

**THE OPEC FUND FOR  
INTERNATIONAL DEVELOPMENT**



Uniting against Poverty

**THE GOVERNMENT OF THE  
UNITED REPUBLIC OF TANZANIA**



**TANZANIA'S THIRD POVERTY REDUCTION PROJECT (TPRP III)  
JANUARY 2015 - SEPTEMBER 2019**

**LOAN NUMBER 1591P**

**IMPLEMENTATION COMPLETION REPORT**

Prepared by:



**TANZANIA SOCIAL ACTION FUND  
JAKAYA MRISHO KIKWETE ROAD  
P.O. BOX 2719  
DODOMA – TANZANIA  
TEL.: +255-26-2963866; FAX: +255-26-2963871**

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## **ACRONYMS AND ABBREVIATIONS**

AIDS	- Acquired Immunodeficiency Syndrome
AG	- Auditor General
BA	- Beneficiary Assessment
CDD	- Community Driven Development
CDI	- Community Development Initiative
CMT	- Council Management Team
CSC	- Community Score Card
EPRA	- Extended Participatory Rural Appraisal
FYDP	- Five Year Development Plan
GoT	- Government of Tanzania
HBS	- Household Budget Survey
HIV	- Human Immunodeficiency Virus
ICB	- International Competitive Bidding
ICR	- Implementation Completion Report
IEC	- Information, Education and Communication
IGA	- Income Generating Activity
LGA	- Local Government Authority
LSP	- Local Service Provider
M&C	- Management and Coordination
NAOT	- National Audit Office of Tanzania
NSC	- National Steering Committee
O&M	- Operation and Maintenance
OBoQs	- Operational Bills of Quantities
OFID	- OPEC Fund for International Development
OPD	- Outpatient Department
OPEC	- Organization of the Petroleum Exporting Countries
PDO	- Project Development Objective
PIU	- Project Implementation Unit
PO-RALG	- President's Office – Regional Admin. and Local Government
PRS	- Poverty Reduction Strategy

PWP	- Public Works Program
RCH	- Reproductive and Child Health
SET	- Sector Expert Team
SPIF	- Subproject Interest Form
TARURA	- Tanzania Rural and Urban Roads Agency
TASAF	- Tanzania Social Action Fund
TDV	- Tanzania Development Vision
TMU	- TASAF Management Unit
TPRP	- Tanzania Poverty Reduction Project
TV	- Television
TZS	- Tanzania Shillings
USD	- United States Dollars
VC	- Village Council

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## **CHAPTER ONE**

### **1.0 BACKGROUND**

Tanzania has continued to achieve a relatively high economic growth over a decade, averaging between 6.0 – 7.0 percent per year. While the poverty rate in the country has dropped, the total number of poor citizens has not been so because of the high population growth rate. According to the Tanzania Mainland Poverty Assessment Report (World Bank, 2018), it is approximated in 2018, about 14 million people lived below the national poverty line of TZS 49,320 per adult equivalent per month and about 26 million (about 49 percent of the population) lived below the \$1.90 per person per day international poverty line. Vulnerability is still high for every four Tanzanians who moved out of poverty, three fell into it. A large number of nonpoor people living just above the poverty line are at risk of slipping below it.

The main development challenge of the country, like other emerging economies has been eradication of poverty, which is widespread among its population. The Household Budget Survey of 2017-18 (2017-18 HBS) shows the proportion of Tanzanians living below the national basic needs poverty line declined from 28.2 percent in 2012 to 26.4 percent in 2018 whereas that of the national food poverty line declined from 9.7 percent in 2012 to 8.0 percent in 2018. The incidence of poverty shows a higher side in rural areas (31.3 percent) compared to that of urban areas (15.8 percent).

The Government of Tanzania (GoT) has put in place several policies, programs, projects and strategies across the country to address this development challenge. These efforts aim to: (i) reduce income poverty and increase economic growth; (ii) increase access to basic services such as education, health, water, sanitation and social protection; and (iii) build institutional capacity, accountability and good governance. However, the Government's efforts to expand access to social services like education, health and water have been overwhelmed by the faster growth of population than the supply of the services. At a rate of 3.1 percent per annum (Population Census 2010), the national average population growth rate has been ranking as one of the fastest globally. Implementation of the Tanzania Poverty Reduction Project (TPRP) has been among these concerted efforts of the GoT to eradicate poverty in the country.

The Third Phase of the Tanzania Poverty Reduction Project (TPRP III) was implemented under the Tanzania Social Action Fund (TASAF). The TPRP III aimed

to complement efforts of the GoT in implementation of the Second Five Year Development Plan (FYDP II) of 2016/17 – 2020/21 and therefore realization of the Tanzania Development Vision (TDV) 2025. FYDP II is currently the principal tool in the country for realization of objectives of poverty reduction and improvement of livelihoods. The Plan aspires among others to: (i) accelerate broad-based and inclusive economic growth that reduces poverty substantially and allows shared benefits among the majority of the people through increased productive capacities and job creation especially for the youth and disadvantaged groups; (ii) improve quality of life and human wellbeing; and (iii) maintain high quality and sustainable livelihoods.

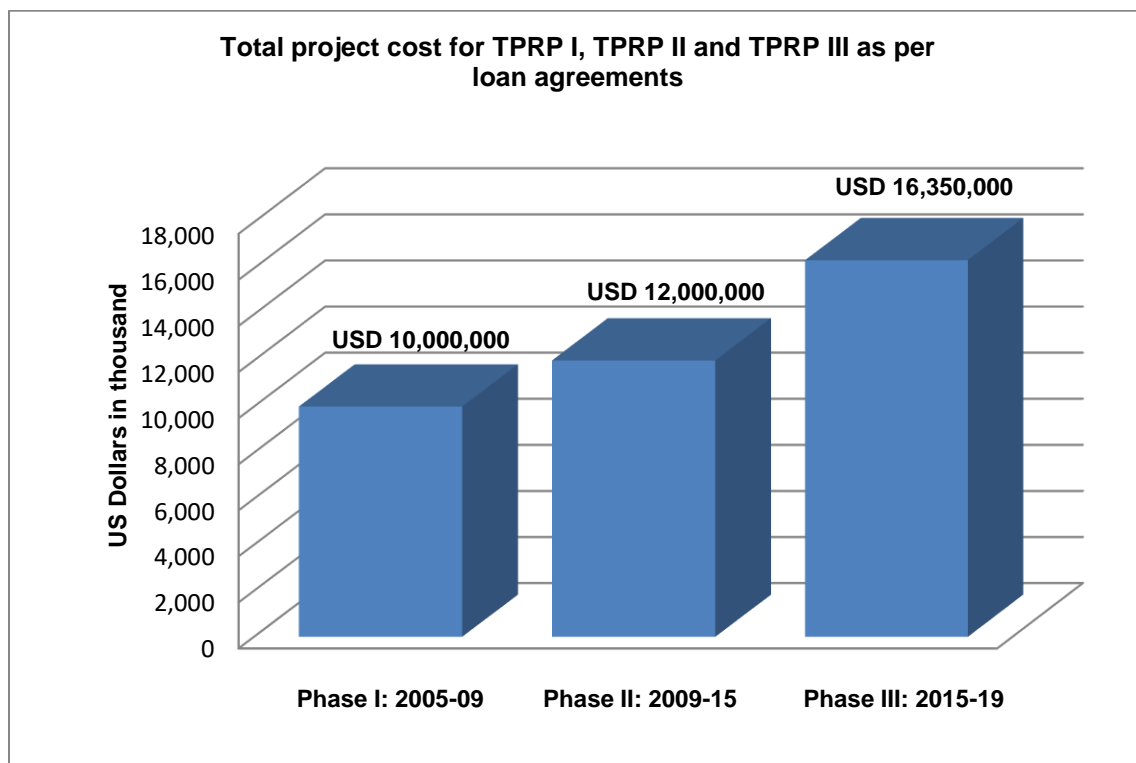
TPRP III mainstreamed its operations into Local Government Authorities (LGA). This was done through facilitating improvements in socio and economic infrastructure, income generation opportunities, creation of employment opportunities. Others include promoting community savings and enhancing capacity and skills among rural and urban communities, local governments and other stakeholders involved in the Project.

