environmental harmful practices and embrace environmental friendly practices. Awareness on importance of trees in the environment and people's livelihoods increased and a number private owned tree nursery were established.

Uvinza DC initiative entails Establishment of a Carpentry Workshop for Improved Education Services. Before this initiative, the Council faced a challenge of insufficient desks for primary schools pupils. The pupil's desk ratio was 6:1 compared to required optimal ratio of 3:1. The situation led to poor teaching and learning environment which resulted into poor performance in examinations. The Council Management Team and parents were not happy with the situation hence decided to intervene. The idea to establish Workshop emanated from the CMT and shared in Full Council for endorsement. The Council formed a task force to coordinate establishment of the workshop while parents participated in making of timber and provision of labor. Completion of the initiative resulted into establishment of a carpentry workshop fully equipped, construction of sufficient desks and Council office furniture, creation of employment to local *fundis* and significant savings of funds.

MPANDA MUNICIPAL COUNCIL



PARTICIPATORY EFFORTS IN IMPROVING PUPILS' PERFORMANCE IN PRIMARY EDUCATION



The Experience of Msakila and Uhuru Primary Schools

1.0 INTRODUCTION

Mpanda Municipal Council is one of 5 Councils in Katavi Region established in 2015. The Council has an area of 527km², 2 Divisions, 15 Wards, 14 Villages, 43 Mitaa, 78 Vitongoji and 28,971 households. According to 2012 Census the Council has a population of 141,004, 69,357 male and 71,647 female with annual growth of 3.6%. The main economic activities are farming, livestock keeping, mining, small scale industries and petty businesses. Main food crops grown are maize, paddy, sorghum, sweet potatoes and cassava.

The Council has 34 Primary Schools and 14 Secondary Schools; 10 owned by Government and 4 are private. The Council has one University (Open University of Tanzania) and one Vocational Training Institute (VETA). Primary Schools have 35,968 pupils; 17,789 boys and 18,179 girls. On average 95% of the eligible pupils join primary education and 100% of primary school leavers join secondary education.

2.0 PROBLEM

Mpanda MC experienced a number of obstacles in attaining social and economic development in various sectors particularly in Education. Since 2012 the Council experienced academic challenges associated with poor performance in Primary School Leaving Examinations. In 2011 the Council pass rate was only 31%. The reasons of poor performance were;

- (i) Lack of education strategy. Before 2013 the Council had no proper education strategy to provide clear directives and guidance for participation of enhanced programs done by stakeholders.
- (ii) There was no effective platform for sharing information about education matters and community development. There were no mechanisms for feedback to community about primary schools' plans and budgets.
- (iii) Poor cooperation between Councilors, Headquarters' staff, teachers and the Community.
- (iv) Poor community participation in education issues. The community believed that delivery of education was the role of education officers and the Government only.

3.0 OBJECTIVE

The Council intended to improve performance of primary school examination results from 31% (2011) to 99% 2020 through staff motivation, provision of good customer services and establishment of monitoring and evaluation services. Specifically, the Council intended to;

- (i) Raise pass rate from 31% 2011 to 97% in 2016.
- (ii) Raise pupil and teachers attendance from 75% to 100% (pupils) and from 84% to 100% (teachers)
- (iii) Improve community participation in promoting primary education.
- (iv) Strengthen monitoring and evaluation of teaching methods and efforts.
- (v) Attain immediate results in community awareness through contribution of materials and cash for education development.

4.0 IMPLEMENTATION STRATEGIES

Mpanda MC through its consolidated and strategic plan aimed at improving service delivery and performance in education sector. To achieve this, the Council set a number of strategies. In 2013, the Council established a five years strategic plan on how to raise performance of the Primary School Leaving Examinations from 31% to 99%. The strategic plan established a desired educational strategy that was to be used throughout the Council. Some schools adopted this strategy perfectly and the best practices are reported in the paragraphs below.

Formation of education strategic plans; The Council assisted Primary Schools to formulate strategic plans. Milala Strategic Plan (2013), Kashato Strategic Plan (2014) and Magamba strategic Plan (2015) provide the way forward to improve primary education. It started as an idea from Primary Education Department to set various measures to attain a dream by creating awareness, setting vision and mission. The preparation of strategic plans started using baseline information through current organizational mapping with the performance rate of 31%. Seeking inputs from internal and external stakeholders assisted the success of the initiative. The strategy required all players from the top to lower levels to acquire and assume clear responsibilities. Awareness raising activities were conducted to Councilors, Ward Executives Officers, Ward Education Supervisors, traditional leaders, religious and community leaders on readiness for mobilization of material, financial and moral support.

Establishment of Ward patrons/matrons; each Ward was assigned one patron/matron from amongst the Education officers. A Patron/matron is not a substitute to Ward Education Officers, rather, a complement to the roles and functions of officers. Patron/Matron is a link between the community and Headquarters. He or she is expected to be concerned with education development matters in the Ward and is supposed to have first-hand information and when necessary intervene before the situation is out of control. They are expected to be active and on monthly basis, join the community for education management campaigns.

Education management reform; this reform introduced daily supervision, monitoring, organizing and evaluation. This involved appointing head teachers and Ward Educational Officers using qualification criteria; at least teachers with minimum qualification of Ordinary Diploma and above. This was complemented by conducting internal inspection of primary schools to support staff and submit the report to the Head of Department on weekly basis. The strategy involved holding regularly schools committee meetings which are done quarterly to assess school progress on academic performance, school discipline and improvements in school infrastructure.

Promoting community involvement; the strategy created a system for joint follow ups and effective participation in all educational programs, involving stakeholders such as NGOs, politicians and Community leaders. The established educational strategy provides several commitments to all stakeholders such as the “pupil record form” with performance records in which each parent is supposed to sign and comment on the academic development of the pupil. Development Partners are granted a role to participate in providing material and financial support to facilitate education provision in procurement of desks, building of pit latrines and classrooms and donating special equipment for pupils with special needs. This was implemented after infrastructural review to determine availability and deficits of classrooms, furniture, teachers’ houses, teaching and learning materials.



Msakila Primary School Infrastructure

Promoting community involvement; the Council introduced proper facilitation aids and participatory approaches in learning and teaching process using real objects, dramatization, questions and answers, discussions and study tours. For instance, the Council established a facilitation team of five competent teachers who reviewed the most challenging topics and prepared training manuals as training tools during Internal Service Training Programs (INSET). In addition, internal training workshops were conducted for Ward Education Officers, Head Teachers and assistant head teachers to share experiences on institutional management and school managerial skills. The Council designed and implemented study tours to Katavi National Park as part of capacity building strategy on natural resources and environmental conservation. These are taught to pupils as part of cross cutting issues while providing motivation to the primary schools administrators.

Frequent and intensive revisions of the past internal, external and National Examinations; this strategy was elaborated in the Milala Education Strategic Plan adhering to the Ministry of Education, Science and Technology Scheme. The scheme requires that examinations are key indicators to determine academic progress of learners. The target was to ensure that before sitting for National Examinations (standard four and seven) each candidate is familiar with examination formats of the respective classes. The proposed examinations included mock examinations at Ward, clusters, Council and Regional levels. The tool assisted projection of performance grades of final examination results of A, B and C grades and strictly aided poor performing candidates of D and E grades through providing extra assignments.

Provision of rewards to the best performing Schools, Wards, teachers and candidates; in the established education strategy the best performer is rewarded with a Certificate and cash. Msakila Primary school held the first position for four years consecutively since 2014 to 2017. The school was also rewarded by the Ministry of Education and Vocational Training as the best improved school in PSLE from 2013 to 2016. Furthermore; the Government through Regional Secretariat introduced a scheme of rewarding District Commissioners according to the results; for the poorly performing Districts, the DC is negatively rewarded with a wooden plate written “bad performer”, with a condition of submitting the plate next year to another District that will perform poor.

Table 1: Rewards for Best Performing Schools

| S/NO | YEAR | SCHOOL | POSITION | REWARDS |
|------|------|------------|----------|------------|
| 1. | 2014 | KAWANZIGE | 1 | 500,000.00 |
| | | MAJENGO | 2 | 400,000.00 |
| | | MKAPA | 3 | 300,000.00 |
| 2. | 2015 | MSAKILA | 1 | 400,000.00 |
| | | MKAPA | 2 | 300,000.00 |
| | | UHURU | 3 | 200,000.00 |
| 3. | 2016 | MSAKILA | 1 | 400,000.00 |
| | | KASHAULILI | 2 | 300,000.00 |
| | | MBUGANI | 3 | 200,000.00 |

Table 2: Rewards for Best Performing Wards

| S/NO | YEAR | WARD | POSITION | REWARDS |
|------|------|------------|----------|------------|
| 1 | 2014 | KAKESE | 1 | 300,000.00 |
| | | KASHAULILI | 2 | 200,000.00 |
| | | KAZIMA | 3 | 100,000.00 |
| 2 | 2015 | MAKANYAGIO | 1 | 250,000.00 |
| | | KAWAJENSE | 2 | 200,000.00 |

| | | | | |
|---|------|------------|---|------------|
| | | KAZIMA | 3 | 100,000.00 |
| 3 | 2016 | KASHAULILI | 1 | 200,000.00 |
| | | KAWAJENSE | 2 | 150,000.00 |
| | | KAZIMA | 3 | 100,000.00 |

Introduction of improved composition of internal examinations; The Msakila Primary School management team deployed the Council Education Strategy to create operational strategies which contributed to high performance. The school contracted to external firm in Dar es Salaam the task of composing and executing school internal examinations. This arrangement was set to improve internal control and quality assurance of examinations, adhering to National Examination Regulations, compel teachers to cover the syllabi before engaging in revisions of complex areas and limit teachers to set questions on topics covered only.

Improving setting of arithmetic questions; to improve pupil's capacity for mathematics subject the school mentored pupils to compose own arithmetic questions and share with others as assignments. This is done under teachers' guidance. The strategy has brought about positive impact to standard seven candidates as they can predict arithmetic questions to appear in final exams. It also strengthens learners' ability to reason, think critically, improve confidence and become independent.

Recognition of Teachers and pupils; in May 2017 the Council conducted a ceremony in order to congratulate teachers and pupils for best performance in the National Examination of 2016. Various rewards were given to 15 subject teachers amounting to TZS 1,150,000.00. The Council also rewarded 6 best performing pupils, 3 boys and 3 girls.

Mobilization sessions for class teachers and the community; a meeting is conducted on quarterly basis to determine strengths and challenges and find out possible solutions. Social mobilization is done regularly through annual stakeholders' day which is preceded by education week. The main purpose of these arrangements is to get inputs from internal and external education partners such as community leaders, NGOs, Parastatal Organizations, financial Institutions and CBOs; to create effective ownership and participation.

Other strategies include preparation of examinations using teachers from other schools, extra sessions for standard seven, especially during long vacations, encouraging pupils to compose questions and ensuring all topics are covered in advance.

5.0 RESOURCES

Mpanda MC mobilized its resources to facilitate the intended objective. On financial resources; the Council prepared sufficient budget to support the program. The budget involved the Capital Block Grant of TZS 420,000,000.00, Donor Funds, TZS 39,000,000.00 as Pay For Result and TZS 19,000,000.00 for Literacy and Numeracy Education Support (LANES).

Human Resources; a number of people including Councilors, Heads of Department/units, Education Officers at the Headquarters, Ward Executive Officers, Ward Education Officers, Mitaa Executive Officers, Village Executive Officers, Head of Schools, Teachers, Parents and School Committee members were actively involved.

6.0 RESULTS

Mpanda MC Education Strategy brought several results which are beneficial to the community and exemplary to other Councils. The results emanate from the design and use of the Primary Education Strategic Plan. The Plan is in place, functioning to guide primary education in all schools within the municipality. The Plan provides for improved Council and staff engagement in supervising, organizing, directing, monitoring and evaluation of primary education. These activities have produced Council staff who are effectively committed and positively working hard to ensure adequate learning and knowledge generation for the pupils in Mpanda MC.



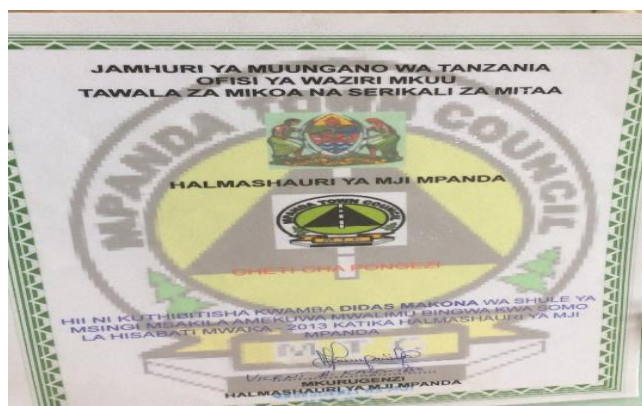
Motivated Techer holding trophies

Improvement in enrollment and performance; Mpanda MC initiative has increased the number of pupils enrolled into standard 1 to 7 from 19,367 in 2014 to 27,786 in 2016; increased Pupils’ attendance and completion of studies as well significant increase performance rates as shown above. The primary education strategy has improved performance rate of pupils in Primary School Leaving Examinations from 31% in 2011 to 96.5% in 2016.



Uhuru and Msakila Primary Schools Winning Certificates

Implementation of the Council Primary Education strategic Plan has made Mpanda MC to be the best performer at national level, holding first position amongst all Councils in Tanzania for three years consecutively 2014, 2015 and 2016.



Mpanda MC Wining Certificate

The initiative has strengthened community participation in provision of primary education reflected in contributions from parents for lunch and staff motivation; creating effective relationships between parents, teachers and education officers. Above all, the initiative has created a strong network and collaboration between various education stakeholders who have added value into the provision of quality and improved primary education in the Council.

7.0 SUSTAINABILITY STRATEGIES

In order to sustain the results, the Council is determined to enhance Councilors participation, commitment and accountability on education issues, strengthen bond of trust between Council staff, Councilors and Communities for effective information sharing and emphasize community awareness through social preparation to increase community participation in project initiation and implementation.

Maintaining staff motivation; the Council will continue to create in-service training opportunities to staff specifically school teachers, school committee members and Ward Education Officers as well as conduct indoor and outdoor training courses specifically for teachers, school committee members and Ward Education Officers.

8.0 SECRET OF SUCCESS

Success of Mpanda MC initiative is centered in factors described below;

- (i) Staff Motivation; once a month, the Municipal Director meets Ward Education Officers and Head Teachers. This motivates lower education staff due to feeling of recognition.
- (ii) Strong leadership at Council level; effective leadership created conducive environment and enabled political support in the implementation of the initiative.
- (iii) Rewarding; positive and negative rewarding of performers and non-performers respectively done by the Council, head teachers and school committee provide motivation to teachers and pupils.
- (iv) Active involvement of the community and stakeholders in attending meetings and making contributions positively influence motivation, hard work and performance.

SUMBAWANGA MUNICIPAL COUNCIL



PARTICIPATORY LAND READJUSTMENT AND PROPERTY FORMALIZATION

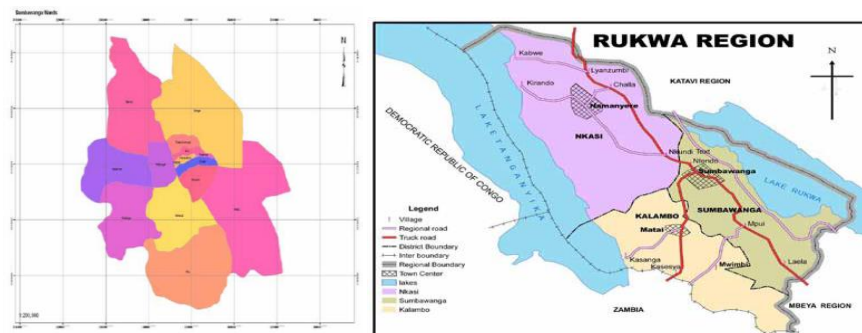


Experience of Kasiwe Village

1.0 INTRODUCTION

Sumbawanga Municipal Council is one of 4 Councils forming Rukwa Region. Other councils include Sumbawanga, Kalambo and Nkasi DCs. The Council lies between Latitude 07⁰48' to 08⁰31' South and Longitude 30⁰29' to 31⁰49' East. Administratively, Sumbawabga MC is divided into 2 Divisions namely Lwiche and Itwelele, 19 Wards, 24 Villages, 167 Mitaa and 173 Vitongoji. The Council has an area of 1329km² where 39.6km² forms the town centre and 1292.44km² is rural area. According to 2012 Census, the Council has a population of 209,793; 100,734 male and 109,059 female.

The Council is found in South-West Tanzania, on south highlands of Ufipa Plateau. It enjoys a dry sub-humid climate for the most part of the year. The average temperature is 27⁰C. It is cool, dry, and often windy from May to October. The coolest months are June and July when the temperature ranges between 16⁰C - 5⁰C. The municipality gets moderate rainfall of 900mm - 1000mm per year with an average rainfall of 646.8mm.



The administrative map of Sumbawanga MC

The Council depends on agriculture which provides 80% of employment and is the main contributor to the Council as well as to the Regional economy. Other residents derive their living from livestock-keeping. In addition, the municipality has an area of 89,000ha of which 64,516ha are suitable for agriculture and 63,476ha are under cultivation, particularly for food crops. The surplus farm products especially maize, beans, wheat, potatoes, groundnuts, fruits, sunflower and vegetables are sold to earn incomes.

2.0 PROBLEM

Settlement planning is important function in urban areas. However due to a number of reasons urban areas in sub-saharan Africa are unplanned resulting into slums. A slum a heavily populated urban area characterized by substandard housing and squalor. The operational definition of a slum that has been recommended for future usage by the United Nations (UN) is an area that combines, to various extents of characteristics inadequate access to safe water, inadequate access to sanitation and other infrastructure, poor structural quality of housing, overcrowding, and insecure residential status (UN-Habitat, 2003).

Environmental and social related grievances are on the rise in Sumbawanga Municipality. The causes of such social grievances are many but land issues take the lead. The grievance register shows an average of 10 land complains are recorded each day at the Municipal grievance handling desk. The Council became overwhelmed by endless social complaints mostly resulting from land ownership and increasing number of uncontrolled settlements.

Before 2016, Kasisiwe village experienced problems of land ownership, increase of uncontrolled settlements and lack of access roads in residential areas. This was worsened by the completion of Tunduma – Sumbawanga highway which lead to increase in economic and business activities in turn attracting influx of people for the opportunities hence creating pressure on land acquisition in Kasisiwe area. Other problems experienced by Kasisiwe people included depreciation of the property values due to poor planning of houses with narrow or no roads and lack of space allocated for electric poles and water pipelines. The community failed to get essential services such as water and electricity due lack of space for roads and pathways. Because of lack of access road, services like ambulance and fire brigade were unavailable. Transportation of goods and services was impossible.



Kasisiwe Area before Formalization

3.0 OBJECTIVE

The main objective of formalizing settlements at Kasisiwe Village was to reduce land related social grievances in order to improve livelihood and service delivery. Availability of surveyed plots facilitates provision of social and economic services such as water, electricity and road network. These services lead to improved security and beautification of streets. Specifically this initiative intended to; survey the area and allocate access road, control hygiene and sanitation through installment of solid and liquid waste management systems, increase the value of the land and properties attached to, create ownership of land by accessing land title deeds and strengthen social cohesion by solving all grievances over land. The Council aimed at promoting investments by creating conducive environment, allocating public space for social activities and setting aside space for infrastructural development on water, electricity and road services.