TPRP III was implemented in the regions of Arusha and Njombe, being one of the instruments for fighting poverty in the regions. Njombe is among the new regions and it was initially part of Iringa Region which was too big and hence services were scarce as compared to other regions in the country. Therefore, the Government decided to introduce new regions like Njombe to bridge the resource gap in some regions. Also, Njombe is the region with the highest rate of 14.8% of HIV/AIDS prevalence in the country. This is the rate of HIV/AIDS positive men and women who are aged 15 - 49 years. Several effects of HIV/AIDS could be seen in the region for instance, a good number of households in such LGAs like Makete are headed by children and elderly persons.

Furthermore, TPRP III was needed to support regions which had been heavily affected by droughts hence affecting many people who were livestock keepers to the extent that the Government gave them cattle in effort to alleviate their food insecurity resulting from draught. Arusha region is one of such regions. As a result, some districts within the region ended up being chronically affected with food insecurity every year. It was anticipated that provision of water services for both people and livestock would prevent communities from moving from one place to the other in search of water, denying their children the right of education as one the consequences.

The target of TPRP III was to alleviate poverty of about 2,843,238 people in the regions of Arusha and Njombe, which is about 4.9 percent of the current population of Tanzania of 58,583,213 people. The regions have a total of 648,156 households or 5.3 percent of the total number of 12,204,836 households currently in the country. These are projected figures based on the Population and Housing Census of 2012.

TPRP III was approved by the OFID Board in September 2014. The effective Project implementation period was from January 2015 to December 2018 and later acquired an extension to September 2019. It was funded jointly by Organization of Petroleum Exporting Countries Fund for International Development (OFID), the GoT and participating communities. The OFID funds for the two regions was amounting to USD 16,350,000. The two previous phases of the Project were implemented in 13 LGAs of Mtwara and Lindi Regions. The OFID funds amounted to USD 10,000,000 and USD 12,000,000 during Phase I and Phase II of the Project respectively (Figure 1). The trend of OFID funding for the Project indicates an average increase of 28.1 percent between the three phases.



**Figure 1: Total Project cost for TPRP I, TPRP II and TPRP III as per loan agreements**

The Project delivered infrastructure services and social economic assistance to the poor population, while at the same time addressing institutional organization

and capacity building needs at village and LGA levels. TPRP III provided funds for subprojects implemented in the 13 LGAs namely, Karatu, Ngorongoro, Monduli, Arusha Rural, Longido, Arusha Urban and Meru in Arusha Region and Makambako, Njombe Urban, Njombe Rural, Makete, Ludewa and Wanging'ombe in Njombe Region (Annex I). Beneficiaries of the TPRP III Project were communities that lacked basic social services such as education, water, infrastructure and poor individuals who had no access to employment and income generating opportunities.

## **CHAPTER TWO**

### **2.0 TPRP III DEVELOPMENT OBJECTIVE**

The Project Development Objective (PDO) of TPRP III was to reduce poverty and promote sustainable development for the poor sections of the communities. The Project objective was clear, realistic and consistent with the Government's poverty reduction initiatives. Communities in Arusha and Njombe regions were supported to enhance socio-economic services and income generating opportunities at their localities.

### **2.1 Institutional Setup and Project Components**

TPRP III was implemented through TASAF structure which is located under the President's Office and coordinated by the Project Implementation Unit (PIU). The PIU provided the overall Project coordination, the necessary institutional, financial, logistical and technical support. PIU was an entity responsible for the day-to-day management and administration of Project activities and was located within the TASAF Management Unit (TMU). The PIU was headed by the Project Director who was assisted by a team of professionals consisting of Assistant Director, Development Communication Specialist, Training Officer, Targeted Infrastructure Development Officer, Monitoring and Evaluation Officer and Accountant. The major function of the Unit was management of Project operations and systems, fund management, auditing, capacity building at all levels namely National, Local Government Authority (LGA) and community.

At the LGA level, TPRP III activities were implemented through the Council Management Team (CMT) which was overseer of TPRP III supported activities in its area of jurisdiction. At the community level, a Community Management Committee (CMC) was formed to manage subproject implementation processes. The LGA appointed the Coordinators who were engaged to coordinate and supervise TPRP III supported initiatives at LGA level and CMC at community level.

The Outreach and Monitoring (O&M), Community Development Initiatives (CDI) and Management and Coordination (M&C) were the three components through which TPRP III was to achieve its objective.

### **2.1.1 Outreach and Monitoring**

Outreach and Monitoring (O&M) covered the dissemination of information, education and communication services to encourage as well as outline broad community participation in the Project. It also covered evaluating operations and assessing the impact of the Project on the targeted beneficiaries.

#### **(a) Outreach**

Outreach created awareness and provided orientation to the community and implementers about Project interventions through a wide range of activities. They were carried out at different implementation levels as follows:

##### **(i) Community level**

At community level the main activity was awareness raising which included: (i) disseminating Project information through sensitization program; (ii) production of promotion materials such as brochures, calendars, posters, fliers carrying various messages related to poverty issues; and (iii) distribution of developed documents to stakeholders. and an oversight of subproject implementation.

##### **(ii) LGA level**

At LGA level the main activities included: (i) quality control; (ii) supervision; and (iii) facilitation of workshops, training, radio or TV programmes, etc.

##### **(iii) National level**

At the national level the main activities were: (i) awareness raising through workshops, training, radio or TV programmes; and (ii) dissemination of Project information.

Promotion was also made through mass media to portray Project activities to make it known to communities, institutions that were involved in poverty reduction and other stakeholders. The aim of outreach activities was to promote transparency and accountability in the management of OFID funded activities at all levels and ownership of assets created.

#### **(b) Monitoring**

The focus of monitoring was on subproject activities as well as environmental and social safeguards issues. The following activities were performed:

- (i) Management of information that involved collection and compilation of data and entering data in system analyze it and provide information for management decision making.

- (ii) Conducting regular supportive field monitoring supervisions to address emerging challenges.
- (iii) Reporting periodically that involved providing feedbacks and outcome information to relevant stakeholders for timely decision making in order to improve both implementation process and service delivery.
- (iv) Follow up to ensure adherence to environmental and social safeguards issues in the implementation of subprojects.
- (v) Undertaking case studies and success stories that were used to document important characteristics of successful interventions.

### **2.1.2 Community Development Initiatives**

Community Development Initiatives (CDI) Component provided funds to poor individuals implementing community subprojects including funding of labour intensive works through the provision of cash income, particularly to poor individuals as a safety net for targeted poor rural areas. Community subprojects were those identified through a participatory local level development planning process that involves beneficiaries actively.

Subproject grants were channelled to beneficiary communities, either directly to a CMC which was elected democratically or through respective LGAs if it met fiduciary capacity criteria set by the Government. The LGA then disbursed directly to a bank account managed by the CMC.

Technical backstopping on the part of LGAs was enhanced so that they provided the required support to the communities. Activities that were undertaken included:

- (a) Orientation of LGA personnel on subproject cycle implementation
- (b) Provision of adequate operational costs
- (c) Development and provision of monitoring tools
- (d) Re-training of new LGA personnel
- (e) Provision of technical skills to LGA personnel

### **2.1.3 Management and Coordination**

Management and Coordination (M&C) Component embraced the operational and administrative costs of the PIU, as well as the running costs of the LGA level offices, vehicles, equipment and appliances.

Project management and other activities included development communication, capacity building at the LGA and community level, technical assistance in participatory monitoring and evaluation and ensuring transparency and accountability in the targeted LGAs on the Project areas. The following activities entailed management and coordination at different implementation levels:

#### **(a) Community level**

At community level, activities that were implemented include: (i) follow-up implementation including meeting transport expenses to VC and CMC members during procurement of materials; (ii) facilitation of offices at community level including stationeries, office furniture and minor office repair works; and (iii) monitoring implementation process including reporting of physical and financial status.

#### **(b) LGA level**

At LGA level, activities that were implemented include: (i) follow-up implementation including facilitation expenses and completion of subprojects; (ii) meeting operational expenses; (iii) providing technical support, subproject evaluation and certification and auditing; (iv) monitoring implementation process including reporting of physical and financial status; and (v) hiring Local Service Providers (LSP) or external experts for evaluation and certification.

#### **(c) Regional level**

At regional level, activities that were implemented include: (i) provision of technical support; and (ii) monitoring implementation process including reporting of physical and financial status.

## **2.2 Impact Evaluation**

The focus of impact evaluation was to determine the extent to which objectives and outcomes were achieved, identify the factors of success or failure, assess the sustainability of the benefits generated, draw conclusions that may inform future Project phases and overall organizational learning. Impact evaluation was designed to accomplish two major activities:

- (i) Baseline survey aimed to generate primary data to establish benchmarks for assessing the intended outcomes and impacts of the Project support to poor communities.
- (ii) End-line survey aimed to evaluate the extent to which the Project has achieved objectives and meet the expectations of beneficiaries in accessing, using and satisfaction of services provided through assets created, taking into account five evaluation criteria of effectiveness, efficient, relevance, impact and sustainability.

## **CHAPTER THREE**

### **3.0 ASSESSMENT OF THE PROJECT**

The PDO and design principles were assessed under this section in the context of Government of Tanzania (GoT) development priorities as per appraised documents. The assessment looked on the achievement of Project components agreed upon. Key achievements include the impact of the created assets and performed livelihood activities which transformed positively the lives of communities in the regions of Arusha and Njombe.

#### **3.1 Project Development Objective**

Basing on the Loan Agreement Number 1591P the PDO did not change during the implementation period. This was because it remained relevant to the overall poverty alleviation strategy as the emphasis was to strengthen the capacities of the communities and increase community participation as well as giving more power to local government authorities in addressing poverty. Thus the shift of Government from provider of services to become overseer and regulator of service providers necessitated the drive for more participation of communities. That could be achieved by enhancing their capabilities in managing the development process for their betterment and this was the main focus of TPRP III. However, in some cases strategies were changed to suit the implementation environment and addressing some of the challenges encountered.

#### **3.2 Project Design**

The TPRP III spearheaded the Community Driven Development (CDD) approach throughout the Project life whereby communities had control over decisions and resources related to their development activities. The approach proved to be an appropriate instrument of empowering the communities to own the process of examining their poverty situations and making informed decisions on their felt needs and priorities. The approach beneficiaries' participation in identifying, planning and implementing the subprojects as a result this enhanced communities' self-esteem, ownership and socio-economic betterment.

Therefore, the TPRP III design did not change throughout the implementation period. The key principles that guided TPRP III included:

- (b) Strengthening community empowerment through participatory Project management and direct financing of demand driven subprojects.
- (c) Enhancing community participation through adopting bottom-up planning approach and contributions for subprojects.
- (d) Promoting transparency and public accountability among stakeholders at all levels of Project operations.
- (e) Enhancing the capacities of implementers at all levels to provide effective implementation management of subprojects within the context of decentralization.
- (f) Ensuring clear modalities to access funds and those funds directed to community initiated subprojects.
- (g) Promoting conformity to sector norms and standards in the process of subprojects implementation.
- (h) Ensuring TPRP III and all its operations become non-partisan and apolitical.
- (i) Ensuring speedy operations through decentralized delivery structure and adequate and timely technical support provision.
- (j) Ensuring that subproject processing and management are cost-effective.

The above principles were instrumental in bringing a sense of ownership, transparency and accountability across the Project actors at all levels of operations. Information, Education and Communication (IEC) campaigns and other capacity enhancement initiatives were used as instruments to disseminate these Project principles.

## CHAPTER FOUR

### **4.0 ACHIEVEMENT OF THE PROJECT DEVELOPMENT OBJECTIVE**

The Project was successful in meeting its development objective of reducing poverty and promoting sustainable development for the poor sections of the communities, and hence the achievement of Project Development Objective (PDO) is rated satisfactory. The Project contributed to improved availability, use of and access to basic social services by beneficiaries at household and community levels. It was successful in creating a substantive number of assets and facilities that provide access to social and economic services to the beneficiary communities. Furthermore, the Project was successful in improving access of beneficiary households to enhanced income generating opportunities as well as building the implementation capacity of different actors.

The achievement of development objective was contributed by several success factors including availability of necessary competences of implementers, clearly defined roles at all implementation levels, smooth communication and consultation with different stakeholders, adherence to processes and procedures, availability of resources, beneficiaries' responsiveness, management support and close supervision by Project Management Unit (PIU).