4.0 IMPLEMENTATION STRATEGIES

Land readjustment and formalization uses various approaches; i.e. physical infrastructure provision, community action planning, and holistic physical transformation planning. Physical infrastructure provision has the improvement of the physical environment as its main objective. Examples could be installation of water or sewer, residential units, or any other form of infrastructure. Community action planning (or micro-planning) is described as a participatory methodology, which involves a framework for community involvement through project initiation, planning, design, implementation, and maintenance phases. A workshop kicks off the effort, involving a diverse set of stakeholders where community members are equals to the professionals involved. The outcome of the workshops is to develop a prioritized plan of action for intervention. Lastly, physical transformation through the holistic plan utilizes technology such as remote sensing, aerial photography, and Geographic Information Systems (GIS) to link physical layout with social and economic data in a settlement. These data are then

used to devise a targeted intervention or set of interventions. This background was used by Sumbawanga DC to structure the strategies as elaborated below.

In 2016, implementation of this initiative was determined by the community members after realizing the problems associated with unplanned settlements. The community organized themselves through Village meetings for discussion and decision making on how to achieve the goals. The determination of the needs was initiated following facilitation of Opportunities and Obstacles to Development (O&OD) methodology. The community in collaboration with Village leaders prioritized formalization and land readjustment.

Organizing Sensitization meetings/workshops; Village meeting was held on 24/07/2016 for the purpose of sensitizing the community on the importance of formalizing their properties. When the proposal was presented for the first time at the Village General Assembly, people of Kasisiwe unanimously appreciated and adopted it. This happened after detailed explanation on the benefits of formalizing settlements especially in relation to significant reduction of land related social grievances within the community, increase of the value of land, obtain title deeds and ease accessibility to soft loans from financing institutions.



Kasisiwe Village Land Readjustment Committee

Establishment of committee responsible for land readjustment; at early stages of the project, the Village meeting established a committee with heavy representation of women and youths chosen by members of Village Assembly. The committee was charged with the duty of mobilizing resources which among others included solicitation of human resources needed for technical support. This involved mobilization of finance from community and preparation of revenue and expenditure reports.

Provision of training on land readjustment and formalization; as part of technical backstopping, Municipal Town Planners and Community Development staff provided intensive training to both village leaders and the community on the importance of property formalization. The training sparked effective participation of the residents. Trust to Village leaders emanated from successfully mobilizing and managing to engage citizens to construct three classes at Kasisiwe Primary school. Effective teamwork amongst the citizens, committee members and village leaders resulted into successful completion of both initiatives.



Extension of Kasiwe Primary School

Community participation through labor and cash contributions; the process of surveying land is an expensive exercise. In order to achieve the purpose of readjustment and formalization, the community decided to contribute cash to finance the exercise. The committee managed to access 555 households which voluntarily contributed TZS 50,000/- per surveyed plot as agreed in the Assembly. The total revenue collected as at 15th of December, 2017 was TZS 32,014,000. The expenditure amounted to TZS 16,649,080. The committee remained with a balance amounting to TZS 15,364,920 which was later used to fund the hiring of an advanced technology for land surveying and readjustment called Real Time Kinematic (RTK) and facilitation of technical team which spent extra hours surveying the area and installing beacons.

5.0 RESOURCES

The Council and the Kasiwe community used various types of resources to realize formalization of settlements. Apart from the Council staff who provided technical support, the project committee, Village leaders, influential people, the CMT, the Municipal Director and the citizens played a pivotal role. Town Planners, Surveyors and community Development staff provided effective backstopping functions. Municipal Planners and Surveyors participated effectively in the process by producing town plans and survey works. This support helped to reduce costs and ensured quality of the project.



Surveying in progress

The community used financial resources; since the formalization initiative was identified by the people of Kasiwe, revenue mobilization was not a challenging task. Each household voluntarily contributed cash amounting to TZS. 50,000/- per surveyed plot to cater for town planning, cadastral survey and approval of town plan at the ministerial level. A total of TZS 32,000,000 was collected from the

community. Physical resources included Land and survey equipment such as Real Time Kinematic (RTK), GPS and beacons.

6.0 RESULTS

Regularizing informal settlements provides security of tenure to the populations concerned and access to basic urban services. Land regularization has obvious advantages; encourages households to improve their housing conditions, facilitates investment in home based activities which play a major role in poverty alleviation, improves provision of urban services in the settlement and helps to mobilize communities to contribute to the management and maintenance of settlement environment.



Road opening at Kasisiwe Village

Improvement in solid waste management and attractive environment; the Village has witnessed improved solid waste collection as waste collection points are in place and emptied regularly. Kasisiwe Village is currently experiencing superb environment for construction of modern residential and commercial buildings leading to improved environment for investments and employment opportunities.

Increase in land and property values; land value has increased from TZS 1000/m² in 2015 to TZS 3000/m² - 5000/m² in 2017. This increase is a result of survey of plots and formalization of land and properties. Apart from improved infrastructure allowing improvement and access to social services the Village has been beautified by open spaces for gardens while security against fire and road safety is guaranteed. Households which used to be locked now have access to improved roads, piped water and planed electric lines.

Kasisiwe Village has become a learning center; following successful implementation of this initiative, other nearby Villages and Mitaa have started to learn and use the experience of Kasisiwe and implement similar projects in their precincts. These areas includes Msua, King'ombe and Eden Villages which are at various stages of implementation. The Municipal Council has also become proactive in land planning and use. Concurrently with Kasisiwe initiative, Sumbawanga MC has surveyed land at Nambogo area and is allocating plots to the public at reasonable costs. The photo below indicates this reality.



Surveyed plots at Nambogo Area

7.0 SUSTAINABILITY STRATEGIES

In order to ensure sustainability of this initiative the Council provides survey drawings and supervises the exercise of allocating plots to individuals, conducts regular meetings to sensitize the community to adhere to the survey drawings and the importance of constructing structures based on approved architectural drawings and continues to promote formalization of other areas which are unplanned.

Village leaders have continued to sensitize the community to contribute resources for surveying the land. Other strategies include;

- (i) Preparation of by laws which will require every resident to ensure that land and plots are surveyed.
- (ii) Conveying regular meetings between leaders and the community to inform Kasisiwe community and the general public on the progress of the project.
- (iii) In collaboration with Tanzania Rural Roads Agency (TARURA), the Council will upgrade the surveyed roads and streets and install road signs for proper use and better management.
- (iv) Encouraged commitment of local leaders on transparency, team work spirit and effective management of resources.

8.0 SECRET OF SUCCESS

Formalization of Kasisiwe Village was successful due to various factors such as;

- (i) The initiative was a felt need of the community; therefore the idea and means of implementation originated from within the community. Through meetings, attention and commitment from the people was raised and facilitated revenue mobilization.
- (ii) Effective leadership at Village and Ward level played a significant role to unify and mobilize the community. Local leaders exercised transparency on resource utilization resulting in increased trust and community commitment.
- (iii) Prompt, moral and technical advice from the Council was vital for successful formalization project.

KIGOMA UJIJI MUNICIPAL COUNCIL



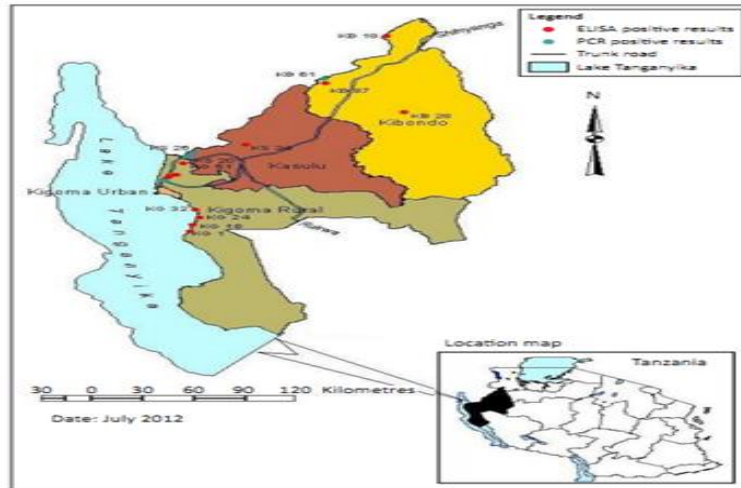
LAND REGULARIZATION FOR ELIMINATION OF UNPLANNED SETTLEMENTS AND CONFLICTS



Experience of Kigoma Ujiji MC

1.0 INTRODUCTION

Kigoma Ujiji Municipal Council is one among 8 Councils of Kigoma Region. The Council was established as a Town during the Arabic era being important slave trade centers of slave trade route starting from Congo DRC through Kigoma to Bagamoyo. The Kigoma Ujiji Municipal Council is located at the Northern shores of the second deepest Lake in the World (Lake Tanganyika) at Latitude of 4.9115° South and Longitude 29.6746° East. The Council has an area of 128km² of which 127.85km² is land and 15km² is water. According to 2012 Census, Kigoma Ujiji Municipality has a population of 215,458; 104,185 male and 111,273 female, with an average household size of 5.0. Administratively, the Council is divided into 2 Divisions (Kigoma North and Kigoma South), 19 Wards and 68 Mitaa.



Source: Kifano et al. (2013)
FIGURE 1: Map of Kigoma region showing the three districts where some of the Rift Valley fever virus-positive sheep and goats were identified.

Map of Kigoma Ujiji MC

The economy of the Council depends on subsistence agriculture practiced smallholder-farmers for survival and livestock keeping. Livestock kept are local traditional cattle breed, goat and sheep. Other economic activities include forestry, fishing and tourism along Lake Tanganyika. The Council trades with land locked countries of DRC and Burundi.

Land regularization in Kigoma MC was carried in un-surveyed areas. Area with buildings covers 7,850ha which is 61.3% of the total area of the Council. Areas which do not have buildings are largely used for agriculture and accounts for 4,949.2ha which is 38.7%. The planned area covers 3,473.9ha which is about 27.14% of the total area of the Council whereas unplanned residential area covers 879.2ha equivalent to 6.9% of the total area. More than 80% of the planned area is not fully surveyed; only demarcations in plots are made by owners and cannot access right of occupancy except offers and short term lease.

2.0 PROBLEMS

The Council experienced a number of land conflicts in Bangwe, Kamala, Mwasenga, Vamia and Kagera areas. In 2016 a total of 419 land conflicts were registered. The nature of the conflicts reported were caused by lack of land survey plans, lack of coordinated land uses, lack of infrastructures specifically access roads and land ownership and illegal land vendors (for example, 70 forged offers, certificates of occupancy and receipts were withheld). There was poor community stability at Bangwe, Kamala and

Machinjioni areas which resulted into physical assaults of Council staff attempting to survey and regularize land.

Peri-urban areas such as Machinjioni, Buhanda (Mwasenga area), Gungu (Kikungu and Kabingo areas) and Kibirizi (Kahabwa, Buronge and Butunga areas) experienced mushrooming of construction activities while unplanned which threatened availability of land for public infrastructure, utilities and recreational areas. The existing maps and demarcation sketches could not facilitate settling of land conflicts due to lack of coordinates and accuracy. This situation was contributed by shortage of land sector staff; the Council had only 6 staff (Head of the Department, one Surveyor, one Land Valuer, one Land Officer and two Town Planners) instead of 26 officers required in the department. There were budget constraints and shortage of survey equipment such as ranging poles and reflectors.

3.0 OBJECTIVE

The main objective of the initiative was to reduce land conflicts and eliminate unplanned settlements in the Council. Specifically the initiative intended to;

- (i) Carryout urban planning and conduct cadastral survey in all unplanned build-up areas.
- (ii) Prepare town planning drawings and coordination of demarcations to approve and register surveys in all demarcated areas.
- (iii) Enhance partnership between government, land owners and private sector (companies and individuals registered to practice town planning and land survey duties).
- (iv) Carryout planning and survey activities in a collaborative and transparent manner and build confidence and trust between Government staff and land owners.
- (v) Achieve a win-win situation between Government and land owners by obtaining land for public infrastructure and utilities without compensation.
- (vi) Guide development according to the specified land uses in the approved town planning drawings.
- (vii) Enhance security of land ownership for land owners.

4.0 IMPLEMENTATION STRATEGIES

In November 2016, the Minister for Land, Housing and Human Settlements visited to Kigoma Region. During that visit, he ordered the Office of Assistant Commissioner of Land to establish all existing land conflicts and process strategies to resolve them in collaboration with the Council. People with land conflicts were asked to write and submit their complaints in which 419 conflicts were registered. This number of conflicts prompted the Council to intervene by establishing partnership with land owners in surveying process. This arrangement allowed for financing planning and survey costs, securing land for public infrastructure and utilities and participation of private sector in regularization process.

Adoption of land regularization programme; the Council adopted national land regularization guideline of 2016 which establishes four administrative organs i.e. Steering Committee (Council Management Team), Technical committee, Task force and Wananchi Committee. Though the guideline was adhered to, the Council made modification on the formation of Wananchi Committee, in which instead of local leaders (as in the guideline), land owners were allowed to choose a representative they trust to form part of the wananchi committee. This modification was crucial to avoid political differences and interests land regularization. Steps adopted in land regularization process are elaborated below.

Community sensitization; Community sensitization was conducted through public meetings which were held within the project areas. The meetings comprised of local leaders (Ward Councilor, Ward Executive Officer, Mitaa Chairpersons and Executive Officers, Members of *Mtaa committee*), land owners and Council staff (Town Planner, Land Surveyor, Land Officer, valuer and Community Development Officer). The aim of sensitization meetings was to introduce the project, explain the importance of living in planned and surveyed areas and introduce stages required to accomplish the process. In addition meetings were held to endow stakeholders with knowledge and understanding about land ownership and registration, the differences between demarcation and survey, letter of offer/residential license/short term lease versus certificate of right of occupancy and approval processes. Moreover, the meeting aimed at to enlighten land owners on the need for partnership between community, private sector and the Council. Land owners realized the need to pay for town planning and cadastral surveys. The amount paid ranged from TZS 60,000 to TZS 120,000 except at Kilimahewa where TZS 200,000 was paid depending on number of plots and nature of development to be undertaken.

Formation of Community Land Committee; after sensitization, land committee comprising 7 to 9 members was formed through election in a general meeting of land owners. The Committee has a chairperson, secretary, treasurer and members who operate on voluntary basis.

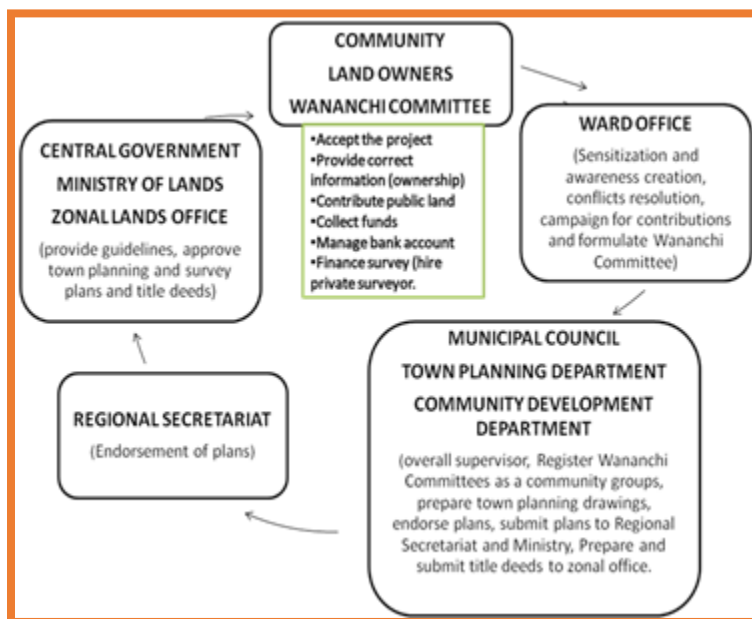
Preparation of Committee Constitution, registration and opening of bank account; after the establishment of community land committee, a constitution was prepared to guide and govern implementation. The committee was registered as a community group and granted with a certificate of registration to facilitate opening of bank account. The committee opened bank accounts at NMB, CRDB, EXIM and TPB banks where contributions from land owners were deposited.

Details picking and preparation of Town Plan Drawings; Details picking and preparation of Town plan drawings was done by the Council in collaboration with Wananchi Committee and contracted private company. The responsibilities of the Wananchi committee were to identify land owners, adjudicate land boundary conflicts and introduce the team to every land owner at the site during detail picking (reading and recording coordinates by hand held GPS and total station). Town plan drawings were presented to the general meeting for discussion and presented to the Council Standing Committee for Urban Planning, Infrastructure and Environment for endorsement. The drawings were submitted to the Regional Secretariat for scrutiny and forwarding to Director of Urban and Rural Planning in the Ministry of Lands for final approval.

Cadastral Surveying and Approval; after approval of town plan drawings by the Ministry and consultation with Wananchi committee, the Council contracted private company to conduct cadastral survey according to Government regulations and standards.

Issuance of Certificates of Occupancy; The Council proceeded with the process of registering the surveyed plots which include fees to be paid. Plot owners had to pay fees for application (TZS 20,000), deed plan (TZS 20,000), registration and certificate of occupancy (TZS 50,000) and stamp duty and premium of 2.5% of land value. Plot owners were given opportunity to observe the amounts needed for certificate of occupancy at Ward office and obtain an assessment form for amount to be paid for each plot, pick a bill from Land Officers and pay through GePG system. Finally, plot owners are issued with

acknowledgments notifying the receipt of the paid amount. Project implementation activities are summarized in the figure below



Project implementation model

5.0 RESOURCES

Implementation of this initiative used various resources. Financial resources included contributions from land owners amounting to TZS 332,140,000.00 for the survey of 4,864 plots in 2016. Human resources included Municipal Council staff, contractors and land owners. Physical resources included land, transport facilities and survey equipment.

6.0 RESULTS

The Council surveyed 4,864 plots; Kilimahewa (513), Katubuka (197), Kabingo (430), Kahabwa/Buronge (1,155), Nazareti (330), Masanga (360), Mwasenga (122), Vamia (684), Airport (491), Burega (321) and Mwangi Vamia (31). Plot owners paid for title deeds and received 650 certificates of occupancy in 2016 and 442 in 2017..

Council revenue increased; regularization of land has increased number of surveyed plots leading to increase in revenue from land rent from TZS 170 million in 2015/2016 to TZS 1.12 billion in 2016/2017. The Council has acquired land for public utilities without compensation. These areas include plots for open spaces, schools, cemeteries, police posts, markets and roads.

Working efficiency of Council staff has improved; presence of well-organized survey plans has reduced land conflicts leading to efficiency in service delivery as Council staff have more time for performing technical assignments. For example conflicts have been reduced from 10 -5 per year at Kahabwa Ward. Conflicts are currently easily solved due to availability of survey plans.

The land values have increased; in the localities where the initiative was implemented, land value has increased from TZS 500,000/= before regularization to TZS 2,000,000 and TZS 3,000,000 per plot. In Kilimahewa the value for a plot was around TZS 3,000,000 before regularization and TZS 4,000,000 to

TZS 6,000,000/= per plot after. In addition, possession of land rights assures land owners credit from financial institutions using plots as collaterals.

7.0 SUSTAINABILITY STRATEGIES

The Council and community strategies include continued to emphasize development of the plots after acquiring building permits. Additionally, the Council continues to involve WEOs and MEOs in sensitizing communities to accept regularization process in their un-surveyed areas. The Council will continually build and strengthen capacity of Wananchi Committee to ensure continuity of regularization.