The total disbursements from OFID source during the period of Project implementation amounted to USD 16,350,000. Disbursements to support activities of outreach and monitoring amounted USD to 1,010,000 (6.2%), community support initiative amounted to USD 12,570,000 (76.8%) and management and coordination amounted to USD 2,770,000 (16.9%) as depicted in Table 1.

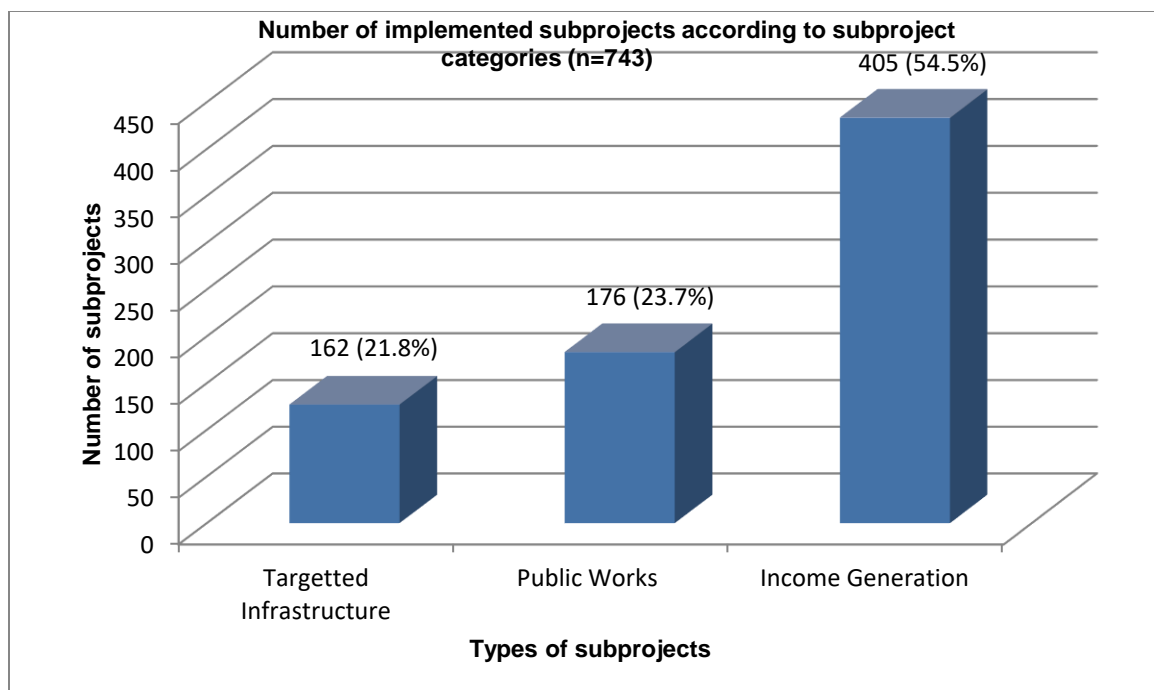
**Table 1: Total disbursements during Project implementation period**

<b>Component 1 - Outreach and Monitoring</b>		<b>Component 2 - Community Support Initiative</b>		<b>Component 3 - Management and Coordination</b>		<b>All Components</b>	
<b>USD</b>	<b>%</b>	<b>USD</b>	<b>%</b>	<b>USD</b>	<b>%</b>	<b>USD</b>	<b>%</b>
1,010,000	6.2	12,570,000	76.8	2,770,000	16.9	16,350,000	100.0

The assets and facilities that have been created under six sectors of education, health, roads, environment, agriculture and water include school administration blocks, classrooms, teachers' houses, dormitories or hostels, water tanks,

teachers' offices, school furniture, planted trees, irrigation canals, water dams, community roads, doctors' or nurses' quarters, Outpatient Department (OPD) and Reproductive Child Health (RCH) buildings and maternity wards. Income Generating Activities (IGA) consisted of small subprojects managed by beneficiaries to increase their household income through livelihood diversification. The small subprojects consisted of animal husbandry, handicraft centres, fish keeping, bee keeping, tailoring and embroidering and grains milling.

During implementation period of the Project, a total of 743 subprojects located in 379 villages were approved and supported. Distribution of implemented subprojects according to their categories was as follows: 162 (21.8%) were targeted infrastructure subprojects, 176 (23.7%) were public works subprojects and 405 (54.5%) were income generating subprojects. Figure 2 shows the number of subprojects implemented according to subproject categories. It shows that income generation category had more than half of implemented subprojects, suggesting that income poverty might be the most significant challenge among poor population and in communities compared to the challenge of shortage of socio-economic infrastructure in the Project areas.



**Figure 2: Number of implemented subprojects according to subproject categories (n=743)**

The trend of subprojects supported through OFID funding has been increasing in the three phases of the Project. The number of implemented subprojects during Phase I was 336 subprojects, Phase II was 585 subprojects and Phase III was 743

subprojects (Figure 3). This trend of supported subprojects through OFID funding indicates an average increase of 50.6 percent between the three phases.

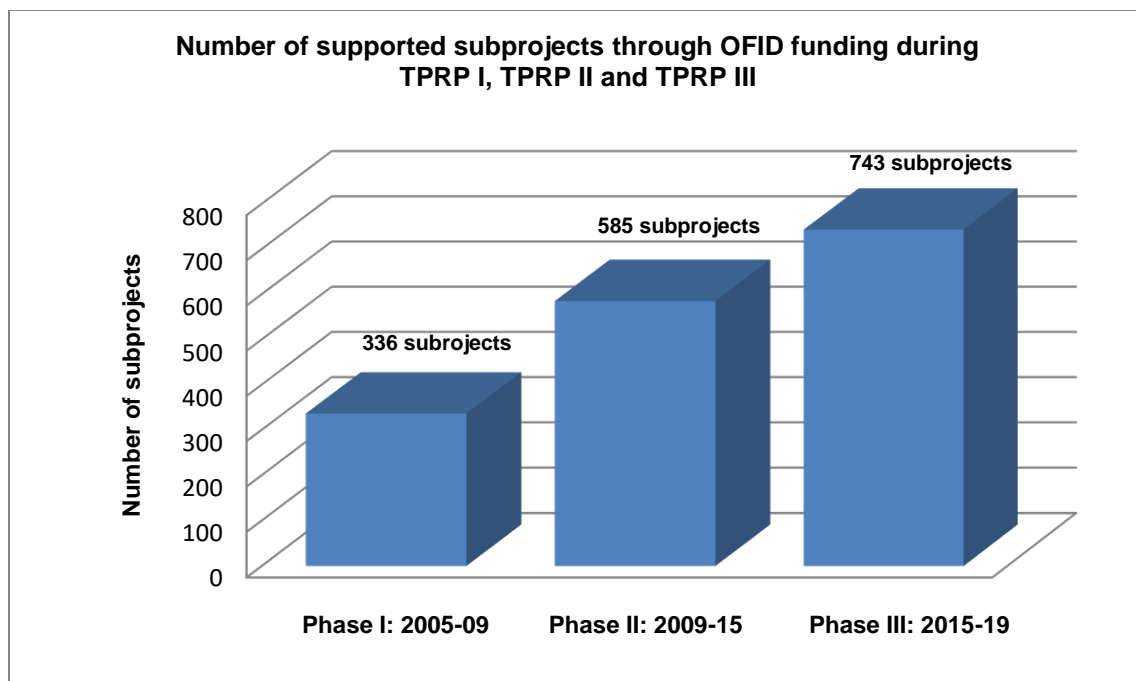


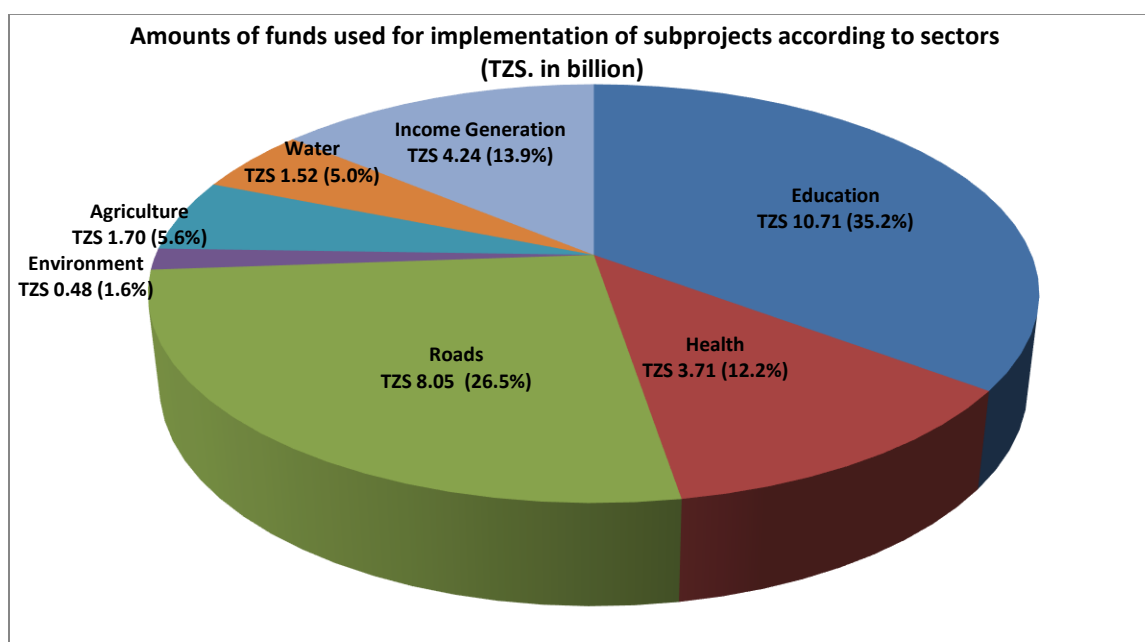
Figure 3: Number of supported subprojects through OFID funding during TPRP I, TPRP II and TPRP III

The implemented subprojects were valued at TZS 30,417,954,908 (equivalent to USD 14,002,778). The OPEC Fund for International Development (OFID) funded the subprojects with a total amount of TZS 27,305,586,101 (equivalent to USD 12,570,000), community contribution amounted to TZS 2,883,045,599 (equivalent to USD 1,327,197) and LGA contribution amounted to TZS 229,323,208 (equivalent to USD 105,567). Table 1 and Figure 4 show amounts and percentages of absorbed funds for subprojects implementation from the three funding sources according to sectors.

Community contributions were in the forms of cash and kind contributions. In-kind contributions consisted of labour, construction material and lands and were provided during execution of subprojects. Communities needed to know clearly what the design of the subproject was, what the cost was and how the subproject would be implemented. This kind of knowledge inspired communities to contribute for subproject implementation hence the subprojects were supported to completion and made functional. The Government's contribution was valued at TZS 2,856,779,963 (equivalent to USD 1,315,106) and it was in terms of LGA personnel salaries, office spaces, transport and overheads at LGAs.

**Table 2: Amounts of absorbed funds for subproject implementation by sectors**

Sector	Funding Sources (TZS)			
	OFID	Community	LGA	Total
Education	9,349,382,382	1,221,477,279	142,968,000	10,713,827,661
Health	3,199,730,538	438,345,955	74,763,000	3,712,839,493
Roads	7,678,856,078	371,767,565	-	8,050,623,643
Environment	483,651,255	-	-	483,651,255
Agriculture	1,697,812,960	344,000	-	1,698,156,960
Water	1,497,066,110	11,942,280	11,592,208	1,520,600,598
Income Generation	3,399,086,778	839,168,520	-	4,238,255,298
<b>Total</b>	<b>27,305,586,101</b>	<b>2,883,045,599</b>	<b>229,323,208</b>	<b>30,417,954,908</b>



**Figure 4: Amount of funds used for implementation of subprojects according to sectors (TZS. in billion)**

Figure 5 shows that Meru was having the highest number of implemented subprojects (75 subprojects) whereas Arusha Urban had the lowest number of implemented subprojects (46 subprojects). Taking the average across the LGAs, it is revealed that each LGA had implemented 57 subprojects. Figure 4 shows amounts of funds spent for subproject implementation from OFID source for the LGAs. It shows that Makete had spent a total amount of TZS 2.56 billion to implement subprojects, which was the largest amount whereas Meru had spent a total amount of TZS 1.62 billion which was the smallest amount. Taking the average across the LGAs, it is noted that each LGA had spent TZS 2.10 billion for subproject implementation.

Variation in the number of implemented subprojects and amounts of funds spent in the LGAs depended on number of subprojects requested by the communities and approved by the National Steering Committee (NSC) and their types. Furthermore, the number of villages in the LGAs determined the volume of requests for subprojects that were received at TMU.