8.0 SECRETS OF SUCCESS

The success of this initiative emanates from various factors; cost sharing of regularization process, willingness of the community to participate, effective collaboration with private sectors and effective relationships amongst stakeholders. The Minister's visit and issue a directive to end land conflicts contributed greatly to the success of land formalization.

KIBAHA TOWN COUNCIL



PARTICIPATORY MARKET CONSTRUCTION FOR IMPROVED LIVELIHOODS



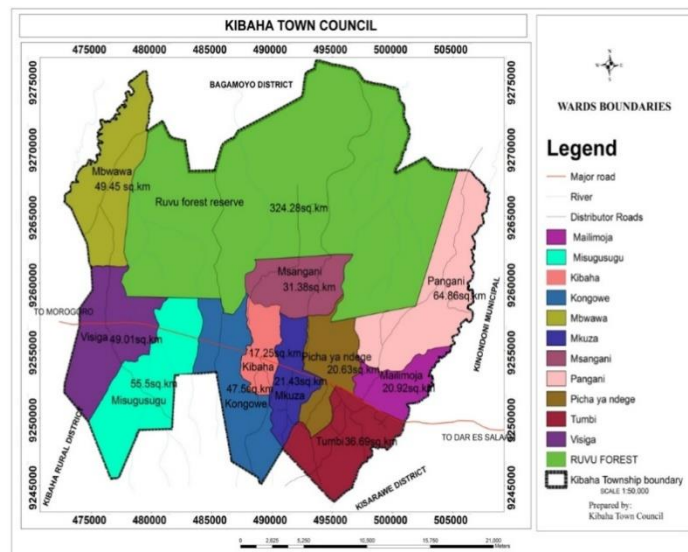
Experience of Mnarani Market Area

1.0 INTRODUCTION

Kibaha Town Council is among 9 Councils of Pwani Region which was established 2004 and located 40km away from Dar es Salaam City. The Council borders Ubungo MC to the East, Bagamoyo DC to the North, Kisarawe DC to the South and Mlandizi Township to the North. Kibaha TC lies between Latitude 6.8° South and Longitude 38.2° and 38.5° East. According to 2012 Census, the Council has population of 128,488 of which 65,835 female and 62,653 male living in 17,788 households with an average size of 4.1. In 2017 Kibaha TC was estimated to have population of 144,241; 70,334 men and 73,906 women.

The inhabitants of Kibaha TC are mainly the Zaramo, Matumbi and Ngindo tribes. In addition, the council is also occupied by other small ethnic tribes including the Yao, Makonde, Kwere, Ngoni, Gogo, Sukuma, Nyamwezi, Ndengereko, Mwera, Chaga, Pare and Gweno. However, the composition of the population is becoming more cosmopolitan due to influx of people and fortune seekers into various industries and businesses arriving from other parts of the country.

The Council has an estimated area of 750km². Administratively, the Council has 2 Divisions (Kibaha and Kongowe), 14 Wards (Tumbi, Mailimoja, Kibaha, Visiga, Mkuza, Kongowe, Misugusugu, Picha ya Ndege, Msangani, Mbwawa, Pangani, Viziwaziwa, Tangini and Sofu) and 73 Mitaa.



Map of Kibaha TC

Markets fall under Trade section hosted within Department of Finance and Trade. Functions of Trade section is to oversee issues of trade and business in the Council. Business growth at Kibaha TC is approximately 8% annually. For example the trade section recently issued 4015 business licenses. The Council collected industrial and business statistical data which show that there are 13 medium industries, 1250 Small industries and 4015 businesses. Trade Section contributes significantly to the growth of Kibaha TC as it is responsible for collecting revenue related to business licenses, liquor licenses, hotel levy, creating conducive environment for investors, fostering large and small industries, collecting industry and business information and providing business training and entrepreneurship training for petty traders.

2.0 PROBLEM

In both urban and rural settings Markets are important structures which provide opportunities for people living in a certain location to buy and sell different types of goods especially foodstuffs. Markets provide employment opportunities to a number of people. Producers from farms sell their agro-products in markets while consumers from households buy the agro and industrial products for domestic consumption. Recently, markets engage in all types of businesses, shops, retail and whole sale of industrial products. Markets are among the key aspects of infrastructure in both rural and urban Councils.

An efficient marketing system can provide better prices to producers and improve the availability of competitively priced produce to consumers. In some cases new markets or improvements to existing markets in semi-urban areas can help overcome many of the marketing problems faced. However, before considering whether to carry out improvements to markets and what type of improvements to introduce, it is important to be sure that markets, or lack of them, represent the main problem. Other causes of inefficient marketing could be poor roads, a lack of knowledge about marketing among traders and consumers and an inadequate quantity of products to attract sufficient traders.

Kibaha TC being the Headquarters of Pwani Region had one Market at Mailimoja which was constructed in early 1970s. During its construction, the population was very small; Kibaha population was only 19, 010. The market structure was small and could accommodate only 400 business persons. The Mailimoja Market also lacked important amenities of modern urban markets, especially the waste collection mechanisms. The market place was dirty and congested with risks for disease and air pollution. Increase in population and businesses made the market to fail to satisfy the needs of the Town inhabitants anymore although it continued to operate throughout to 2016.



Council truck collecting waste at Mailimoja

Apart from population increase and dilapidated infrastructure, expansion of the Morogoro Road contributed to narrowing the market space. Finally the market facilities that used to serve the citizens of Kibaha TC was demolished by TANROAD to allow road expansion. This led to sudden and gross loss of revenue for the Council while people suffered from complete lack of market services, especially the selling and buying of foodstuffs. This situation prompted the Council to plan, design and construct a large new market to cater for the community needs.

3.0 OBJECTIVE

Kibaha TC mission states; “to provide high quality service and create conducive environment for investment through efficient use of available resources for sustainable development”. The main

objective of the initiative on New Market at Mnarani was to provide a spacious place for making traders and buyers to meet comfortably and permanently and increase the Council revenue collection. The specific objectives include;

- (i) To construct modern market structure with all amenities and facilities.
- (ii) To involve the community in the construction and running of the market.
- (iii) To provide employment opportunities and raise the incomes of the small business persons.
- (iv) To increase the number of small business persons while moving them from Mailimoja Market.
- (v) To widen the tax base of the Council and enhance revenue collection.
- (vi) To improve service delivery environment to the people.

4.0 IMPLEMENTATION STRATEGIES

The construction of Mnarani Market was triggered by road expansion at Mailimoja and the need for the Council to increase revenue collection from businesses. On 23rd September 2016, TANROADs marked the whole Mailimoja market area for demolition to allow road expansion. The structure (booths, tables, shops and kiosks) owners were given the opportunity to demolish the structures themselves to minimize costs and destruction of properties. During this period the Council and politicians decided to intervene towards construction of modern cosmopolitan market. The Regional Commissioner Hon. Evarist Ndikilo requested the TANROADs manager to demolish the market after 3 months (by 23rd January, 2017) so as to give room to the business people and the Council to shift to new market location. In addition, the Regional Commissioner requested the Minister of Works, Transport and Communication Hon. Makame Mbarawa to extend the road 60m on both sides instead of the 121m. This request was intended to make step by step move to the new market rather than immediate eviction which would lead to social destruction and loss of business establishments.

TANROADs decision created hysteria to Mailimoja Market users. This called for awareness creation to inform market users on importance and the need for road expansion. Following this decision, Kibaha District Commissioner Hon. Assumpta Mshama conducted 3 meetings with the Association of small business owners to request them to calm down during the transition period. The meeting ended up with agreements and change of leadership for smooth transition towards the use of new market at Mnarani.



The MailiMoja Market that was demolished

After high political leadership interventions, Kibaha TC designed a number of strategies to address the demolition of the local market and the shift to Mnarani area. The Council in collaboration with the Association of Small Business owners started to identify and register members who engaged in business at Mailimoja Market. 200 business owners were identified. This was intended to involve them in

decision making and give them the first opportunity to get contracts for construction of stalls and shops. To create adequate awareness to the public the Council had to conduct 10 successive meetings with representatives of 499 small business owners.

Construction of a new market place was a project that emerged out of urgency and the Council had to implement the decision immediately. The Council set into its priorities construction of new market by postponing some projects to 2017/2018 financial. The projects that were postponed included the ongoing construction of Council office, purchasing desks, preparation of Council master plan, construction of surgical room at Mkoani Heath Center, Land Compensation and Nanenane festival's preparations. The funds for these projects were re-allocated to the construction of new cosmopolitan market. It was necessary to identify Land and location of Market within Town Council Land. The Mnarani area was identified. The Council cleared the site as an initial stage for the construction of the market and designed the structure for new market, shops and other buildings.

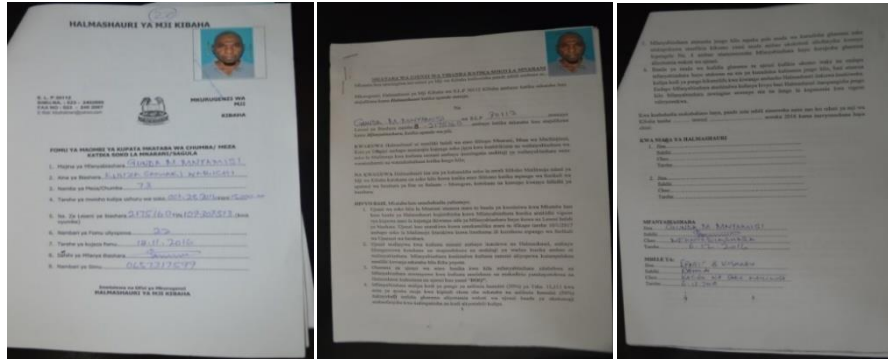
Although it was an urgent endeavor to meet the community needs for a market place, the Council recognized the need to involve other crucial stakeholders such as TANESCO, SUMATRA, DAWASCO and the Police. These were important for successful implementation of the project in relation to necessary infrastructure such as electricity, water and commuter bus stand and routes at Mnarani Market.



The newly constructed shops at Mnarani Market

Mobilization of Market Construction Funds. Due to shortages of financial resources the Council decided to involve business owners into sharing costs of constructing a new market. After intensive awareness creation the business owners and entrepreneurs accepted to jointly implement the project with the Council. This was implemented under the principles of Public Private Partnership and Build Operate Transfer (PPP/BOT).

Construction of structures in public land on the principles of PPP and BOT require clear contracts indicating the types of structures to be constructed, the costs of construction and the number of years the business owner will use the structure before surrendering it to the Council. This was the task of the Legal Unit. The Legal Unit prepared contracts for each participating business owner with respect to construction of market amenities. These included construction of retail commodities and grains area, waste collection points, construction of food vendors' area, construction of water drainage systems, construction of roads and bus stand, construction of toilets, construction of power house, installation of solar panels and lights and construction of shops, stalls and kiosks. Business Owners Association agreed that business owners will build some market infrastructure and continue to pay 50% rent until the cost recovery period is complete. Involvement of business owners facilitated quick implementation of the project.



Contracts between the Council and Business Owners

One important strategy was to change the commuter buses routes to make the Mnarani Market a Central Bus Stand. The Council with the assistance of SUMATRA and Police changed the routes to ensure all commuter buses pass through the market area to simplify accessibility by the general public and consumers. It is for this reason that the Council had to construct a spacious bus stand adjacent to the market.



New bus stand adjacent to the New Market

The Council made immediate official requests to TANESCO to provide power supply to the newly constructed market which was promptly accepted and honored. In addition, the Council requested DAWASCO to provide adequate water supply and water services to the market. DAWASCO installed water infrastructure and made connections to all important units of the market. The business owners constructed modern and standard public toilets under Build-Operate-Transfer agreements.

In all these operations and construction activities, the Council through the works department provided technical assistance to business owners, contractors and all who engaged in market structure development to ensure quality and sustainability.

5.0 RESOURCES

This initiative is purely participatory as the decision making and resources mobilization involved the government and the business owners. Construction of Mnarani Market used various types of resources. The financial resources as shown in table 1 below were mostly contributed by business owners. Out of TZS 3,056,904,941 only TZS 618,904,941 was the contributed by the Council. Business owners contributed TZS 2,438,000,000.

Table 1: Financial Contributions

| N | Item | Council | B/Owners | Total |
|-----|---|-------------|---------------|---------------|
| 1. | Site Clearance | 9,001,040 | | 9,001,040 |
| 2. | Construction Of Retail commodities area | 189,014,260 | - | 189,014,260 |
| 3. | Waste collection Points | 14,689,700 | | 14,689,700 |
| 4. | Construction of Grains area | 78,000,000 | 38,000,000 | 116,000,000 |
| 5. | Construction of food vendors area | 88,609,699 | | 88,609,699 |
| 6. | Construction of Water drainage | 88,641,600 | | 88,641,600 |
| 7. | Construction of roads and Bus stand | 41,926,344 | | 41,926,344 |
| 8. | Construction of Toilets | 57,000,000 | | 57,000,000 |
| 9. | Construction of power House | 7,022,298 | | 7,022,298 |
| 10. | Facilitation of Solar panels | 19,000,000 | | 19,000,000 |
| 11. | Construction of Shops (rooms) | - | 2,400,000,000 | |
| 12. | Additional Works | 26,000,000 | - | 26,000,000 |
| | Sub total | 618,904,941 | 2,438,000,000 | 3,056,904,941 |
| | GRAND TOTAL | | | 3,056,904,941 |

Various categories of human resources were involved in the completion of this initiative. These include Regional Commissioner, District Commissioner, Councilors, Council Management Team (CMT), Works department, Trade and Marketing Officers, Tangini Ward Executive Officer and the Leaders of the Association of Small Business Owners. The Council spared an area of 4.44ha, Plot Na.158 for commercial purposes to building the Market and the bus stand.

6.0 RESULTS

The initiative has achieved to provide the public with a modern cosmopolitan market which is complete and operational. The Market structure has 101 retail shops, 10 restaurants, 23 butcheries, 18 wholesale shops, 12 stationaries, 5 contractors Offices, 51 hardware shops, 5 tailoring marts, 6 electronic dealer shops, 7 pharmacies and laboratories, 6 home use utensils shops, 3 groceries, 5 beauty and barber shops and 18 motor cycle spare parts dealers. Other amenities include food, vegetable and fruits vendors which have provided a lot of employment opportunities for women and youth.



Mixed commodities and grain section



Food vendor's Section

The market has increased the number of business owners; there has happened a massive increase of the Business owners from 400 in 2016 to 800 in 2017 doubling employment opportunities as well. From this proliferation of businesses the Council has witnessed surging of own source revenue. The Council collected only TZS 25,000,000.00 in 2016 from Mailimoja Market. In 2017, the Council collected TZS 80,000,000 from the new Mnarani market.

The market is a modern cosmopolitan complex providing advanced services. Apart from the traditional amenities, the market structure has shops for mobile phones, electronics, mobile financial services, automatic teller machines and educational facilities. The market is well linked with roads, commuter bus stand, modern public toilets, waste disposal and collection points, rain water drainage systems as well as water and electricity reliable services.



Shops and Waste Collection Points

7.0 SUSTAINABILITY STRATEGIES

Kibaha TC intends to fully complete and decorate the market to make it an attraction to passersby and further motivate the public to increase the visits to the market and buy and sell products. This will increase revenue collection from this permanent source. Other strategies for sustainability include;

- (i) Perpetual provision of education to the public on proper use of the Market and other infrastructures to ensure safe and health business operations.
- (ii) Engage in annual budgeting for operation and maintenance of the infrastructures of the Market to prolong its survival.
- (iii) Negotiate with the police to locate a police post close to the market and the bus stand to ensure order, safety and security of public and private properties.

8.0 SECRET OF SUCCESS

Kibaha TC achieved this initiative as result of some secrets. These include effective involvement of different stakeholders especially influential of politicians, Council Management Team and most importantly the business owners. This is complemented by creativity, innovation and commitment of

the Town Director and establishment of special task force with all mandate to manage the market project. Other factors include availability of adequate land which did not require compensation and fruitful collaboration between politicians, Council staff and business owners.

KIBONDO DISTRICT COUNCIL



COMMUNITY PARTICIPATION IN MANAGEMENT OF WATER SCHEME



Experience of Kumuhasha Village

1.0 INTRODUCTION

Kibondo District Council is located in the Northern part of Kigoma Region between Latitude 3.9⁰ – 5.0⁰ South and Longitude 30.2⁰ –31.50⁰ East with an average altitude that ranges between 500m - 1,600m above sea level. The Council borders Kakonko DC to the North, Urambo DC (Tabora Region) to the East, Kasulu DC to the South East and Republic of Burundi to the West. Administratively, the Council is divided into 3 Divisions namely Kibondo, Mabamba and Kifura, 19 Wards, 50 Villages and 420 Vitongoji. According to 2012 Census, Kibondo DC had a population of 261,331 of which 124,518 are male and 136,813 are female. The average population growth rate per annum is 2.7%. By 2017 the population in Kibondo DC was estimated to be 290,719 where male are 141,632 and female are 149,087.

The Predominant ethnic groups in the Council include the Ha tribe; referred to their homeland as *Buha*. The Ha people are Bantu-speaking group relying on agriculture as main food and income source. The group also engages in livestock keeping as cattle plays an important role in traditional ceremonies and establishing social ties. Historically, the group is also known for iron smelting. Other ethnic groups found in the Council include Nyamwezi, Haya, Sukuma, Jita, Kurya and Nyakyusa. Major economic activities in the Council are agriculture, livestock keeping and horticulture. Other economic activities include trade and commerce, employment in public sector and small scale industries mainly in agro-business and furniture making.

Kumhasha Village in which this initiative was implemented is among the 50 Villages in Kibondo DC found in Murungu Ward on the North-East of the Council. The Village has a population of 6,017 people, 3,030 female and 2,987 male. The Village has 10 Vitongoji namely Nduta, Katazi, Kumhasha, Chigazule, Ibohero, Nyamata, Mbugani, Kwisenga, Lukangalizo, and Migombani. The major economic activities in this village are agriculture, livestock keeping, beekeeping and forest conservation.

2.0 PROBLEM

Access to safe water and sanitation is crucial for human survival and essential in addressing socio-economic development, poverty and health problems. Water is a natural resource upon which all life depends. The National Water Policy of 2002 aimed at ensuring that beneficiaries participate fully in all stages of water resource development. The policy recognizes fundamental but intricate linkages between water and socio-economic development including environmental requirements. The policy emphasizes that households have access to potable water within 1km. the Development Vision 2025 emphasize on universal access to safe water that rural residents must access water within 400m and spend less than 30 minutes on fetching water.

Before intervention, availability and access to water in Kumhasha Village was only 28.78%. The Village had four unreliable water springs in Nyavyumbu and Chigazule water basin. The spring was unreliable due to destruction of water catchment areas and old water scheme infrastructure constructed in 1990. The Village had inadequate water supply services as there were only 3 formal domestic water points (DPs) to serve a population of 6,017. Residents used to walk 2-4km spending 4 to 5 hours fetching water. Women and children spent much time fetching water rather than engaging in development activities for women and attending schools for children. Kumhasha and Nyavyumbu Primary Schools reported an average truancy of 16% per month. Similarly, poor accessibility to safe and clean water resulted into water borne diseases particularly diarrhoea. Information from Kumhasha dispensary indicated that, before intervention, cases of diarrhoea stood at an average of 26 patients per month.

There were cases of family violence due to women spending a lot of time fetching water while women traveling in forests risked being raped. In 2012, one case of raping reported in the Village Office. Nurses

at Kumhasha dispensary had to suspend their duties to fetch water for sterilization of medical equipment and cleanliness. Occasionally, nurses had to request relatives of patients to fetch water needed for treatment purposes.

3.0 OBJECTIVE

Clean water in close proximity to the home frees up time for more productive pursuits that has implications for the broader economic as well as social development. Improving water and sanitation services and hygiene practices reduces morbidity rates for water borne diseases hence strengthening individual productivity by more engagement in economic activities. Availability of adequate water supply of good quality reduces time spent in fetching water, increases health standards and ensures favorable environment.

In realizing the above, this initiative intended to improve access to adequate potable water for improved sanitation and hygiene services for the community and obtain sufficient water for domestic purposes. Specifically, the initiative intended to revive and protect water catchments, rehabilitate old scheme, engage communities in management of water sources, reduce distance to water points and eliminate water borne diseases.

4.0 IMPLEMENTATION STRATEGIES

Water policy calls for full participation of beneficiary communities in planning, implementation and management of water supply. In 2015, the Village Council convened a meeting to address the issue of water shortage in the village and its causes. Destruction of water catchment areas and old infrastructure were identified as the major causes. The Village Assembly agreed to take measures to solve the problem. In 2016 a second meeting of the Village Assembly deliberated on the strategies elaborated below.

Preparing and effecting proposal on rehabilitation and expansion of water infrastructure; in 2016, the Village requested OXFAM to provide assistance in rehabilitation of water scheme. OXFAM accepted the proposal on the understanding that the community has committed itself to provide labor (excavation, backfilling of pipeline trenches and making bricks) and locally available materials (stones, aggregates, sand). OXFAM procured materials for rehabilitation works while Council officials supervised construction works which started in May, 2017.

Improvement of water infrastructure; funds received from OXFAM were used to rehabilitate and expand the water scheme in which survey, excavation and laying of pipes activities were done. Survey indicated that 6 houses in the village had to be demolished to allow laying of water pipes. The 6 house owners agreed to demolish their houses without compensation. The community participated in excavation and laying down of pipes under supervision of Council staff.

Prohibiting all human activities nearby and around water catchment areas; the Village Assembly agreed to stop brick making, cultivation and tree cutting for charcoal, timber and firewood around water catchment areas with immediate effect. The photos below show human activities that were water catchment.



Brick making activities around catchment areas

Restoration of water catchment areas; the community agreed that all water catchment areas be protected from fire by establishing fire breaks and planting catchment trees in depleted areas. This would protect land moisture and prevent evaporation. In 2017, a total of 930 water friendly trees (Mirumba, Migoti and Mikuyu) were planted in two catchment areas namely Chigazule (700) and Katazi (230) and 8km fire break was established around catchment forests.

Establishment of Community Owned Water and Sanitation Organization (COWSO); in order to protect and sustain the project, COWSO was established in January 2017, having 12 members (6 female and 6 male) and two water technicians. The village request the Council to conduct training for COWSO members on management of water scheme. In February, 2017, Water Engineer and CDO conducted the training. Photos below show members of Kamuhasha Village COWOSO.



Members of COWSO at Kamuhasha Village

Formulation of COWSO Constitution; in 2017, COWSO formulated Constitution which governs management and protection of water sources to ensure sustainability. The constitution stipulates measures to be taken against defaulters of agreement on protection of water sources. Part C of the constitution details on penalties for destruction of water sources as follows; destruction of water infrastructure TZS 30,000 fine and/or six months imprisonment, washing clothes around water sources TZS 5000 and /or six months imprisonment and conducting human activities such as brick making and cultivation TZS 30,000 fine and/or six months imprisonment. The constitution establishes community contribution for water service in which every household contributes TZS 500 per month as water charge and villagers having private DPs at homes contribute TZS 2000 per month.

5.0 RESOURCES

Implementation of the Kumuhasha Village water scheme initiative involved the following resources;

- (i) Financial resources; the project cost was TZS 186,236,610 for procurement of construction materials.
- (ii) Human resources; OXFAM and the Council provided technical staff for supervision of the project works and Quality assurance.
- (iii) Social capital and labor; community provided labor in excavation and backfilling of pipeline trenches as well as collecting stones, aggregates and sand.

6.0 RESULTS

Residents in Kumuhasha Village have access to water within a distance of 400m as per the National Water Policy. The scheme has 31 twin distribution points excluding those which are in schools. The time that was spent by women and children to fetch water is now used for development activities. This was confirmed by Angelista Richard comments *“we used to wake up early in the morning, around 6am to fetch water.... We spent 5 to 6 hourswe lost a lot of time which otherwise could be used in farm activities... nowadays we use only ten minutes in to get water at the DP and go back home....and engage in development activities.”* Primary and secondary schools have benefited from the water scheme in which at Kumuhasha Primary School with 511 pupils there is 1 DP and at Murungu Boarding Secondary School 157 pupils 4 DPs. This has reduced truancy level in schools from 16% to 7% per month.



Happy Woman at DP closer to School

Water availability in Kumuhasha Village has increased from 29% to 100% increasing the proportion of residents that have access to clean water. As a result, water borne diseases particularly diarrhoea have decreased from 26 cases to 13 cases per months. Water availability has accelerated construction of brick-houses as it is convenient to make bricks closer to construction sites.



New brick-house under construction (left) and completed brick- house (right)

General sanitation and cleanliness in Nyavyumbu and Kumuhasha primary schools, Murungu Secondary school and Kumuhasha dispensary have improved. Before the initiative school cleanliness was done once per week but with availability of water cleanliness is done every day. In addition, schools and

residents have established gardens using water obtained from the rehabilitated water supply scheme. Schools have beautified compounds with gardens and flowers.



Gardens maintained using water from the scheme

Establishment of tree nurseries for various purposes; villagers have introduced tree nurseries for afforestation hence increasing the margin of economic activities. For instance, Nyamata Group is involved in production of tree seedlings for sale.



Tree nursery in Kumuhasha village

Environment conservation efforts have increased; community awareness on environmental conservation has increased due to adherence to COWSO constitution which prohibits human activities in water catchment areas. Regeneration of natural vegetation has taken place in water catchment areas.



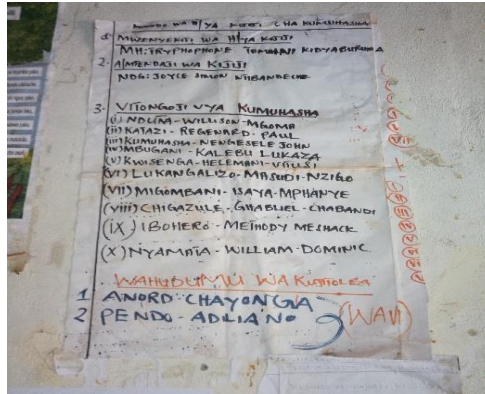
Vegetation in catchment area

The village has 3 protected water springs and a 90,000liters storage tank which constantly supply water to all domestic water points to the households, schools and dispensary.



Distribution Point

Presence of functioning water users association (COWSO); the association has a strong committee that supervises water distribution at DPs, coordinates rehabilitation of DPs, enforces bylaws on protection of water sources and infrastructure and collects fees from waters users.



COWSO Committee Members

7.0 SUSTAINABILITY STRATEGIES

In order to ensure sustainability of this initiative, the community agreed to raise funds for regular maintenance in which households contribute TZS 500 per month while households with private connections contribute TZS 2,000 per month, deposited into COWSO's bank account. COWSO has a Constitution that safeguards sustainability. The COWSO committee members are trained on environmental conservation, land use planning and forest management. The community has developed sense of ownership towards the scheme and actively get involved in planning, implementation and management hence guaranteed sustainability of the initiative.

8.0 SECRET OF SUCCESS

The success of the initiative was contributed by activeness of the Village Leaders who unified villagers to identify the problem and determine the solutions. In addition, the intervention was demand driven as it was a community felt need. This created readiness to participate effectively in project implementation. Other factors include Commitment of the Council and OXFAM to support the community, a committed COWSO committee and availability of reliable water source.

MAFIA DISTRICT COUNCIL



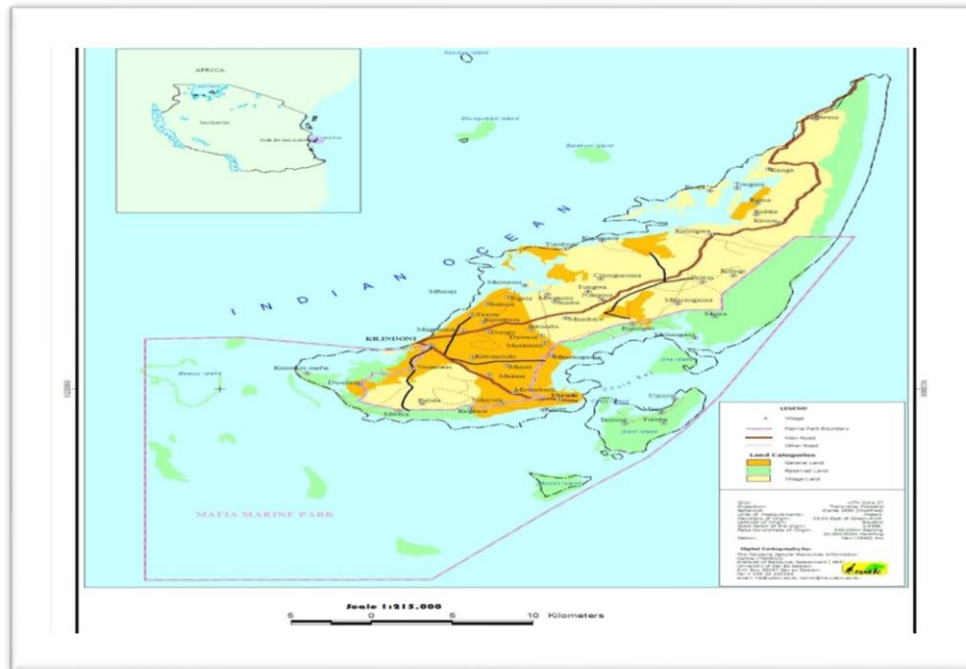
COMMUNITY PARTICIPATION IN CONSTRUCTION AND MANAGEMENT OF WATER SCHEME



Experience of Mafia DC

1.0 INTRODUCTION

Mafia District Council is among 9 Councils in Pwani Region. Geographically, the Council is an island in the Indian Ocean made up of 7 small Islands namely; Jibondo, Chole, Juani, Bwejuu, Mbarakuni, Shungimbili and Nyororo of which, Mbarakuni, Shungimbili and Nyororo are temporally habited by fishermen. The Council is located on South Eastern part of Pwani Region bordering Mkuranga DC to the North West, Kibiti and Kilwa DCs to the South West and Indian Ocean to the East and South East. Mafia DC covers an area of 972km² of which 407km² is land mass and 565km² is Indian Ocean. According to 2012 Census, the Council had a Population of 46,438 people of which 23,484 female and 22,954 male. The annual population growth rate is 1.5% with an average of 4 people per household. Administratively, the Council is divided into 2 Divisions (North and South Division), 8 Wards (Kanga, Kirongwe, Baleni, Kilindoni, Kiegeani, Miburani, Ndagoni and Jibondo), 23 Villages and 136 Vitongoji.



Map of Mafia DC

Mafia Island has a tropical climate with average temperature of 26.7°C and annual rainfall of 1,705mm. There is one major rain season with most rainfall between March and May and dry season during July to October. Economic activities include fishing, subsistence agriculture and petty business. The island attracts tourism mainly scuba diving, sport fishing and relaxation.

Despite Mafia being surrounded by ocean's salt water, 74.2% of the people access potable water within 400m as required by the National Water Policy. Water sources include 1 spring, 40 rain water harvest systems, 58 deep wells with electrical pumps, 3 desalination machines, and 153 shallow wells with hand pumps. This coverage was reached after the completion of seven water projects through Water Sector Development Project in 9 villages. The initiative on community participation in construction and management of water scheme was implemented in Juani and Chole Villages.

The Juani and Chole Villages are among the Villages which forms Jibondo Ward. Geographically the Villages are isolated islands. Juani and Chole Villages are boarded by Utende which is in Kiegeani Village at the main island. These villages have a total of 7 Vitongoji: 4 at Juani and 3 at Chole. According to 2012

Census, the Villages have a population of 1,920. Economic activities include fishing and cultivation of seaweed, cassava and coconut.

2.0 PROBLEM

Despite Water being one of the vital resources that touch all aspects of human life from domestic, agricultural and Industrial development to cultural and religious values embedded in societies, the two villages remained with a problem of lack of adequate and reliable clean water since their establishment. This was due to lack of water source and infrastructure.

Juani and Chole villagers depended on rain water harvested during rain seasons. During dry seasons, villagers had to fetch water from the main island at Utende which required them to travel 3km - 7km using boats and canoes across the ocean. Villagers who could not manage such movements bought water at a high price between TZS 500 - TZS 1000 per 20liters brought from Utende. Lack of reliable adequate potable water in the two islands, the community spent a lot of time fetching water rather than engaging in economic activities. Chole and Juani Villages had shallow wells with dirty and contaminated water which subjected villagers to water borne diseases such as diarrhea and typhoid. Photos below show contaminated shallow water wells in Chole.



Unsafe water wells in Chole Village

3.0 OBJECTIVES

The main objective of this initiative was to supply the community with adequate and reliable potable water within the Villages. Specifically this initiative intended to; reduce distance to water points, reduce time spent fetching water, eliminate water borne diseases, reduce costs of water from TZS 500 - TZS1000 per bucket to TZS100 per bucket and eliminate risks accompanied with navigating in the ocean.

4.0 IMPLEMENTATION STRATEGIES

Having realized the necessity of water, villagers from Juani and Chole expressed the need for water during 2014/2015 planning and budgeting process. Through facilitation of Opportunities and Obstacles to Development (O&OD) water was identified as first priority. The two villages used the opportunity of the Water Sector Development Program (WSDP) financed by the World Bank. The community and the Council agreed to collaborate in the implementation of the initiative and set the following strategies for smooth implementation.

Awareness creation; the strategy was meant to unify villagers and develop common understanding on how to collaborate with the government in implementing the project. A team comprising members from World Bank and the Council conducted awareness creation meetings to inform the community on their role in the project, how to form committee to supervise the project and making contributions for project implementation.

Sensitization meetings; Community Development Officer and Water Engineer convened several sensitization meetings in Juani and Chole villages to encourage the community to participate in the project by contributing resources and engaging in construction work. This facilitation resulted into agreement to contribute 2.5% of the project costs by the community. Each household was required to contribute TZS 60,000 in order to raise TZS 23,757,075 which was the required 2.5%. For organized collection of resources a temporary committee was formed to coordinate activities related to collections. The Village Council decided to support few household which could not afford to contribute TZS 60,000 by providing TZS 55,000 per household. The subsidy was drawn from own source revenue (levy from fishing activities). Poor households contributed only TZS 5,000 each.

Purchase of land for construction of water project; the villages purchased 2,178m² of land at Utende Village which was used to install project infrastructure (water well, tank and pump house) at a cost of TZS 4,060,000 shared by two villages. The reason to purchase land in Utende Village was availability of a source for potable water which was unavailable in Chole and Juani.

Securing fund from the Central Government; the project was implemented under Water Sector Development Program (WSDP). The Council made close follow-ups to the Ministry of Water for remittance of the funds in which TZS 950,283,000 were remitted for implementation. Upon receipt of funds, construction of water infrastructure including drilling of water wells, laying pipes and construction of distribution points started. The community participated in project activities that needed man power in order to speed up the project and earn some income as labor was paid. These activities included digging of trenches, brick making, construction of water tank, building of pump house and pipe installation. During implementation of these activities, the Council made regular supervision in order to insure consistence in project implementation. The photos below show villagers participating in digging of trenches and installation of pipes in and across the Ocean.



Digging of trenches and installation of water pipes across the ocean

Purchasing of Building materials; building materials such as cement, pipes and their accessories were procured from Dar es Salaam while gravel was procured from Lugoba in Chalinze DC. The Council decided to procure these items in bulk from the main land (Dar es Salaam and Chalinze) at cheaper prices compared to prices in Mafia.

Training of divers; Villagers who participated in pipe installation were trained on installation of pipes under ocean basin from Utende to Juani and Chole Villages. Due to the fact that these villages are separated by the ocean, water pipes had to be laid down in the bottom of the ocean. The exercise was

tedious hence needed strong people with expertise in diving. 26 divers were identified and trained by the contractor on how to install water pipes and make connections underneath the ocean.

Formation of water user association and constitution; water user association (COWSO) known as *Jumuiya ya Maji Juani na Chole* was formed to supervise the water scheme. The association is responsible for collection of water fees and maintenance of water infrastructure. Similarly, a constitution was made to guide operations of the project and ensure sustainability. In 2014, COWSO formed a committee of seven members elected from each Kitongoji 4 in Juani and 3 in Chole. The obligations of the committee include supervision, making follow-up and collection of monthly fees from households.

Opening of bank account; the committee opened a bank account number 21510004865 in the name *JUMUIA YA MAJI JUANI NA CHOLE* at NMB Bank Mafia branch. As of January 6, 2018, the account had TZS 22,147,789.6 collected as user fees and spent for payment of salaries of DP attendants as well as operation and maintenance of infrastructure.

5.0 RESOURCES

The construction of Juani and Chole water scheme utilized various resources. Financial resources amounting to TZS 978,100,075 are shown in table 1 below.

Table 1: Financial Resources

| S/n | Source of fund | Amount (TZS) |
|-----|---|--------------------|
| 1. | Ministry of water | 950,283,000 |
| 2. | Chole/Juani community | 23,757,075 |
| 3. | Chole/Juani Village Government (for procumbent of land) | 4,060,000 |
| | TOTAL | 978,100,075 |

Human resources; Village leaders organized the community while community members participated in implementation of the project in digging of trenches, making of bricks, construction of water tank, building of pump house and pipe installation across the ocean. Experts from the Council supervised implementation process. The physical resources include land and necessary equipment.

6.0 RESULTS

Project implementation and completion have resulted into several achievements. Presence of water infrastructure; a water tank, a pump house, water pipes under the ocean, water distribution points in each Kitongoji and the 2 dispensaries. In Chole there are 3 Vitongoji (Mwapepo, Kilimani and Mnyonge) and Juani 4 Vitongoji (Manda, Vikomba, Juani mjini and Juani Shule). Availability of potable has significantly decreased water borne diseases. The photos below show water infrastructure.



Water tank, pump house and distribution point

Time spent in fetching water and distances have significantly being reduced; villagers access water within 400m compared to 3km-7km before the project allowing villagers to engage in economic activities such as agriculture and fishing, attend village meetings and participate in community works such as construction of school and dispensary infrastructure. Similarly, the completion of water scheme in Juani and Chole has reduced the costs of water from TZS 500 - 1000 per bucket to TZS 100 per bucket which has enabled savings and improved standard of living.

Extended potable water services to tourist hotels in Chole and Juani; access to safe water increased tourists in the hotels located in these two Island compared to the situation before project implementation. The increase of tourists has matching effect in the economy of the villages as villagers are able to sale different ornaments locally made and shells from the ocean.

Creation of employment opportunities; during project implementation villagers were hired in construction works, digging trenches and laying down the pipes across the ocean. After project completion, 10 community members have been hired as; maintenance Officer (1), maintenance assistants (2) and DP attendants (7). These employees are paid a total of TZS. 520,000 per Month. The Villagers agreed to pay Committee Secretary and accountant TZS 100,000 monthly.