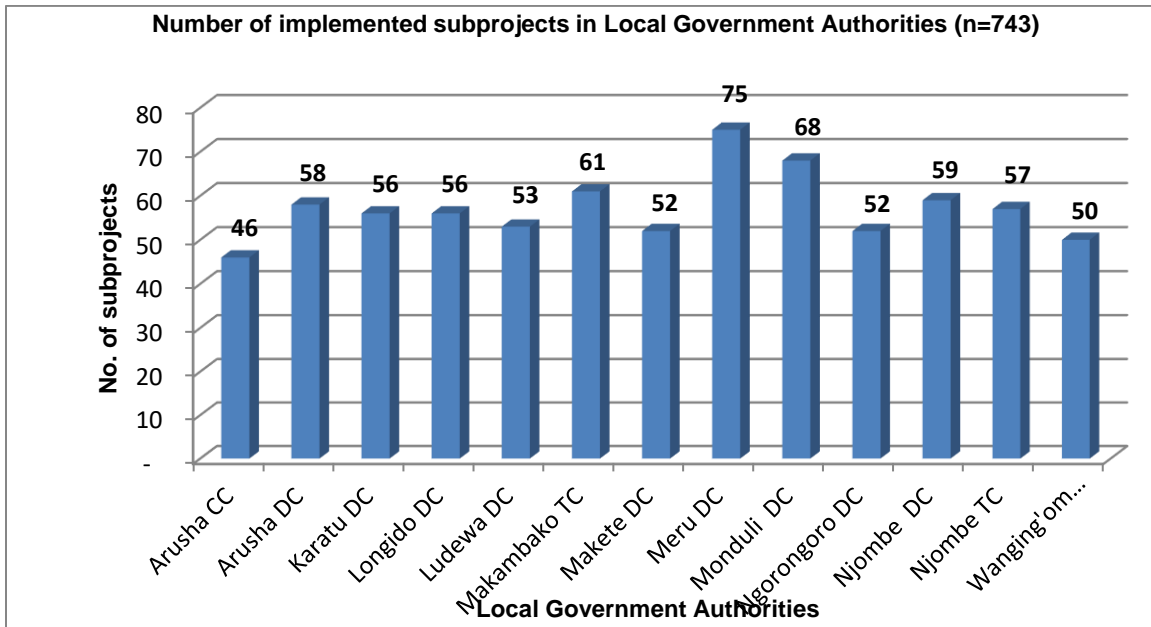


Figure 5: Number of implemented subprojects in Local Government Authorities (n=743)

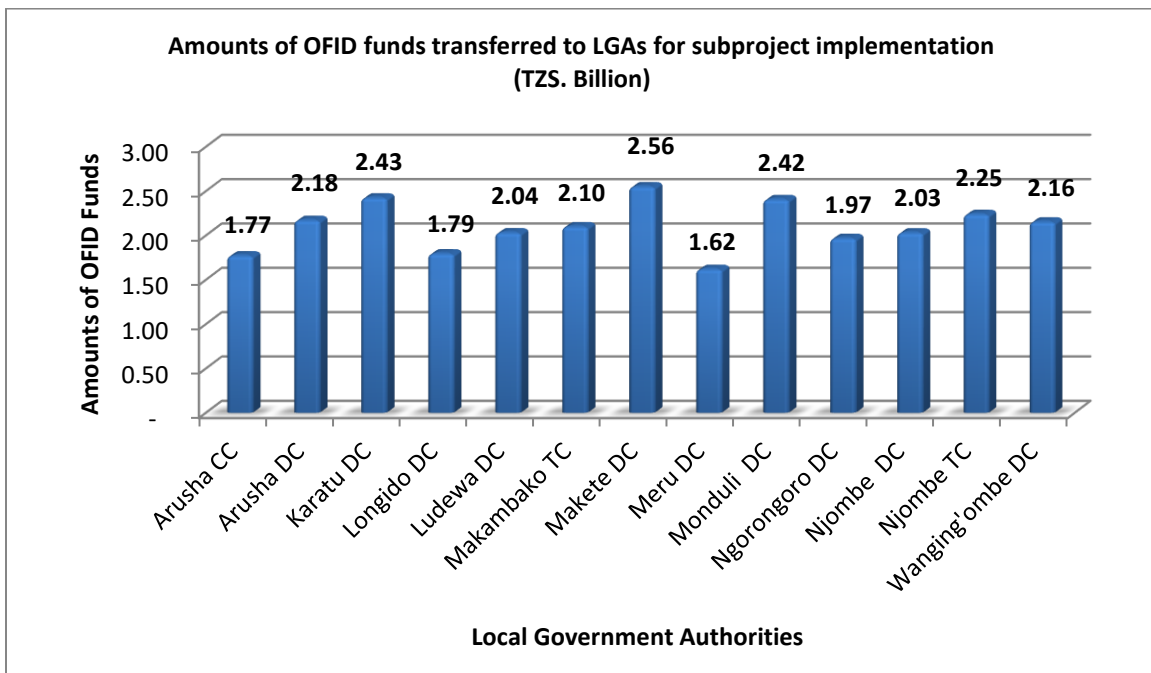


Figure 6: Amount of OFID funds transferred to LGAs for subproject implementation (TZS. billion)

## **4.1 Component Specific Achievements**

### **4.1.1 Outreach and monitoring achievements**

#### **(a) Outreach**

Outreach intended to reach out to the participating communities so that they become involved in the Project. It played the role of information provision and raised the awareness of existing community interventions. Community sensitization was done through mass media, workshops and community meetings and distribution of IEC materials including brochures, newsletters, and posters. A total of 91 technical personnel from regional and LGA levels were sensitized on the TPRP III concepts and principles of management. Sensitization sessions were also conducted to other different stakeholders of the Project. These included government leaders from regional and district levels (e.g. regional commissioners, regional administrative secretaries, district commissioners, regional sector experts, local government directors and local government sector experts) as well as political leaders (e.g. councilors and district councils chairpersons). A total of 59 leaders participated in these sensitization sessions. At community level, sensitization sessions were also conducted to 7,775 mtaa or village council members and 5,306 CMC members.

As a result of the sensitization activities, a total of 807 subprojects were identified in communities and their applications submitted to the Project. A total of 743 subprojects or 92% were funded during the Project life time.

#### **(b) Monitoring**

The Project was designed with inclusion of baseline information, milestones and performance indicators. As a consequence, it was possible to monitor Project performance properly. Project monitoring activities took place in parallel with Project implementation so as to ensure the appropriate level of oversight and corrective actions. To achieve this, a total of 91 LGA technical personnel with specialized skills were facilitated through technical workshops to gain skills on Project monitoring, supervision and quality control. The group was as well facilitated to understand the design and implementation modalities of the Project. These personnel included coordinators, accountants, technical assistants, community development officers, environmental officers, agricultural officers and civil technicians. Furthermore, a total of 1,895 mtaa or village council members and 5,306 CMC members were oriented to provide oversight during implementation of subprojects at community level. The emphasis was on the decentralized and participatory nature of monitoring in order to enhance timely decision making at each level for corrective actions on implementation.

**(i) Field visits**

Field visits to Project areas were conducted on quarterly basis as physical supervision of implementation of subprojects at their sites. This enabled obtaining a firsthand account of the progress of subprojects towards achieving the expected results outlined in the work plans. The visits were used to: (i) obtain the views of beneficiaries, village leaders and community management committees on development of subprojects and recommendations for addressing any challenges; (ii) inspect subprojects and assess their adequacy in terms of quality and value-for-money; and (iii) provide technical backstopping in regards to the management of subprojects.

**(ii) Community Score Card**

Community Score Card (CSC) was used as a social accountability for assessment, planning, monitoring and evaluation of services provided through established interventions. This process enabled communities and the local government authorities to jointly analyze issues underlying service delivery problems and find a common and shared way of addressing those issues.

The objective of CSC was to get immediate feedback on quality and adequacy of services provided in the communities through implemented subprojects. The CSC was also used to generate benchmarks on performance criteria used by communities and service providers to assess their services, monitoring the quality of services over time, comparison of performance across facilities, generating feedback mechanism between providers and users as well as strengthening community empowerment. The result on this process was increased participation, accountability and transparency between communities, LGAs and decision makers.