The presence of a well-established COWSO; the COWSO has an operational committee, a secretary, an accountant and a well-managed bank account. The operational committee increases the number of COWSO members by linking them with water services. Apart from connection for new customers the committee is responsible for collection of water bills from customers; the COWSO account had TZS 23,757,075 as per January, 2018. The Committee rehabilitates scheme infrastructure whenever breakdowns occur.

7.0 SUSTAINABILITY STRATEGIES

The COWSO and the Council are committed to ensure that results of the initiative remain stable and sustained. For sustainability of the initiative the following strategies are in place.

- (i) Continued strengthening and enforcement of established bylaws to guide water scheme management at Juani and Chole. The bylaws stipulate that community members are responsible for protection of the project infrastructure and specify penalties against defaulters.
- (ii) Presence of active water users committee; the villages created strong water users committee which supervise day to day activities, detect breakdown and take measures accordingly to ensure water service is always available and the infrastructure is in good condition.
- (iii) Establishment of water user fees; in order to ensure continuity of the project and permanent availability of water, it was agreed that villagers pay TZS 100 per bucket to provide funds for maintenance.

- (iv) Continued expansion of coverage of potable water; the water committee continues to expand water coverage by increasing DPs. Extension is being made to institutions such as Schools and dispensaries, investors and individual households. This expansion is expected to enhance COWSO revenue.

8.0 SECRETE OF SUCCESS

The success of this initiative is based on community readiness to participate in planning, implementation and management of the project. Water was a felt need of the community hence every member was ready to support the initiative. Presence of strong village leadership and Council expertise to mobilize and create awareness to the community played a major role. Other factors are effective use of resources from Central Government and presence of well-established COWSO and water user committee.

KALIUA DISTRICT COUNCIL



ENVIRONMENTAL CONSERVATION FOR SUSTAINABLE DEVELOPMENT



Experience of Kaliua DC

1.0 INTRODUCTION

Kaliua District Council is one among 8 Councils in Tabora Region located about 125km from Tabora Region headquarters. The Council borders Urambo and Tabora DCs to the East, Uvinza and Kibondo DCs (Kigoma Region) to the West, Mpanda and Mlele DCs (Katavi Region) to the South, Ushetu DC (Shinyanga Region) and Bukombe DC (Geita Region) to the North. According to the 2012 Census, The Council has population of 393,358; 196,369 male and 196,989 female.

Administratively, Kaliua DC is divided into 2 Divisions, 28 Wards, and 101 Villages. The land area of the Council is 14,050km² where 11% of the land is used for crop production while 89% is kept for forest conservation purposes. The major economic activities in the Council include farming, livestock keeping, bee keeping, mining as well as small and medium scale business on agricultural products (crops and animals) and natural resource products such as timber and honey. The major crops grown are tobacco, maize, cassava, millet, groundnuts, cotton, sweet potatoes and sunflower.

2.0 PROBLEM

The land in Kaliua DC and Tabora Region in general has for a long time been covered by thick forests, but situation in recent decades has been changing rapidly due to various anthropogenic activities such as charcoal making, forest burning, shifting cultivation, logging, cutting trees for curing tobacco leaves and overstocking. Among these anthropogenic activities, statistics record 80% of forest destruction in Kaliua is attributed to tobacco curing process which demands large amount of wood. Since more than 60% of people in Kaliua DC are involved in tobacco farming, the conventional practices of cutting down trees for processing tobacco leaves have had significant contribution in destruction of forest resources in the Council and Tabora Region at large. The photo below shows tree cutting for tobacco processing and leave the land bare.



Tree cutting and destruction of environment

The effects of deforestation in the Council are numerous and evident. The effect ranges from degraded environmental resources (forest, land, water and agricultural crops), climatic variability and interrupted livelihoods. Rainfall intensity has been changing over time, such that if measures are not taken promptly, Tabora Region is likely to turn into desert. In early 1980s for instance, rainfall intensity used to be more than 1800mm annually, but current statistics show that the situation has gone down to less than 1000mm per annum. These effects are so evident that everybody in Kaliua DC not only feels them, but also acknowledges that anthropogenic activities are responsible for this problem and are therefore ready to halt this condition collectively.

The problem of deforestation in Kaliua DC continued until the year 1997 when the Council began to put in place some mechanisms for halting the condition by introducing the so called “Participatory Forest Management” (PFM); an approach which aimed at awakening and challenging community members

that the observed deforestation has been caused by them, and for that matter, the remedy to that condition is by any means, a collective responsibility of the entire community.

3.0 OBJECTIVES

Establishment of the Participatory Forest Management initiative was generally geared towards conserving and revitalizing forest resources that have been under jeopardy of destruction for a long time. Specifically, this initiative was meant to achieve the following;

- (a) Transform people's mindset and practices such that they get rid of Environmentally Harmful Practices (EHPs) and embrace Environmentally Friendly Practices (EFPs).
- (b) Increase the number of trees in residential neighborhoods, institutional compounds and farm yards.
- (c) Persuade tobacco purchasing companies to get involved in environmental conservation campaigns.
- (d) Introduce and disseminate simple technologies that provide alternative sources of energy for domestic fuel.

4.0 IMPLEMENTATION STRATEGIES

Environmental Conservation practices for sustainable development is in line with National Environmental Policy of 1997 which aims at ensuring sustainability, security and equitable use of resources for meeting the basic needs of the present and future generations without degrading the environment or risking health or safety, raise up public awareness and understanding of the essential linkages between environment and development, and promote individual and community participation in environmental actions. In order to attain the objectives of the initiative and fulfilling the requirement of the National Environmental Policy of 1997 the following strategies were employed.

Awareness creation; awareness creation about environmental effects emanating from various anthropogenic activities were made. The awareness creation campaigns in the Council began since 1997 by an environmental conservation activist named Sadick Ismail. He played a significant role and painted remarkable history in environmental conservation campaigns in Kaliua DC. Mr. Sadick had an intrinsic motivation to get engaged in environmental conservation for more than two decades now. He began his commitment by mobilizing people to get involved in tree planting campaign after realizing that tobacco farming was posing a serious risk of deforestation due to massive consumption of trees in processing tobacco leaves". His efforts attracted the Council to support the initiative.

Formation of KIKUMUMI group; Mr. Sadick succeeded to convince two more people by the names Johari Idd and Sudi Nobert who first formed a group called KIKUMUMI (Kikundi cha Kutunza Mazingira na Utafiti wa Miti) , a group involved in environmental conservation and conducting research on trees. This group of 3 members continued with creating awareness to people about deforestation trend that was going on, and its consequences to the environment and people's lives. Although it was hard for them to be understood, but they took courage and pressed on with tree planting initiative. Group members conducted simple trials to identify suitable tree varieties relevant to the climatic conditions of Kaliua DC. In the early days they continued with try-and-error methods until they came up with different tree varieties which grow well in Kaliua DC.

Establishment of tree nurseries and distribution of seedlings; after a number of trials, KIKUMUMI group established a tree seedling nursery. The tree seedling nursery was meant to be used to raise thousands of seedlings which were then distributed to community members for planting them in the farm yards and home premises. Other tree seedlings were given for free to different institutions like churches, schools, mosques, court premises, police stations, and hospitals. The distribution of seedlings to these

institutions for free was a strategy to win attention of various stakeholders so that they may join efforts in tree planting initiative.

Convening meetings with community members; another strategy used was to convene meetings with community members in different villages where they discussed among other things, the prevailing risk of deforestation and tree planting campaigns for halting the condition. In meetings such as this, they would provide some food in order to convince people to come and listen to what they had to tell them. Formation of Cooperative Union Groups (CUGs); CUGs are small and autonomous community based organizations with voluntary but committed membership who join hand together in pursuit of a certain developmental goal. With the assistance from the Council CUGs were formed and registered at the Council level. Many of the international and local development organizations view these groups as important entry points and vehicles to engage the community when making intervention to any socio-economic problem observed in a given community. This environmental conservation initiative in Kaliua began with one CUG called KIKUMUMI which had three seriously committed members, such that in a very short time of their stay in a CUG, they immediately become trainers to other CUGs and other community members in general. Currently, there are 54 CUGs operating in Kaliua DC which are engaged in a number of activities ranging from economic, cultural and environmental conservation. These CUGs have been used by tobacco companies to produce tobacco in Kaliua DC.

Raising, distributing tree seedlings to individuals and institutions and making close follow up for the distributed seedlings for planting; the established CUGs were trained to on how to sow, raise, transplant, and distribute seedlings to individual community members and institutions and encourage them plant those seedlings in their surrounding compounds. About 54 tree seedling nurseries raised up more than 2.8 million tree seedlings which were planned to be distributed to schools and individual farmers in 2017/2018 cropping season. Leaders of cooperative unions were equipped with some knowledge on how to properly handle, plant and taking care of the distributed seedlings in order to help their members in case they get stuck along the process.



One of the tree nursery established by the CUG

Introducing alternative charcoal making to cater for domestic fuel and reduce overdependence to trees; The Council being at the forefront of environmental conservation initiative, came up with a technology which makes use of crop debris like maize cobs, groundnut husks, and sawdust to make alternative

charcoal which function as conventional charcoal from trees. The process of making alternative charcoal is explained in the Box 1 below;

Box 1: A brief description of the process of making alternative charcoal from crop debris

The process of making charcoal begins with collection of crop debris such as maize cobs, rice husks, saw dusts, or groundnut husks. These materials are usually burned under limited supply of oxygen which produces partially burned ash-like substances which are black in color. The ashes are mixed with sticky materials like cement or clay soil to form ash-with-sticky compound. This complex compound is then mixed with some water and then loaded in a machine (photos below) which presses and rolls them into small pieces with bar like shape called alternative charcoal. These pieces are then exposed into open sunlight to remove moisture and make charcoal ready for domestic use.

Charcoal made with ashes has been tested and found to last longer before it turns into ashes unlike conventional charcoal from trees which take relatively shorter time to turn into ashes. It should be noted that when charcoal turns into ash it can no longer cook food unless other fresh pieces are added in the cooker. The photos below show the ashes, machines for processing, a stove and drying of charcoal



A pile of burned ashes and a Machine invented for processing alternative charcoal



Dried alternative charcoal and charcoal in use

5.0 RESOURCES

Both financial and non-financial resources were used in implementation of this program since its inception. Financial resources were used in purchasing tree seeds, manure for sowing and germinating seeds, and transportation of seedlings from nursery areas to the plantation sites. Major source of these resources came from internal sources generated within Kaliua DC. Other resources include human resources, the human resources were used ranging from highly skilled to less skilled individuals in the fields of forestry, agriculture and environmental issues. Highly skilled people involved in this program

include staff from Environmental Management Office and Department of Forestry and Agricultural Development. These officers played a significant role in providing guidance on the choice of appropriate tree seeds, provide technical advice on how to raise seedlings and subsequent plantation of seedlings from the nursery to the farm yards. Less skilled personnel were highly involved in taking care of the seedling nurseries by watering seedlings, monitor the progress of seedlings on daily basis and report the same to the technical personnel for more assistance.

6.0 RESULTS

This initiative brought enormous results and outcomes with various evidences in the surrounding environment and lives of community members. The results have been described following specific objectives that were used as major focal points of achievements. These results include the following;

Increased transformation of people's mindset and practices such that they get rid of Environmentally Harmful Practices (EHPs) and embrace Environmentally Friendly Practices (EFPs) has taken roots. Transforming people's mind, persuaded them to understand and take an active role in restoring forest resources that were at great risk of destruction.

Increased awareness about the importance of trees in the environment and people's livelihoods; the evidence for this outcome is people's active engagement in tree planting campaign that has been in operation since the inception of this initiative. The number of trees in residential neighborhoods, institutional compounds and farm yards has increased. In December 2016 for example, more than 1,210,000 seedlings were planted in different parts of the Council, among them 81% of the planted seedlings have survived and continue to grow into big trees. In December 2017 about 2,810,000 seedlings were raised and 30% of the raised seedlings have been distributed to institutions and individual farmers for planting purposes. Among the distributed seedlings, schools (primary and secondary schools) were given 35,000 seedlings, while tobacco farmers were given 1,325,000 seedlings and the District Council staff planted 10,000 seedlings. In addition, number of cases related to cutting down of trees has been reduced indicating change in perceptions among community members on environmental conservation.

Establishment of many privately owned seedling nurseries is another indicator signifying transformed mindset of the people in Kaliua DC. The number of seedlings nurseries has risen from only 1 tree nursery existed at the beginning of the initiative to 45 tree nurseries. Production of tree seedlings has increased to more than 2,800,000 seedlings. This has attracted support from both local and central government in tree planting campaign. KIKUMUMI members were officially recognized as key players in the tree planting program by the Government. In supporting the group initiative Local Government and Central Government bought tree seedlings and distributed them in schools and some were planted in public open spaces. Similarly, the KIKUMUMI members got a privilege to visiting many areas within the country and learn more about raising seedlings and practicing agro forestry. The study visits were sponsored by Urambo DC and later by Kaliua DC after split into two Councils.

Increased income of the group members; initially the tree planting program was not for profit, but with increased in understanding of the communities on the need to conserve the environment, tree planting increased. The demand for tree seedlings increased hence the group decided to increase efforts in production of more seedling for sale at a prices affordable to people. Equally, KIKUMUMI became a centre for demonstration of environmental conservation movement such that government institutions like Tumbi COTC, surrounding schools and ALAT Tabora 2002, came to learn from the group on issues related to raising and planting tree seedlings.

Persuading tobacco purchasing companies to get involved in environmental conservation campaigns; the companies purchasing tobacco from farmers have agreed to get engaged in environmental conservation campaigns. The discussion between Council and these companies led to the agreement that, each company would provide some financial contribution (depending on the size of farms owned by each member in the group) to the Regional Environmental Conservation Fund, and shall support a certain number of farmers with soft loans that shall be recovered during harvesting time. The loans are used to buy agricultural facilities like fertilizers, pesticides, seeds and fungicides. In addition, tobacco companies have been charged with a responsibility of helping farmers in tree plantation by helping them in land tilling and purchasing seedlings from different nurseries in the Council. Tobacco companies have managed to provide farmers with a total of 1,325,000 tree seedlings by December 2017 planted in farms during rainy season.

Introduction of Cashew nuts Farming; the group has established nurseries special for raising cashew nuts seedlings. The group decided to introduce this crop for two purposes: one the cashew nuts trees grow up quickly compared to other local tree seedlings which means it will take few years to revive the destructed forests. Two, cashew nuts is a crop that produces and can be sold for income generation hence it will attract many people to engage in production. The introduction of cashew nut was done after researches made by the Ministry of Agriculture which recommended the potentiality of Kaliua DC in production of Cashew nuts. The photo below is a nursery for cashew nuts seedling.



Cashew nuts seedlings

Introduce and disseminate simple technologies that provide alternative sources of energy for domestic fuel; Mr Idrisa Hamissi Nyachenga and his green power group managed to share the technology with their fellow community members around Kaliua DC, but their products (alternative charcoal) has been distributed in various parts of the country especially those areas which have high demand of domestic fuel due to high rates of urbanization like Dar es salaam, Dodoma, Mwanza and Arusha.

7.0 SUSTAINABILITY STRATEGIES

Sustainability of this initiative is based on the following strategies; the Council will continue to strengthen environmental conservation efforts through supporting CUGs, CBOs, enforcement of national laws, regulations and guidelines, and effective collaboration with tobacco buyers and farmers.

Strengthening and dissemination of alternative charcoal making technology; the invention of alternative charcoal has a double contribution to sustainability of the program. First, since the demand for charcoal is exceptionally high almost throughout the country, the community members who are engaged in this

business will always be making money and shall continue with the business in their life without pressure from the government. Also, since the use of alternative charcoal discourages the use of conventional charcoal from trees, therefore, more production and distribution of artificial charcoal will offer substantial contribution towards forest conservation which is an indicator of sustainability. In addition, since the raw materials required for making alternative charcoal are locally available, then the manufacture and distribution of such charcoal will continue for many years to come.

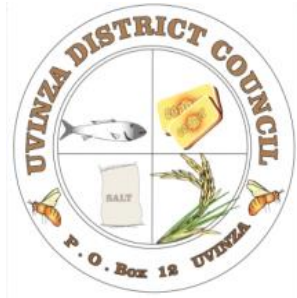
8.0 SECRET OF SUCCESS

The secret behind these achievements can generally be explained into two ways namely commitment of local leaders and community members in environmental conservation initiative. All the people who pioneered this initiative were doing all the fieldwork without any payments. This spirit of commitment has been a major asset for the achievements that are realized. Another secret is a sense of building trust among key players in this initiative. Openness and involvement of all key players in planning and decision making made them build a sense of trust to each other hence increased collaboration and ultimately attainment of the results explained above.



Members of KIKUMUMI

UVINZA DISTRICT COUNCIL



ESTABLISHMENT OF A CARPENTRY WORKSHOP FOR IMPROVED EDUCATION SERVICES

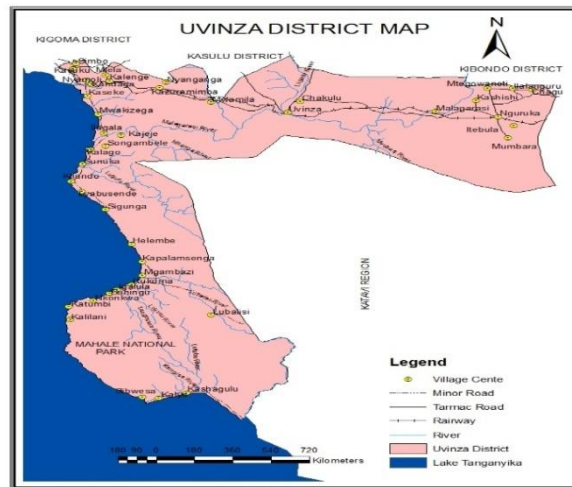


Experience of Uvinza DC

1.0 INTRODUCTION

Uvinza District Council is one among 8 Councils of Kigoma Region established in 2013. The Council has an area of 10,178km². The Council borders Kasulu and Kigoma DCs to the North, Tabora Region to the East, Katavi Region to the South and the Democratic Republic of Congo to the West. It has 3 ecological zones; low land along Lake Tanganyika, high land and Miombo woodland.

Administratively, the Council has 3 Divisions, 16 Wards and 61 Villages. According to 2012 Census, the Council has a population of 351,990; 173,635 male and 178,355 female. Main economic activities include agriculture (major crops produced are maize, cassava, beans, paddy, palm oil, and tobacco), petty trade, salt processing, fishing and animal husbandry.



Map of Uvinza DC

Though administratively the Council has 16 Wards, education sector-wise there are 17 Wards for easy management (Sunuka Ward is divided into two: Sunuka A and Sunuka B with scattered eight villages). The Council has 118 Government primary schools, 1,179 teachers (874male and 305 female), 76,532 pupils (38,861 boys and 37,671 girls) and the teacher-pupil ratio is 1:65.

2.0 PROBLEM

Before 2015, Uvinza DC faced a challenge of insufficient desks for primary schools pupils. The pupil's desk ratio was 6:1 as required to optimal ratio of 3:1. The problem became worse soon after implementation of the Government Policy on free education early 2016. In this year, enrollment of school pupils increased tremendously accelerating high deficit of desks. At this point the number of pupils increased from 69,499 in 2015/2016 to 76,532 in 2016/2017. The desks available were 11,639 while the requirement was 23,166 desks making a deficit of 11,558 desks. The situation led to poor teaching and learning environment (pupils sitting on the floor, increased truancy, overcrowding in classrooms) all resulting into poor performance in examinations. The photos below show the situation before the initiative and Table 1; indicating performance of pupils before and after the implementation of the initiative.