The CSC process was conducted in 58 villages from 6 LGAs and involved 20 education sector subprojects, 5 health sector subprojects, 1 water sector subprojects and 30 IGA subprojects. A total of 2,619 participants were involved whereby males were 1,290 and females were 1,329. The male group represented 49.3% while that of female represented 50.7%. The participants were drawn from different categories including teachers, students, community members and beneficiaries, school committee and board members, village council members, CMC members, LGA education sector personnel, LGA health sector personnel, LGA community facilitators, health committee members, health facility personnel and extension personnel. Table 3 below shows number of participants involved in CSC process.

**Table 3: Participants of the CSC process**

No.	Group of Participants	Sex		Total
		Male	Female	
1.	Teachers	44	24	68
2.	Students	47	46	93
3.	Community members and beneficiaries	593	900	1,493
4.	School committee and board members	58	30	88
5.	Village council members	213	127	340
6.	CMC members	249	152	401
7.	LGA education sector personnel	5	2	7
8.	LGA health sector personnel	5	5	10
9.	LGA community facilitators	41	26	67
10.	Health committee members	3	5	8
11.	Health facility personnel	2	3	5
12.	Extension personnel	30	9	39
<b>Total</b>		<b>1,290</b>	<b>1,329</b>	<b>2,619</b>

**(iii) Implementation progress reporting**

Periodic implementation progress reports were prepared on quarterly and semi-annually basis for the purpose of providing an assessment of the progress of Project in achieving expected results. The reports also highlighted implementation challenges, solutions, recommendations and way forward and were circulated to a wide range of stakeholders for example the government, donors and TASAF management for deliberations linked to the improvement of Project performance.



**Picture 1: Participants voting during CSC exercise in Ikuna Village, Njombe.**

#### **4.1.2 Community Development Initiatives achievements**

The Community Development Initiatives (CDI) have contributed to improved availability, use and access to basic social services and income generation opportunities to 1,291,251 beneficiaries of the Project. The total number of Project beneficiaries accounts for 53.0 percent of the total population in the two regions. The initiatives were under different sectors such as education, health, water and economic infrastructure depending on the need of the beneficiary community (Annex II and Annex III). The identification process of the initiatives followed a participatory development planning process that involved beneficiaries at local or community level. Participation of beneficiaries created the sense of ownership and ensured more credibility for the implemented interventions as well as enhancing active participation of community members.

##### **(a) Education sector**

Under education sector, the facilities and assets created in primary and secondary schools included:



**Picture 2: Girls' hostel constructed at Qangdend Secondary School, Karatu.**

- (i) A total of 3 administration blocks and 9 teachers' offices with 105 office chairs, 105 office tables, 94 book shelves and 97 cupboards.
- (ii) A total of 84 teachers' houses installed with 59 water tanks of capacity of 238,000 litres and solar or electrical and water systems.

- (iii) A total of 100 classrooms with 2,498 desks and 113 notice or pin boards.
- (iv) A total of 45 toilet blocks with 263 holes and installed with 54 water tanks of total capacity of 262,000 litres.
- (v) A total of 22 dormitories or hostels, 22 bathroom blocks with 97 bathroom units, 22 toilet blocks with 87 toilet holes, 1056 beds, 1056 wardrobes and 22 water tanks with capacity of 94,000 litres.
- (vi) A total of 12,040 square meters of playing grounds and 1,500 meters fencing walls in schools.



**Picture 3: Two-in-one teachers' houses constructed at Mlowa Sec. School, Makambako.**

The facilities and assets have improved learning environments and receiving of instructions for pupils and students and their educational outcomes. Building of teachers houses have encouraged teachers stay and work even in remote areas. Prior to establishment of teachers' houses, retaining teachers in schools located in these areas was uncertain. Teachers' offices have improved working environment and provided incentives for teachers the work of teaching. As a result, these have increased teachers' interest, concentration, performance and productivity in the work of teaching. Furthermore, dormitories or hostels for girl students have resulted to improved academic performance through providing security to girls, reducing the distance to schools and providing extra time for private studies. Water tanks for storing water have ensured there is a steady supply of water for drinking and sanitation purposes whereas toilet holes have

improved provision of sanitary conditions for the students and pupils in schools and dormitories or hostels. The established educational facilities and assets was a priority need of communities for the sector.

**(b) Health sector**

Under health sector, the facilities and assets created included dispensaries including 24 buildings for Outpatient Department (OPD) and Reproductive and Child Health (RCH), 1 maternity ward, 25 incinerators, 25 toilet blocks with 112 toilet holes and 19 doctors' and nurses' houses. A total of 38 water tanks with capacity of 128 litres and solar or electrical systems were installed in these created assets. The purchased facilities for these created health facilities included 188 office tables, 283 office chairs, 167 file shelves and cupboards, 184 benches for patients, 25 delivery beds, 67 hospital and examination beds, 44 examination coaches and 25 sets of dispensary kits.

These assets and facilities have created the capacity to conveniently provide health services to the communities including availability of mother and child clinics within their localities. Established facilities and assets have enabled communities to access primary care services for patients and therefore improved their health outcomes. Likewise, availability of the services at a shorter distance has reduced a burden of costs in terms of both time and money for patients while health personnel houses have ensured availability of health personnel for service provision and in the cases of emergencies and also have improved working environment of the health personnel.



**Picture 4: Nurses' two-in-one house constructed at Ilininda Village, Ludewa.**



**Picture 5: Health facility constructed at in Lupombwe, Makete.**

**(c) Water sector**



**Picture 6: Constructed charco dam in Mbuyuni village in Monduli.**

Under water sector, a total of 19 earth or charcoal dams and one underground reserve tank with capacity of 436,865 cubic metres were either constructed or rehabilitated. Also, 3 cattle troughs and tap water supply systems with the length of 314 metres were constructed. These assets and facilities have increased coverage of sustainable water to local population and animals. Prior to

establishment of water infrastructure, the areas faced serious challenges as a result of poor access to reliable water supply and inadequate sanitation services. This led to a high prevalence of preventable diseases such as diarrhea especially for children which contributed to poor health. The earth and charcoal dams were constructed or rehabilitated for specific purposes of water supply and flood control. The assets and facilities have reduced long distance to the improved water sources and therefore enough water now is available all year-round and within a shorter distance. Communities have now more time in engaging in production activities rather than searching for water. In these areas, women are no longer needed to walk long distances to fetch water and therefore are able to invest their time looking after the welfare of their families. Furthermore, the assets and facilities have reduced long distance movement of livestock and therefore reduced soil erosion and land degradation.