Pupils sitting on the floor and overcrowded classroom

Table1: Primary School Performance in the NSSE

| S/n | Year | Pupils' performance | | | |
|-----|------|---------------------|-------|-------|-------------|
| | | Boys | Girls | Total | % Pass Exam |
| 1 | 2014 | 1,255 | 626 | 1,881 | 35 |
| 2 | 2015 | 1480 | 848 | 2,328 | 52 |
| 3 | 2016 | 1,879 | 1083 | 2,962 | 59 |
| 4 | 2017 | 2,357 | 1758 | 4,115 | 68 |

3.0 OBJECTIVE

The main objective of establishing Council carpentry workshop was to ensure improved teaching and learning environment by providing quality furniture (desks, chairs and tables) for primary and secondary schools. Specifically, the initiative intended to; introduce carpentry workshop for reducing costs of making desks from private carpentry, alleviate problems of insufficient desks, reduce truancy and improve performance.

4.0 IMPLEMENTATION STRATEGIES

Council Management Team (CMT), parents and pupils were not happy with the situation of pupils sitting on the floor due to shortage of desks. This forced the CMT to make cost and benefit analysis of engaging private carpentry workshop or establishing Council own carpentry workshop which would ensure continuity of making desks whenever the need arises. In early 2016, the idea was introduced to Council Management and staff. It was discussed and agreed to introduce the idea to the Full Council. Councilors adopted the idea and recommended for its implementation in which they took lead in sensitizing the community in their respective Wards and seek consensus of the villagers to implement the initiative. The following strategies were adopted;

Appointment of a task force to coordinate the exercise; the CMT appointed 6 officers from Education, Community Development and Natural Resources Departments to supervise, coordinate and report all issues related to the carpentry workshop establishment. Those officers were relieved from other duties in order to commit themselves fully on workshop interventions including procurement process of machines for the workshop. The task force submitted the analysis report indicating the benefits that the Council would realize upon establishing own carpentry workshop compared to procuring furniture from private dealers. The benefits include reduced costs of making desks, possibility of making other office furniture and creation of employment for local *fundis*.

Community sensitization; sensitization campaigns were organized through Vitongoji, Village Council, Village Assembly and WDC Meetings in which the idea was presented and discussed. Community

members accepted the idea and decided to participate fully in implementation. The community participated in lumbering, collection and guarding. Local *fundis* volunteered for all carpentry works in the workshop by meagre payments of lunch and soap allowances provided by the Council. Transportation of timber from the forest to the workshop was provided by the Council.

Procurement of workshop equipment; the CMT ensured that the workshop is fully equipped by purchasing and installing carpentry machines, electricity and working tools. Management made window shopping in many shops seeking for the lowest cost with high quality machines. The machines procured included 2 chain saws (Type: HUSQSARNA270), 2 circular saws, 3 grander machines, one cutting machine from SIDO, 2 drilling machines from Dar es Salaam, nails, wood glue, tape measure and disks.

Appointment of Ward patrons or matrons; all Heads of Departments and Units were assigned Wards to supervise and were responsible for weekly supervision and reporting challenges regarding lumbering and transportation. All the challenges encountered were presented to the CMT and addressed accordingly. Consultation with the District Commissioner's office was made for issues that involved immediate solutions.

Engaging stakeholders in implementation; the Council consulted stakeholders to request assistance and collaboration in making desks. The District Executive Director had face to face discussion with heads of institutions such as JKT Bulumbora, SARATOGA, TFS, and TANAPA seeking for support. JKT Bulumbora offered "Fundis" (carpenters) to assist in desk making by a payments of ten thousands for each desk. JKT also offered a vehicle for transportation of timber from collection centres to the workshop and distribution of desks in schools. The Council was responsible for maintenance of the vehicle, fueling and payment of driver's allowance.

Supervision; the District Engineer was assigned to supervise the *Fundis* to ensure quality desks. To facilitate supervision, the District Engineer worked hand in hand with technicians, education officers and the appointed six task force members in checking the quality of timber used, fixing of the desks and polishing of desks.

Distribution of desks; the task force in collaboration with education sector organized and arranged distribution of desks according to school needs. The photos below show local *Fundi* fitting the desks.



Fittings of desks



Desks ready for distribution

5.0 RESOURCES

Financial, human and physical resources were used to realize success of the initiative. Human resource included the Councilors, the CMT, the task force, local *fundis* and the community. Physical resources included vehicles, timber, workshop equipment and supplies. Financial resources included funds for purchase of workshop equipment and supplies (TZS 21,300,000), making of 13,923 desks (TZS 930,510,000). Stakeholders (TANAPA, TFS, SARATOGA, DTO, JKT Burombora) contributed about TZS 18,000,000. The following table shows resource utilization..

Table 2: Financial Resources

| Activity | Amount (TZS) | Source of Fund |
|--|--------------|----------------------|
| Procurement of equipment/ supplies | | |
| 2 Chain saws (Type: | 3,000,000 | Council's Own Source |
| 2 Circular saws | 700,000 | Council's Own Source |
| 3 Grander Mashines | 600,000 | Council's Own Source |
| 1 Timber cutting Machine from SIDO KIGOMA | 5,000,000 | Council's Own Source |
| 2 Timber cutting Machines from DAR | 7,000,000 | Council's Own Source |
| Supplies (nails, wood glue, tape measures, disk) | 5,000,000 | Council's Own Source |
| Sub total | 21,300,000 | |
| Making of desks | | |
| 9,623 desks | 673,610,000 | Community (72.39%) |
| 3,307 desks | 231,490,000 | Council (24.88%) |
| 363 desks | 25,410,000 | Stakeholders (2.73%) |
| Sub total | 930,510,000 | |
| Grand total | 951,810,000 | |

6.0 RESULTS

The Carpentry Workshop is in place and operating; currently, the workshop has been established with morden machines installed by the Council. Through this carpentry workshop a number of desk has been made. The carpentry workshop is being used to make not only desks but also office furniture, carpboards, shelves, benches for dispensaries and health centers as well as making modern beehives. Desk making has become a continues task of the Council due to the fact that pupils' enrolment keeps on increasing. The photos below show various funiture that are made in the workshop.



Pupils are now comfortable in the classroom as they sit on desks; in 2016/2017 a total of 11,015 new desks were made and 1,911 desks were repaired increasing the number of desks to 24,565 and hence changing the desk pupil ratio from 1:6 (2016/2017) to 1:3 (December, 2017). Situation of pupils sitting on the desks during teaching-learning process motivates both teachers and pupils to teach and/or learn comfortably. This motivation has resulted into decreases of truancy and/or drop out of pupils which

were caused by poor teaching-learning environment. The photo below show three pupils using one desk.



Three pupils sharing a desk

Creation of employment opportunities to local “Fundis”; since 2016, more than 50 Local “Fundis” are involved in desk and Council furniture making. The Council provides a token allowance to motivate and retain them in the workshop.



Furniture made at the carpentry workshop

Improved performance of pupils; the performance of pupils in National STD VII Examinations has improved from 35% in 2014 to 68% in 2017 after intervention.

Desk supply costs significantly reduced; the establishment of Council workshop led to reduction of costs in terms of time and money that could be used to procure desks through tendering process. The normal tender price of a desk stands at TZS 100,000, therefore 13,293 desks would cost TZS 1,329,300,000 while the same number of desks were made at a cost of TZS 930,510,000 in this initiative. The Council served TZS 398,790,000 which could be used for other development initiatives.

Active community participation in development initiatives; the sensitization made at all levels have created active participation of community in other development projects undertaken by the Council such as water schemes, construction of classrooms and dispensaries. In addition the community has been empowered that “they can if they want”. The initiative made the community to understand that they can solve their felt problems by themselves if they decide to do so by joining their efforts and resources.

7.0 SUSTAINABILITY STRATEGIES

In order to fulfill the intended objective of establishing the carpentry workshop, the Council has developed the following strategies for sustainability.

- (i) The Council keeps allocating funds in its annual budget for desk making. For example in the 2018/2019 annual budget, the Council allocated TZS 45m for desk making.
- (ii) Continued community sensitization through Village Council and Village Assembly meetings on desk making to fill the gap.
- (iii) Maintenance and services of machines, equipment and other accessories of the workshop is done by the Council on time to keep the workshop operating.
- (iv) The Council has a plan to purchase more machines to expand workshop operations.
- (v) The Council has appointed an officer to monitor the performance of the workshop on daily bases. The officer is responsible to report the progress of the workshop and any defaults noted which could lead to seize its operation.
- (vi) The Council is looking for strong youth groups to run the workshop commercially and make it a revenue source.

8.0 SECRET OF SUCCESS

The factors behind success of this initiative include; readiness of the community in making desks and good leadership with innovative idea from the CMT in establishment of the workshop.

Presence of stakeholders that are ready to support development projects; the Council is endowed with lots of stakeholders including TANAPA, TFS, SARATOGA, and DTO who contributed and participated fully in this initiative. The spirit, tenderness, team work among Council staff and presence of forests owned by the community (Masanza, Uvinza, Masito and Ugala) and the Government (Sunuka and Kachambi-Lukunda) with good quality trees for timber was another secret of success.

Chapter Four:

Local Economic Development

Chapter four 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 six best practices from Kibondo and Kakonko, Sumbawanga and Nkasi DCs.

Kibondo and Kakonko DCs best practice is about Modernization of Beekeeping and Value Addition of Bee Products. Before this initiative, beekeeping activities were carried traditionally. Honey production was in small scale due to crude methods and market was unreliable. There was no collaboration among honey producers, the Councils also failed to establish statistics on production and market of honey within their areas of jurisdiction. Likewise, environmental destruction was common since bee hives were made from trees barks and logs. Both Councils realized these challenges and decided to intervene through assisting beekeepers to adopt modern beekeeping techniques, processing, value addition in bee products and formation of beekeepers' cooperatives. The initiatives led to increased production of honey and other processed bee products well packed and labeled, reliable market for bee products which ultimately increased incomes of beekeepers and improved their living standards.

Sumbawanga DC Best Practice focuses on Community Based Management of Irrigation Scheme implemented in Sakalilo Village. The Council decided to engage in this initiative to overcome low productivity and production in the areas under traditional irrigation. Farmers were affected by poor production, low incomes, poor living standards and inability to afford costs for education and health services. These problems prompted the Council to intervene in order to improve livelihoods of farmers. Sumbawanga DC in collaboration with farmers mobilized resources and constructed a modern irrigation scheme infrastructure. As a result, productivity and production increased, incomes and community livelihoods improved.

Nkasi DC best practice is on Establishment of Livestock Keepers' Cluster for Improved Cattle Breeds. Since 1995 the Council has been receiving immigrants from other regions accompanied with large numbers of livestock especially cattle. This led to frequent land use conflicts between farmers and livestock keepers, environmental destruction and unreliable rainfall. Nkasi DC decided to solve the above problems by mobilizing livestock keepers and pastoralists in Wards and conducted sensitization meetings on improved cattle keeping, animal husbandry practices, formulation of Livestock Cluster and identification of business partners for establishing market for cattle products. The results of this initiative include; adoption of improved cattle breeds, increased productivity and incomes, establishment of land use plan and elimination of land conflicts.

KIBONDO AND KAKONKO DISTRICT COUNCILS



MODERNIZATION OF BEEKEEPING AND VALUE ADDITION OF BEE PRODUCTS



Experience of Kibondo and Kakonko DCs

1.0 INTRODUCTION

Kibondo and Kakonko District Councils are located in the Northern part of Kigoma Region at an average altitude that ranges between 500m and 1,600m above sea level. Initially, Kibondo DC and Kakonko DC were one Council - the great Kibondo DC. On 8th March, 2013 the great Kibondo DC was splited and formed Kakonko DC. The two Councils border the Republic of Burundi on the West and predominantly the ethnic group in both Councils is Ha tribe locally known as *Buha*.

The climatic condition in Kibondo and Kakonko DCs is characterized by short period dry season from June to September, heavy and intermediate rains between October and May. Mean annual rainfall is 1,000mm, temperature ranging between 15°C to 27°C with the highest temperature attained in September. Cold weather is experienced between June and August with temperature ranging between 15°C and 22°C. Major economic activities performed are agriculture, beekeeping, livestock keeping and horticulture production. Others are trade and commerce, employment in public sector and small scale industries mainly in agro-business and furniture making.

2.0 PROBLEM

Beekeeping is an important economic activity practiced in various areas of Tanzania. For many years, residents of Kibondo and Kakonko DCs engaged in beekeeping using traditional bee hives constructed from tree barks, logs and reeds. Beekeeping was traditionally done by elderly men. Beekeepers constructed traditional bee hives and consulted teens to help in siting on trees to catch swarms. Beekeeping was perceived as an activity of poor people. There was also a belief that beekeeping was associated with witchcraft in which beekeepers used charms to attract bees into the hives. In addition, there was a misconception that if a woman comes close to a beehive a bee colony will not occupy that hive. Such fallacy made a large group of young people and women to believe that beekeeping involves superstitions in which they were not ready to engage into.

Honey production was in small scale due to crude methods and market was unreliable. Honey produced was sold to local brewers at low price ranging between TZS 20,000 and TZS 35,000 per bucket. Honey produced was sold in a crude form; beekeepers had no idea of processing and separating honey from beeswax and that the remains beeswax after extraction of honey could be used to make other bee products such as wine, candles, body lotion and shoe polish. Beekeepers did not realize that the activity would be a commercial that could give them a huge income and raise their living standards. There was no collaboration among honey producers in Kakonko DC; each beekeeper worked alone in producing, locating market and selling honey. Kibondo DC had a cooperative for honey but there was limited capacity to control the market. The Councils failed to establish statistics on production and market of honey within their areas of jurisdictions.

Environmental destruction was common; the bee hives were made from of trees barks and logs. This caused deforestation. Similarly, harvesting of honey was done through traditional methods using fire; therefore, forest fires became common. There was limited areas for beekeeping hence few people engaged in this activity. Surrounding communities were not allowed to do beekeeping in game reserves.

3.0 OBJECTIVES

The main objective of the initiative was to improve beekeeping and add value of the bee products to improve livelihoods. Specifically, the initiative intended to; improve beekeeping in modern bee hives, increase honey production, process and add value to bee products, mobilize beekeepers to jointly produce and sell, locate and expand market for honey and other bee products and conserve environment by introducing modern beekeeping techniques.

4.0 IMPLEMENTATION STRATEGIES

The approaches involved in implementation of this initiative in the two Councils differ in terms of forces behind interventions, environment and organization of beekeepers. In Kibondo DC the initiative was introduced by beekeepers in which they organized themselves and demanded assistance from the Council while in Kakonko DC the initiative was introduced by the Council after realizing the environmental destruction by beekeepers. On the other hand, approaches on awareness creation, capacity building for beekeepers and value addition techniques on bee products are similar for both Councils. For the purpose of clarity, implementation strategies for each Council are described separately as follows;

4.1 KIBONDO DC IMPLEMENTATION STRATEGIES

Kibondo DC initiative was initiated by beekeepers; in 1992 traditional beekeepers formed an association called Kibondo Beekeepers Cooperative (Ushirika wa Wafuga Nyuki Kibondo - UKI) which was registered in 1998 having 185 members (22 Female and 163 Male). The purpose of the cooperative was engage in beekeeping activities, to seek and obtain permit from Game Reserve Authority to access Moyowosi Game Reserve. The cooperative also engaged in buying and selling crude honey from traditional beekeepers, selling and buying coffee and supply of agriculture inputs. Later, UKI was reformed to focus its role on bee keeping and value addition. The new formed UKI was registered in 2015 having 469 members (63 female and 406 male).



UKI Cooperative Members

Attending Honey Exhibition; in 2009, the Ministry of Natural Resources and Tourism organized honey exhibition in Dodoma which was attended by a few UKI members. The exhibition motivated UKI members as they learned and obtained experience on various ways and strategies of adding value on bee products for increased market and incomes. On return, members started processing bee products and induced inspiration to other group members towards value addition. Feedback on exhibition by the District Beekeeping Officer to the CMT created interest to support beekeeping.

Training on bee products processing; from 2010 to 2014, training was conducted by District Beekeeping Officer (DBO) on how to extract liquid honey, honey properties, honey quality, honey safety, how to test the quality of honey using local and modern techniques and honey storage. Moreover, beekeepers were trained on how to pack honey into different package sizes (1 Kg, 1.4Kg, and 7Kg); labeling; extraction of honey juice and beeswax from left honey combs and their quality; storage conditions and packing;

making of byproducts of liquid honey and secondary bee products such as candle, body lotion and honey mead.



Training on value addition for bee products

Obtaining permits from Moyowosi Game Reserve Authority; in 2011, the Council facilitated the acquisition of permit from Moyowosi Game Reserve for beekeeping activities. The permission was granted after the Council presented a request to the Ministry of Natural Resources and Tourism (MNRT). Currently, beekeepers site bee hives in Moyowosi Game Reserve for honey production.

Establishment of honey collection, processing and selling center; the center is used as a hub where members meet and interact with various stakeholders. A warehouse formally used for storing agriculture produce was transformed into a center for honey collection, processing and selling. Transformation of this building was done in order to conform to standards for honey and bee products processing. In 2011, the Council renovated the building by partitioning into several rooms according to the standards provided by TFDA.



Renovated bee products processing, collection and selling center

Linking and networking beekeepers with external buyers; in order to secure a reliable market, beekeepers were linked with buyers such as Jasmine Bee Company from Moshi and Upendo Honey from Kigoma and entered into agreements with UKI. In 2015, the former bought 12 tons of liquid honey and 1.6 tons of beeswax and the later bought 30 tons of liquid honey in 2016 and 40 tons in 2017. Jasmine Bee Company export honey from Kibondo direct to European market.

Strengthening beekeepers cooperatives; District Cooperative Officer trained UKI members on management, leadership and record keeping for effective management of the cooperative and facilitated formulation of constitution and bylaws. The bylaw stipulates clearly the running of cooperative affairs and safeguards interest of the group and individual members. It outlines the structure of UKI and establishes the rights and powers of members, leaders and stakeholders.

Linking UKI with Tanzania Bureau Standards (TBS) and Tanzania Food and Drug Authority (TFDA); in 2015 the Council linked UKI with TBS and TFDA for quality control and assurance on products produced. After assessment of the products produced by UKI, TBS and TFDA issued certificates of quality and consumer safety. The accreditation of these products led to increased market. UKI was also linked to Development Partners such as Belgium Tanzania Cooperation (BTC) who provided support in terms of training and processing equipment.

4.2 KAKONKO DC IMPLEMENTATION STRATEGIES

The Kakonko DC initiative began in 2004 after the Government had realized environmental destruction in Muganza, Kasanda, Kanyonza, Kazilamihunda, Rumashi, Kabare, Muhange, Bukirilo, Nyakayenzi, Kasuga and Kasongati Villages. Investigation on environment degradation revealed that trees were cleared for constructing traditional bee hives. In 2005, the Government decided to eliminate the problem and in 2006 environment experts met in Kibondo DC and agreed that, beekeepers be taught alternative ways of beekeeping using modern bee hives.



Modern bee hive



Traditional bee hive

Awareness creation; in 2007, experts from the Council conducted bee keeping seminars in Gwanumpu, Mugunzu, Kasanda, Kakonko, Mugange, Nyamtukuza, Kasuga and Kiga Wards. 4 participants were invited from each Ward on condition that representatives of women groups attend. The seminar covered management of bee colonies using modern bee hives.

Mobilization and capacity building; to promote beekeeping, the Council decided to mobilize Kakonko community to engage in modern beekeeping. Communities were trained on modern ways of beekeeping which involved harvesting, processing, value addition and marketing of primary and

secondary products as well as sustainable environmental conservation. Capacity building was funded by BTC Project.

Expansion of beekeeping sites; the Council in collaboration with community groups requested villages to establish forest reserves. 13 Villages adopted the proposal and Village Reserve Forests of 5000ha were established and used for beekeeping activities. Kakonko DC as well requested permission from MNRT from to use portion of Moyowosi Kigosi Game reserve bordering Kakonko DC for beekeeping. The request was granted.

Establishment of honey processing center; Councils through the BTC program constructed a building for honey processing and procured processing equipments for “Buyungu Beekeeper’s Cooperative Society”. The center motivated many people from communities to engage in production and processing of honey.



Honey processing center for Buyungu Beekeeper’s Cooperative Society

Locating market for honey and bee products; annually, beekeepers are sponsored by the Council to attend national exhibition such as Nanenane, national festivals, Uhuru Torch rally, Saba Saba Trade Fairs and SIDO exhibition.

Compliance with standards; the Council facilitated beekeepers to meet standards such as international barcode, TBS seal and TFDA certificates which are important in marketing of bee products.



Labeled Packages of honey in Kakonko DC

5.0 RESOURCES

In implementing these initiatives Kakonko and Kibondo DCs and beekeepers used various forms of resources. Kibondo DC contributed TZS 6 million for renovation of a building that is used for processing honey and other bee products. The community contributed in kind (collection of bricks, sand, aggregate,

stones, water) during construction and payment of local *fundis*. The contribution by community is valued at TZS 35 million. BTC contributed TZS 15 million. In Kakonko DC financial resources were used to purchase modern bee hives, honey processing equipment, construction of processing center and training. Human Resources involved in these initiatives include expertise from Council staff and BTC. Physical resources included forests, buildings, transport, beekeeping equipment and training materials.

6.0 RESULTS

The initiatives resulted into well-established bee products processing centers which engage in collection, processing and selling of bee products. The Busunzu bee product processing center in Kibondo DC has a capacity of processing 56 tons of liquid honey per season (i.e June-July and August-December) while the Buyungu processing center in Kakonko DC has a capacity of processing 40 tons of liquid honey per season. Photos below show established centers in Buyungu in Kakonko DC and Basunzu in Kibondo DC.



Buyungu Center

Basunzu centers

Number of people participating in beekeeping has increased; In Kibondo DC, UKI members increased from 185 in 1998 to 469 in 2016 from 16 groups found in 10 villages. There are also new cooperatives of Kifura, Malagarasi and Mlange engaging in beekeeping. These cooperatives have built own collection, processing and selling centers. In Kakonko DC, bee keepers increased from 722 in 2015 to 790 in 2016.



Busunzu bee products processing center

Kifura bee products processing center

Increased in production of bee products; Buyungu honey production cooperative society and UKI have acquired skills in extracting more products from honeycombs after honey processing. The products produced include, Beeswax, honey mead, body lotion, shoe polish, and candles which are packed and branded to attract markets. Photos below show bee products produced in Kibondo and Kankonko DCs



Liquid honey



Beeswax



Candles



Shoe polish



hand and Body lotion



Honey local brew

Increased incomes; increase in production and processing of bee products led to increased incomes of beekeepers. Initially, production of honey was less than 5kg per beehive but the introduction of modern bee keeping led to increase in production of honey to 13kg per beehive. The price of honey increased from TZS 20,000 per bucket of crude honey to TZS 150,000 of processed honey. This contributed to increase in incomes of beekeepers and the communities in general resulting into improved living standards. Sawia Damasi, woman beekeeper testified on this truth saying *"beekeeping activity is a great help to my family....so far I have managed to pay school fees for my kids and my elder son is pursuing his bachelor degree....and I am able to pay....before this project it was difficult to afford daily meals.... my family is big, we are 9....now I afford all meals....I have a constructed a house using money I got from beekeeping....I make more than 8 million per year"*



Sawia Damasi and her house with installed solar panels

Increased market of bee products; improved system of processing bee products led to increased reliable market. Upendo Honey in Kigoma and Jasmini in Moshi are the main buyers of honey processed in Kakonko and Kibondo DCs. Similarly, improved packaging has attracted more customers from the public. During Nane Nane Exhibitions members of cooperatives display and sale their products to different

customers within and outside the Region. Established centers for processing honey have solved the challenges of price determination by individual; currently, products are collected at the centers and price is determined by the cooperative and it is uniform. Another result is improved quality of bee products; the quality of bee products have improved to qualify for certification by TBS and TFDA. This reality has increased trust to Kibondo and Kakonko bee products at the market leading to high demand, more customers and better prices.



Nanene exhibition

Indicative prices

Management of cooperatives has been strengthened; apart from improved record keeping cooperative are managed by the Cooperative Management Boards which is are strong and committed and motivated. The Boards are run through meetings and committees. Transparency and due diligent leadership is practiced.

Kibondo and Kakonko DCs have become centers for learning beekeeping; in 2012, beekeepers from Simanjiro DC visited UKI to learn on processing of bee products and value addition. Following this visit, some of UKI members were invited to Simanjiro DC to train beekeepers. In 2014 beekeepers in Kibondo DC were invited to train Kabanga Nickel and women entrepreneurship groups in Ngara DC. Likewise, beekeepers from Burundi and Rwanda visited Kakonko and Kibondo DCs to learn on beekeeping and value addition.



Beekeepers from Simanjiro at Kibondo DC

Increased participation of women in beekeeping; traditions that limited women from engaging in beekeeping have been eliminated. Women have been motivated and have joined in various beekeeping groups. For example, out 790 beekeepers in Kakonko DC, 370 are women.



Women participating in beekeeping and honey processing in Kakonko DC

7.0 SUSTAINABILITY STRATEGIES

In order to maintain sustainability of the results, both Councils developed a number of strategies. These include;

- (i) Establishing environmental bylaws to conserve forests and beekeeping.
- (ii) Integrating beekeeping with environmental conservation practices.
- (iii) Continued support in marketing of bee products and participation in various national exhibitions.
- (iv) Providing afforestation education to all village officials on the obligation of communities to conserve forests.



A poster for awareness creation on forest conservation

8.0 SECRET OF SUCCESS

The success of these initiatives emanate from a number of factors; the initiatives were demand driven by the community facilitating active participation in implementation, endowed natural resources to support beekeeping, MNRT willingness to support beekeeping activities in Moyowosi and Kigosi Game Reserves, linkage of beekeepers to internal and external market, readiness and commitment of the Councils to support beekeeping and presence of development partners such as BTC.

SUMBAWANGA DISTRICT COUNCIL



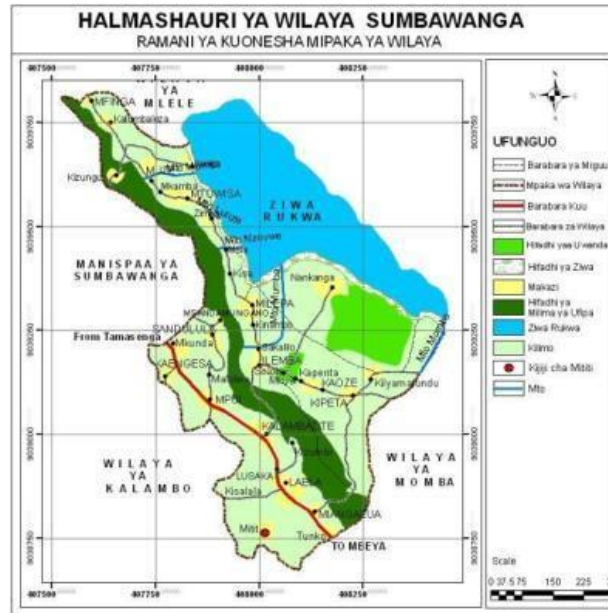
COMMUNITY BASED MANAGEMENT OF IRRIGATION SCHEME



Experience of Sakalilo Irrigation Scheme

1.0 INTRODUCTION

Sumbawanga District Council is among 4 Councils of Rukwa Region; other Councils are Sumbawanga MC, Kalambo DC and Nkasi DC. The Council lies between Latitudes 7°8' and 9° South and Longitudes 31° and 32°1' East. It borders Kalambo DC to the South, Mbeya Region to the East, Lake Rukwa to the North, Nkasi DC and Sumbawanga MC to the West and Katavi Region to the North-West. Administratively, the Council has 4 Divisions, 27 Wards and 114 Villages. According to 2012 Census, the Council has a population of 305,846 of which 156,784 are female and 149,062 are male. The number of households is estimated to be 53,841 with an average of 5 people in each household.



Map of Sumbawanga DC

Sumbawanga DC enjoys favorable climatic conditions with an average rainfall varying from 800mm to 1200mm and average altitude of 1700m above sea level. The mean annual temperature ranges between 24°C and 27°C and the minimum temperature is between 13°C and 16°C with rains falling from October to April. Major economic activities in the Council are agriculture, fishing and petty business. Soil fertility is suitable for production of a wide range of crops; 90% of people engage in agriculture and agro-related activities cultivating maize, paddy, beans, finger millet, groundnuts, casava and sunflower. The remaining 9% of the population engage in fishing activities in Lake Rukwa. It is estimated that the *per capita* income of the people in Sumbawanga DC is TZS 1,080,000/ which mainly comes from agriculture (90%), fishing (9%), beekeeping and other activities (1%).

The Council has 13 irrigation schemes, with a total potential of 19,826ha. However, the area which is under irrigation is only 1,018ha (11.1%) in which traditional mode of irrigation is practiced. The initiative to improve irrigation scheme was implemented in Sakalilo Village in Ilemba Ward, Kipeta Division. The population in the village is 5,940 (2,979 male and 2,961 female).

Sakalilo Irrigation Scheme has a potential area of 4,000ha for irrigation. However, the area surveyed for improved irrigation is 650ha. Currently, only 220ha are under irrigation scheme. Since time immemorial local farmers of Sakalilo village used traditional irrigation structures to irrigate farms using water from

Mumba River. Sakalilo irrigation scheme started in 1990 with 136 members of *Chama cha Wakulima wa Umwagiliaji Sakalilo* (CHAWASA).

2.0 PROBLEM

Sumbawanga DC economy depends on agriculture. Before 2004 the Council experienced serious low crop production because of insufficient rainfall. The Council receives rainfall of 700mm per annum on average which posed a challenge to farmers who wish to produce throughout the year. The problem of unreliable rainfall in Lake Rukwa Basin prompted the people of Sakalilo Village to establish traditional irrigation scheme. The scheme was made locally using sand bags which resulted into great loss of water through leakages and destruction of farms and land.

Another problem was low productivity and production in the areas under traditional irrigation. Before the establishment of improved irrigation scheme, productivity was very low (10 bags of paddy per acre). This had an effect on incomes of farmers while the production costs to produce the yields were very high. Low productivity resulted into low incomes, poor life standards of community members of Sakalilo Village, low purchasing power, poor houses and inability to afford costs of education and health services.

3.0 OBJECTIVE

The main objective of improving Sakalilo Irrigation Scheme was to increase production and improve livelihoods. The plan expected that with widening of the extension package and improved irrigation, farmers would increase production and productivity and lead to increased incomes and purchasing power. Specifically, the initiative intended to;

- (i) Survey and construct modern irrigation scheme.
- (ii) Facilitate farmers to cultivate crops in two seasons per year.
- (iii) Introduce improved seeds.
- (iv) Increase farm productivity and production from 10 bags to 35 bags of paddy per acre.
- (v) Intensify extension services to the scheme.

4.0 IMPLEMENTATION STRATEGIES

Before 2004 farmers initiated a traditional irrigation scheme using water from Mumba River. Villagers made a local intake weir and the main canal which channeled the water to their plots. Early 2004 the Council decided to support the farmers' initiative using funds from DADPs and DIDF. The project was established to utilize the potential of Sakalilo traditional irrigation scheme improving it into a modern one. During implementation of this initiative, the Council collaborated with different stakeholders including the Rukwa Basin Authority, The Ministry of Agriculture Food Security and Cooperatives, Donor Partners Funds (JICA) and the community. The implementation of this initiative involved various strategies elaborated below.

Sensitization of the community; the Council formed a sensitization team comprising of members from the departments of community development, agriculture and livestock. The communities of Sakalilo were sensitized through meetings on the importance of participating in the implementation through provision of labor and surrendering pieces of land to facilitate construction of irrigation infrastructure.

Feasibility study; in collaboration with the villagers technical staff from the Council determined the feasibility of injecting funds into a traditional irrigation scheme, particularly considering the costs of redesigning the farm plots, redistribution of traditional land ownership, resolving conflicts and the expected benefits to the community. In 2004 the technical team established that the project was

feasible and potential long term benefits to the people of Sakalilo. The Council surveyed the potential area to determine the structure of farm plots, slope of the terrain, area for construction of intake and distribution canals. The community of Sakalilo was involved in assisting surveyors, provide labor for free in site clearing for farms, service roads, canals and construction works. The photo below shows farmers participating in the survey.



Farmers participating during survey

Construction of water reservoir, service roads and irrigation canals; through meetings it was unanimously agreed that plots that were affected would be surrendered without compensation. Justification was, irrigation infrastructure would lead to affluence hence many community members offered their land for free to allow excavation and construction of canals. After all these agreements, a construction committee of the project was established involving members from the community. The photo below shows members of construction committee.



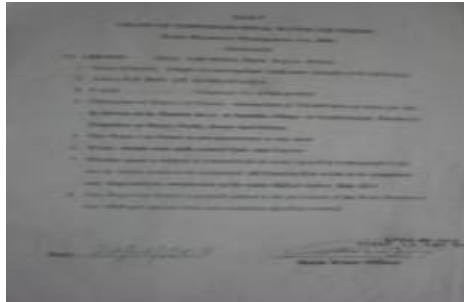
Members of construction committee (2004-2006)

Mobilization of material and financial resources; initially force account was used before involving the contractors in the construction of the project. Villagers and farmers were required to engage in the collection of stones for laying the main canal and for construction of the intake weir. The farmers, organizing themselves into Vitongoji participated fully in all steps; cutting down trees, digging trenches, paving service roads, collecting stones and sand and assisting in actual construction. The distribution canal has 2460m from the intake to the farms.



Sakalilo Irrigation Scheme infrastructure

Application and acquisition of water use permit; in Tanzania, use of water for irrigation purposes requires request for permits from authorities respective to the Basin having the water resources. In this case the Sakalilo Irrigation Scheme farmers had to apply for water usage permit from Rukwa Basin Authority. The permit was issued detailing the terms and conditions for using River Mumba water and the amount allocated to scheme. The photo below is the water permit granted by Rukwa Basin Authority.



Water use permit

Establishment of irrigators' association; the Council organized farmers and establish irrigators' association. This was purposely formed for proper irrigation scheme management, maintenance and fair distribution of water for irrigation among members. Later association formulated a Constitution to govern the association and established within the constitution an annual contribution (5%) of their production for financing extension, rehabilitation and management of the scheme.

Provision of training; in order to ensure smooth running of the scheme and productivity 2 extension officers and 5 farmers were trained on System of Rice Intensification (SRI). The training was funded and conducted by TANRICE 1 and SNV Netherlands Development Organization.

5.0 RESOURCES

The implementation of this initiative involved resources from the community, the Council and other stake holders. During the survey, farmers provided labor in clearance of bushes, cutting of pegs and pegging while during construction, farmers contributed at least 20% of the scheme cost by clearing sites for service roads and tertiary canals, cutting and uprooting trees, excavation of tertiary canals and main canals.

The Council provided technical support in the implementation of the project. The Ministry of Agriculture, Food Security and Cooperatives assisted in coordination of Development Partners. The Ministry also provided technical support through provision of policies and regulations regarding irrigation scheme. The Zonal Irrigation Unit assisted in monitoring and supervising irrigation policy implementation and provided technical support. The project also involved Development partners (JICA)

who provide financial support for project implementation and technical support to the DIDFT and the Sakalilo irrigation project committee.

Significant financial resources were allocated to this scheme over a period of years. The financial resources are shown in the tables below.

Table 1: Community Contributions

| S/N | Description | Unity | Qty | Rate (TShs) | Amount (Tshs) |
|--------------|------------------------------------|-------|--------|--------------|----------------------|
| 1 | Site clearance for (200m &13500m) | m2 | 14640 | 1000.00 | 14,640,000.00 |
| 2 | Site clearance for road(2km) | m2 | 12,000 | 1,000.00 | 12,000,000.00 |
| 3 | Excavation for main canal(200m) | m3 | 520 | 3,000.00 | 1,560,000.00 |
| 4 | Excavation of fields canal(13500m) | m3 | 1760 | 1000.00 | 1,760,000.00 |
| 5 | Supervision | L/sum | l/sum | 6,800,000.00 | 6,800,000.00 |
| Total | | | | | 36,760,000.00 |

Table 2: Financial resources from the Council

| S/n | Source of fund | Year of contribution | Amount contributed |
|---|----------------|----------------------|-----------------------|
| 1 | DADPS | 2012/2013 | 28,000,000.00 |
| 2 | DIDF | 2013/2014 | 600,000,000.00 |
| Total | | | 628,000,000.00 |
| Grand total (community + council contribution) | | | 664,760,000.00 |

6.0 RESULTS

Sakalilo irrigation Scheme is one of the successful projects in Sumbawanga DC. The scheme has a reliable and permanent intake weir, main canal of 1250m, turn outs and foot slabs and water reservoir (Energy Dissipater water Tank). The photo below is the water reservoir and out let constructed.



Water resevour and outlets at Sakalilo Irrigation Scheme

The scheme has increased productivity and production; currently the production of paddy has increased from 0.8T to 2.0T per acre. This has improved livelihoods of the community members and households of Sakalilo village and nearby villages. Purchasing power of Sakalilo people has increased while living standards of the community are reflected through improved houses and increased ability to access to social services like schools, health and credit services. The people of Sakalilo have witnessed increase in interactions with the outside world as buyers of paddy and rise come from various regions and countries. Photos below show houses belonging to some of the farmers.



Improved living standard

Well established irrigators association; farmers of Sakalilo established irrigators organization which was registered in 2011. The aim of the association is to sustain the welfare of members with effective leadership and management of the scheme. The members have increased from 25 in 2004 to 117 in 2017 of which 103 are male and 14 are female.

The association also has a financial institution in the form of a SACCOS for credit and saving service in the village to facilitate provision of soft loans for farmers especially farm inputs. These arrangements have made farmers to concentrate on production of paddy and other crops rather than engage in dealing with arrogant agro-inputs dealers. The change noted in the Sakalilo irrigation scheme project has influenced other villages to establish irrigation schemes; such villages are Ilemba, Nankanga and Liwelyamvula. On the other hand the Council and the Village have experienced increase in Council revenues due to increased production in volume.



Certificate of registration

7.0 SUSTAINABILITY STRATEGIES

In order for the project to be sustainable, the council, community, Rukwa basin Authority, Zone Irrigation Unit and Development Partners continue to operate in collaboration and support. The community has established irrigator's organization, registered as number S.A. 17698 on 15th August, 2011 and named Umoja wa Umwagiliaji Maji Tujikomoe Sakalilo (UWAMTUSA). The Association has been Granted Temporary Water use permit from Rukwa Basin Water Office with Reg. No. LRB.0191 of 27th September, 2011. The water use permit is for 750,000lts per second. These arrangements provide sustainable management of the scheme.

The Council has facilitated farmers to form a project committee focused at influencing and mobilizing other community members to join the irrigators' organization and reduce conflicts and scramble for

water resources. The aim is to make all villagers join the scheme and extend production and irrigable land use to full potential.

Adherence to DIDT guidelines on use of water and management of the scheme ensures sustainability. The DIDT is responsible for supervising and monitoring, implementation, sustainability and maintenance of the project. Also it provides technical support to the irrigator's organization. Lastly continued training of Field Extension officers on System of Rice Intensification (SRI) safeguards continuity of Sakaliko Irrigation Scheme.

8.0 SECRET OF SUCCESS

The Sakaliko Irrigation Scheme is a successful initiative due to presence of Mumba River which provides opportunity to the community for production of different crops as well presence of fertile soil in Lake Rukwa Basin and when combined with irrigation produces best results in production of variety of crops. In addition, the innovative ideas of the community since the years of traditional utilization of Mumba River for irrigation. The contributions of one bag of paddy by members (every year) for maintenance of the irrigation project also account for major explanations of success. This is only made possible by full participation and readiness of the community to engage in initiation, planning, implementation, monitoring and evaluation of the project.

Second important component is effective coordination of different stakeholders by the Council in funding, implementation and monitoring of the project as well as involvement of different sectors in the implementation of the project such as agricultural sector, community development, water basin authority, works department, environmental management and conservation department and the private sector. This was facilitated by effective leadership and political willingness from different levels of village, Ilemba Ward and Sumbawanga DC. Lastly, training of the project committee leaders at various timelines on the management and operation of irrigation organization elevated motivational effect to leaders and Sakalilo community.

NKASI DISTRICT COUNCIL



ESTABLISHMENT OF LIVESTOCK KEEPERS' CLUSTER FOR IMPROVED CATTLE BREEDS

RASIMU YA MPANGO WA KUENDELEZA KONGANO BUNIFU

ANDIKO LA MAOMBI YA FEDHA ZA KUENDELEZA KONGANO LA WAFUGAJI WA NO'OMBE WA NYAMA WILAYA YA NKASI – MKOA WA RUKWA

MAOMBI YAMEWASILISHWA: - COSTECH
SEHEMU YA KONGANO ITAKUWA: WILAYA YA NKASI

IMEANDALIWA NA: KONGANO LA NO'OMBE WA NYAMA – MKOA WA RUKWA

| TAREHE | 05 | AGOSTI | 2013 |
|---|----|--------|------|
| <p>WAKIONGOWA NA:-</p> <p>1. Jidi Hassan Kimani: Mkuu wa Wilaya ya Nkasi (Mwenzaji)</p> <p>2. Hespih Mwangi: RR Rukwa (Mwenzaji)</p> <p>3. Ressan Yuhara Kapungu: Livestock Officer - Nkasi (Mwenzaji)</p> <p>4. Fulgence Salanyi: SIDO Mkoa wa Rukwa (Mwenzaji)</p> | | | |

Experience of Nkasi DC

1.0 INTRODUCTION

Nkasi District Council is among of 4 Councils of Rukwa Region established in 1983 covering an area of 13,124km² of which 3,749km² is water and 9,375km² is dry land. It is located on the South West part of Tanzania between Lake Tanganyika and Lake Rukwa and lies between Longitude 30° 20' - 31° 30' East and Latitude 6° 58' - 8° 17" South. The major unique characteristic of the Council is a long shoreline of Lake Tanganyika which covers 186km from Kalila village to Kalambo DC. Nkasi DC is bordered by Mpanda DC to the South, Mlele DC to the East (Katavi Region), Sumbawanga DC to the South and Kalambo DC to the South West. The Council shares border with Democratic Republic of Congo (DRC) along Lake Tanganyika. The Council has 5 Divisions (Namanyere, Wampembe, Kirando, Chala and Kate), 28 Wards, 90 Villages and 721 Vitongoji. According to 2012 Census, Nkasi DC has population of 281,200 of which 137,041 are male and 144,159 are female. The population growth rate is at 4.5 % and the household size is 5.



The Map of Nkasi DC

The economy of Nkasi DC depends on subsistence agriculture. About 80% of Nkasi population depends on agriculture, livestock keeping being the second economic activity. Other activities include fishing, small scale industrial activities, shop keeping, beekeeping, minor mining and other petty business. It is also reported that over 40% of the District Gross Domestic Product (DGDP) is derived from agriculture. The main food crops produced include maize, cassava, beans, paddy, sweet potatoes, pulses and bananas while cash crops produced include pineapples, vegetables and other fruits, flowers, sugar cane, spices and mushrooms. This contributes an average of 17% of total food requirement in the Council.

2.0 PROBLEM

Since early 1995, Nkasi DC has been receiving immigrants from other regions accompanied with large numbers of livestock especially cattle. These migrations of livestock keepers and pastoralists from Tabora, Mwanza, Simiyu, Mbeya and Shinyanga Regions searching for good pasture and water created a drastic increase in number of livestock in relation to Nkasi DC land carrying capacity. Following the National livestock census conducted in July to August 2017, Nkasi DC had a total of 1977 livestock keepers' population with a total of 176,565 cattle; but at the end of the livestock coding and identification exercises the Council found itself having a total of 201,677 cattle. With this exponential increase in number of livestock the Council experienced the following problems:

- (i) Frequent land use conflicts between farmers and livestock keepers. These conflicts resulted to 10 deaths (4 farmers and 6 pastoralists) in Mkwamba, Sintali and Mtenga Wards between 2000 and 2010.

- (ii) Sustained Land use conflict between livestock keepers and Lwafi Game Reserve. As a result of pressure on land livestock keepers started to feed their livestock in Lwafi Game Reserve which resulted into social unrest and frequent legal actions.
- (iii) Environmental destruction; with influx of large number of livestock water sources and other components of ecosystem deteriorated.
- (iv) A notable increase in draught spells experienced in some areas due to unreliability and unpredictability of rainfall compared to years before 1994 when livestock number was reasonable.
- (v) The land conflicts created pressure and fatigue to Council's land and livestock departments during service delivery and coordination due to interface between farmers and large number of livestock keepers.
- (vi) Poor livestock yields due to lack of technical know-how on animal husbandry. Crop production was also affected due to land degradation resulting from livestock pressure.

3.0 OBJECTIVE

In 2010 Nkasi DC set a plan to improve livestock service delivery through livestock keeper's mobilization and unification. The Council prepared training and sensitization on use of modern methods of animal husbandry including immunization in all Villages. However, Livestock and Fisheries department found it difficult to implement these strategies due to dispersed population of livestock keepers and pastoralists. This was later translated into a clear objective of mobilizing farmers and pastoralists into clusters in order to reduce land use conflicts, environmental destruction, drought and deaths. The second objective was to improve livestock husbandry for pastoralists and livestock keepers in order to achieve productivity, quality and increase livestock keeper's household incomes.

4.0 IMPLEMENTATION STRATEGIES

Nkasi DC prepared a strategy and a plan to achieve the objective of mobilizing livestock keepers and pastoralists in all 28 Wards. In August 28, 2012, the former District Commissioner, Honorable Idd H. Kimanta inaugurated the implementation plan by conducting a sensitization meeting with influential 27 livestock keepers who had a large number of livestock. During sensitization meeting livestock keepers and pastoralists were sensitized on importance of reducing number of livestock and keeping reasonable number through production of improved hybrid cattle breeds. The facilitator (Mr. Reuben Y. Kapongo – Livestock officer) used the achievements made by experienced livestock keepers who decided to reduce the number of cattle and adopt production of hybrid cattle in Tanzania and South Africa, Botswana and Kenya. Many livestock keepers were surprised, encouraged and attracted by tremendous success of their fellow livestock keepers. After the first meeting which was extremely successful, the second sensitization meeting was held in October 11, 2012 at Namanyere community center. From the deliberations of this meeting, 167 members joined the livestock keeping cluster after realizing the economic and social benefits to their livelihoods.

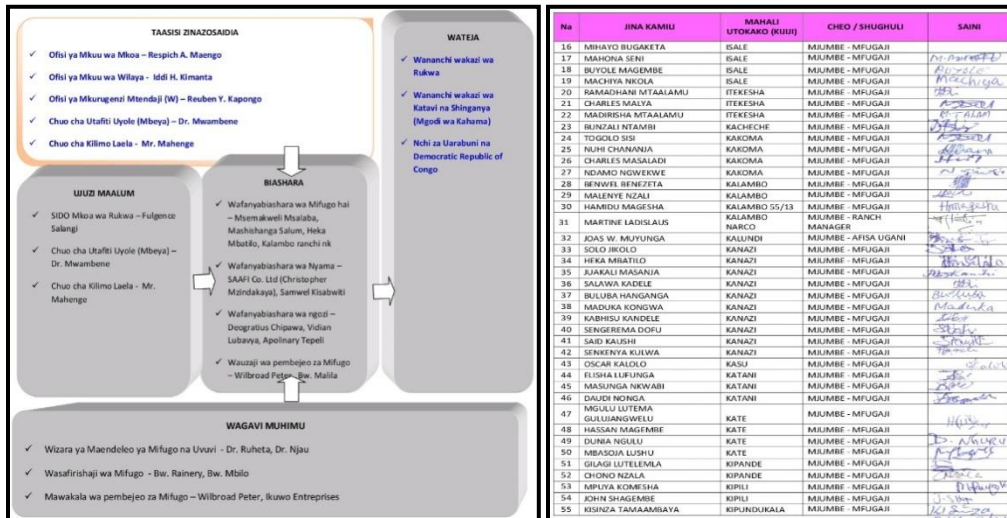
Formulation of Livestock Cluster strategies, targets and business plan; the strategy identified key players and supporters as the Regional Commissioner, the District Commissioners, the Council Director, Uyole Research Institute (Mbeya) and Laela Agricultural Institute. Apart from key players the strategy selected key persons to provide technical and supportive services; Mr. Fulgence Salangi- SIDO Regional Office, Dr. Mwambene - Uyole Research Institute and Mr. Mahenge - Laela Agricultural Institute.

Identification of business partners; the cluster identified crucial livestock keeping partners who would actively engage in promoting the change process towards improved stocks as Mr. Msemakweli Msalaba, Mr. Mashishanga Salum, Mr. Heka Mbatilo and the Kalambo Ranch. Meat processing dealers appointed

were the SAAFI Co. Ltd (owned by Christopher Mzindakaya) and Mr. Samwel Kisabwiti while dealers in hides were Mr. Deogratus Chipawa, Mr. Vidian Lubavya and Mr. Apolinary Tepeli. To make the change sustainable agro inputs dealers were also included in the strategy; Mr. Wilbroad Peter and Mr. Malila. Potential customers of the livestock improvement scheme were identified as citizens of Rukwa, Katavi and Shinyanga Regions as well as the Democratic Republic of Congo (DRC) and United Emirates.

Establishment of effective leadership and implementation procedures; the cluster conducted elections and the following were elected; Mr. Msemakweli Msalaba (chairman), Mr. Mashishanga Salum (vice-chairman), Mr. Jisena Biliya (Secretary), Mr. Dominick Manyama (deputy secretary), Mr. George Jibunge (treasurer) and representatives from livestock keepers in each Ward. The implementation procedures to accomplish the cluster activities included determining the markets for cluster products, identification of sources of funds for investments in cattle upgrading, monitoring and evaluation of all activities, establishing performance management system to track targets, adhering to environmental management principles and provision of HIV/AIDS education to cluster members and households.

Funds solicitation; livestock keepers cluster decided to solicit funds from Development Partners in order to implement their activities. Due to this initiative in 2013 they received a total of TZS 8,000,000 from Commission for Science and Technology (COSTECH). Fund raising is also enshrined in the constitution in which each member is required to pay monthly subscription fees and other contributions to cover the expenses of daily routine tasks of the cluster.



Livestock keepers' strategy document and sample members

Searching and purchase of improved stock; after the formation and formalization processes, the livestock cluster started to search for improved stocks and hybrid cattle bulls (particularly the Santa getruids, Simmental and Boran). Livestock and Fisheries Officer Mr. Reuben Y. Kapongo conducted a professional search throughout the farms in the southern regions and found improved stocks and hybrid cattle available in Iringa Region at a farm owned by Mr. Maktela a South African citizen. This information was shared to the cluster and to start with, two livestock keepers and cluster members Mr. Nyanda Kisinza and Mr. Mashishanga travelled to Iringa and purchased hybrid bulls and cows. They brought 7 hybrid stocks of Santa getruids, Simmental and Boran of which 3 were hybrid bulls and 4 were cows.

*Santa getruids breed**Boran breed*

Improvement of livestock infrastructure and training; after formation of the cluster and mass acceptance by the livestock keepers the Council committed itself to establishment of Cluster Livestock Projects. These included construction of livestock infrastructure including 27 cattle pans, 20 slaughter slabs and 2 earth dams for provision of water to the livestock cluster keepers. This was implemented concurrently with training and capacity building of the Council extension officers on the issues that should be pursued during the visits to their respective Villages and Wards to provide technical assistance.

Improving animal husbandry practices; the Council, using the cluster strategic plan and targets increased the coverage of immunization services and intensified artificial insemination to reach all 167 farmers. The process intended to reduce traditional stocks of cattle, reduce the number and pressure on land by keeping of improved cattle breed. In a period of 10 years Nkasi DC experienced a change of mindsets of the livestock keepers from believing in number of cattle to believing in the quality high selling breeds.

Supporting farmers to attend exhibitions; every year the Council sends one livestock keeper who have been wining on the quality hybrid cattle trade fairs and exhibitions in regional, zonal and nationwide award competitions.

5.0 RESOURCES

Formation of Livestock keeper's cluster is not an easy task. Several Councils have tried to mobilize them unsuccessfully due to lack of adequate commitment and resources needed. In implementing strategies for livestock keeper's cluster formation, Nkasi DC committed a lot of time, human, physical and financial resources as indicated below.

- (i) Sensitization meetings costed the Council TZS 25,450,000 during financial year 2010/2011, 2011/2012, 2012/2013 and 2014/2015.
- (ii) In 2010/2011 the Council allocated TZS 128,700,000 for construction of livestock infrastructure.
- (iii) In 2012/2013 the Council allocated TZS 6,750,000 for facilitation of extension officers field visits.
- (iv) In 2013/2014, 2014/2015 and 2015/2016 immunization coverage services costed the Council TZS 45,290,760.
- (v) Every year the Council sends one livestock keeper to attend exhibitions. This costed the Council TZS 26,340,290 during 2011, 2012 and 2015.

6.0 RESULTS

Many achievement have been recorded since the formation of livestock keepers cluster. Some of these achievement are elaborated below.

Formation of livestock keepers cluster for improving livestock cattle breeds has led to spillover effect among cluster members. The Council started with 1 member but currently a total of 7 livestock keepers at Isale Asilia, Kate, Nkomolo, Mtenga, Sintali and Ntuchi have adopted improved breeds. In addition Kalambo DC has started to adopt formation of livestock keepers' strategy to improve livestock breeds in order to achieve quality and productivity of their livestock.

As a result of livestock keeper's cluster formation, livestock keepers have now improved cattle breeds hence raise productivity and income. Livelihoods among livestock keepers have changed economically as they have ability to pay school fees, build modern houses, secure loans from financial institutions, cover medical expenses and invest in other enterprises. This has led to remarkable reduction in land use conflict between livestock keepers and farmers, i.e from 50 cases of land use conflict in 2010 to only 2 cases in 2017.

Seven livestock keepers participated in livestock keepers meetings conducted by COSTECH in 2013 and received the certificate of being cluster facilitators. Other 7 livestock keepers attended a meeting comprising various livestock keepers from other clusters in Tanzania which was held at Bagamoyo in 2014. Also the Nkasi livestock keepers cluster was invited to attend a *Pan African Competitiveness Forum (PACF)* which was held in South Africa in 2015 and Senegal in 2016. Another result is increased improved cattle breeds from 3 in 2009 to 5 in 2017. These breeds include *Ufipa, Tarime zebu, Boran, Santa gertruids* and *Simmental*.



Increase in number of hybrid cattle

There has been Significant increase in hybrid bulls from 109 in 2009 to 771. These hybrid bulls include Boran, Santa gertruids and Simmental. These are used by cluster members to change and eliminate the local breeds. Farmers currently enjoy the availability of feedlot projects on indigenous breeds through 5 small livestock keepers. Currently more than 4,710 cattle have been fattened leading to increased incomes of farmers.

Farmers participate in various competitions for small livestock keepers who keep dairy breeds in Regional, Zonal and National level. The result was as follows, Nkasi DC cluster has been the first winner for national level during 2011, 2012 and 2015, First winner for zonal level in 2011-2015 and 2017 and first winner for regional level during 2011-2015 and 2017. Also through Southern Agricultural Growth Corridor of Tanzania (SACGOT), Nkasi DC has been declared a livestock diseases free zone. This is an opportunity for the Council to produce hybrid cattle which will be sold at SAAFI CO L.T.D a meat processing industry in Sumbawanga and 9 countries in the world.

During mid-year 2017/2018, the Council recorded a total of TZS 50,000,000 a capital raised due to payments of monthly subscription fees and other contributions related to cluster activities. The Council

is now a learning center. National and Regional leaders have been conducting official visits to Nkasi DC to learn the operations of the cluster and the Council's performance. In 2014 former Livestock and Fisheries Minister Government Dr. Titus Kamani visited the cluster and advised other Councils to learn on formation of livestock keeping clusters for keeping fewer and improved cattle breeds.



High breed bulls owned by cluster member Mr. Nyanda Kisinza

7.0 SUSTAINABILITY STRATEGIES

In order to ensure sustainability of the livestock keeper's cluster, Nkasi DC has set sustainability strategies including; encouraging livestock keepers through quarterly sensitization on importance of participation in cluster initiatives, provision of technical assistance on improved livestock breeds through extension officer's visits to their destinations. The Council is determined to endlessly motivate and retain extension officers by paying salaries, allowances, provide loans with low interest, purchasing motorcycles which finally will be lend to staff. The Council is also planning to create a network so that successful livestock keepers within the cluster demonstrate to others how they achieved maintenance of improved cattle breeds.

Other strategies include; facilitation of livestock keepers to participate in various fora which deal with animal husbandry in order to enable them to change their mindset regarding livestock keeping practices, perform artificial insemination in order to ensure continued generation of more improved cattle breeds and distribute to livestock keepers within the cluster. In addition, continue improving cattle breeds through avoiding in-breeding in order to sustain the presence of quality improved cattle breeds in Nkasi DC.

8.0 SECRET OF SUCCESS

The secret for success in formation of livestock keepers' cluster in Nkasi DC is centered on presence of effective team work between District Commissioner, District executive Director, Livestock and Fisheries Office, livestock keepers and other stakeholders. Innovativeness and creativity of livestock and fisheries head of department Mr. Reuben Kapongo and other staff within department contributed to success. The achievement also emanates from the willingness of the Council to identify, register livestock keepers in order to facilitate smooth delivery of livestock services within the Council as well as immense support provided by Councilors on ensuring that livestock keepers' cluster is formed, organized and performing.

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