**(d) Roads sector**



**Picture 7: Bridge rehabilitated at Gyekrum-Lambo road in Karatu District.**

Under roads sector, a total of 59 roads covering a distance of 223 kilometers were constructed and 99 roads covering a distance of 269 kilometers were rehabilitated. Furthermore, 11 bridges, 37 culverts and 11 drifts were constructed. These assets provided temporary wage employment to targeted beneficiaries and have improved accessibility and connection to villages. The improved road infrastructure has improved people's access to social services, such as health and education,

which was not available in the Project areas. Sick people and pregnant mothers can now easily access services to health facilities in case of emergencies due to existence of passable feeder roads while economic activities have been stimulated due to accessible roads. This in turn has contributed to increased income generation opportunities and agricultural jobs, improved education and better health especially in rural areas where road condition has always been pathetic. Road improvement in rural areas has enhanced off-farm employment opportunities, especially in non-agricultural waged activities.

**(e) Agriculture sector**



**Picture 8: On-farm income generating activity of a beneficiary in Meru District.**

Under agriculture sector, 26 irrigation canals with a total of 66,253 metres length were constructed or rehabilitated. The canals provided a total of 9,342 acres of potential agricultural irrigated land for horticultural production using drip irrigation and other agricultural crops. Production of crops needing more water has been made possible through the canals, for example maize and paddy. As a result, higher agricultural productivity per acre has been made possible due to this irrigation development. Though the agricultural activities, beneficiaries took initiatives to develop their lands to facilitate soil and water conservation and adopt improved agricultural practices which in turn increased crop yields. This significantly helped ensure food self-sufficiency at household level. The promoted agricultural activities in the Project targeted areas have been the major source of livelihoods and provided sustainable income to beneficiaries.

**(f) Environment sector**

Under environment sector, 29 subprojects of environmental conservation subprojects were implemented which were related to planting of trees, establishment of tree nurseries and construction of terraces. A total of 512,182 trees were planted in 905 acres of land and 2 terraces constructed. In targeted villages, the implemented environmental conservation subprojects have contributed to managed climate change effects, reduced soil erosion and increased soil fertility, helped soils to obtain moisture, conserved environment, prevented water pollution and preserved drinking water sources for human being and animal use. Furthermore, the subprojects reduced the need for costly water supply, reduced the risks of droughts and maintained the health of natural environments.

**(g) Livelihoods enhancement sector**



**Picture 9: Find ponds subproject in Wanging'omba District, Njombe Region.**

Under the sector of livelihoods enhancement, a total of 405 subprojects were implemented where productive assets were created as a strategy for creating self-employment, income promotion and livelihood enhancement. These included 63 dairy cows, 8696 goats, 2587 pigs, 937 sheep, 27275 chicken, 40 sewing machines and accessories, 6 milling machines, 1521 beehives with 306 beekeeping gears sets, 18 fish ponds and 6 handicraft centers. Project enabled poor and vulnerable groups of women, youth and elderly to gain access to resources for their productive self-employment to encourage them to undertake

income generating activities for poverty alleviation and improved quality of life. The increase in accumulation of these assets has immense contribution to the economy of beneficiaries and improvement of their household food security and nutrition.

Income generation and livelihoods enhancement activities have given poor households a higher status within the community. Therefore, participation in income generating activities has a positive effect on the socio-economic condition, especially of women. A significant amount of increased income earned through these activities has been devoted to beneficiaries' children's education and households' health and nutrition. Generally, the income has been used for the increase of the well-being of the household.



**Picture 10: Goat subproject in Kisinga village in Makete.**

#### **(h) Community savings promotion**

A total of 1,689 savings and credit groups with 21,762 members (20,274 or 91.3% females and 1,488 or 8.7% males) were promoted. The groups had mobilized savings amounting to TZS 700.9 million. This is an average of TZS 415,000 per group. The groups had given loans to their members amounting to TZS 446.0 million which is equivalent to 63.6% of the savings amount. The promotion of savings and credit groups led to an improvement in financial inclusion and household consumption or other welfare outcomes. Mostly, the loans were used in initiating and managing household small-scale investments. Women's

empowerment is evidenced in Project areas as the majority of members participating in savings and credit activities are women. In those villages which are frequently affected by drought especially of Longido, Monduli and Ngorongoro Districts in Arusha Region, most poor households of the Project experienced food and income security due to improved purchasing power obtained through engagement in income generation activities.

#### **4.1.3 Management and Coordination achievements**

The achievement of Project management and coordination is attributed to the existence of effective implementation arrangements from national level down to the implementation level. These arrangements ensured smooth running of Project activities such as administration, supervision and financing. Project administration costs entailed office supplies, office maintenance, communications, equipment and vehicles, operation and maintenance (O&M), travel, meetings and other related costs.

Capacity development of the Project Implementation Unit (PIU), LGA, mtaa or village and community levels was a critical area of the achievement of PDO. Capacity of implementers was built in areas of Project management and supervision to 91 LGA personnel, 5306 CMC members and 1895 mtaa or village council members. To promote women participation in development activities, the Project ensured that 50 percent of trained CMC members were women.

## CHAPTER FIVE

### **5.0 EVIDENCE ON ACHIEVEMENT OF PROJECT DEVELOPMENT OBJECTIVE FROM TPRP III STUDIES AND SURVEYS**

The review of the TPRP III beneficiary assessment and impact assessment reports provide some evidence of impact on the intended beneficiaries of the Project in the areas of access, use and satisfaction of services provided through assets and facilities created from subproject implementation. The evidence suggests most communities reported that the implemented community interventions met their community needs and expectations. These TPRP III studies and surveys provide an account of some specific evidences of impact on the intended beneficiaries.

#### **5.1 Findings from TPRP III Beneficiary Assessment**

The Beneficiary Assessment (BA) gave beneficiaries the opportunity to express their opinions with regard to the design and operations of TPRP III in meeting their needs. The following are some of the intermediate outcomes from TPRP III supported community subprojects to the benefiting communities as disclosed by the TPRP III beneficiary assessment report:

(a) **Infrastructure development subprojects.** Beneficiary communities indicated a very positive impression of the infrastructure development subprojects. Construction subprojects such as classrooms, girls' dormitories, teachers' houses, administration blocks and toilets have changed the outlook, teaching and learning environment and academic performance of schools. Due to the constructed houses, some teachers are staying within the school compound, thus, supporting and supervising students even after normal work hours. Constructed teachers' offices have created an ample and conducive working space, thus, reducing the need for teachers to work from home. With constructed classrooms, more students can be enrolled. This reduces the distance that students were walking to attend school to neighboring villages. Toilets have improved the school environment as teachers and students need not go home to use washrooms. Also, students with special needs have access to toilets. In some schools, girls have access to a special room during menstrual period and incinerators for used sanitary pads. Girls' dormitories have reduced risks of walking long distances to and from school, improved learning environment for girls such as access to electricity, reduced absenteeism for girls, reduced cases of pregnancies for school girls, and increased academic performance of girls. Health facilities and nurses' houses have increased beneficiary communities access to health services.

(b) **Public works subprojects.** The beneficiaries and the community members at large indicated that they have benefited from the subprojects for the wages received as well as the created assets. While wages were provided to beneficiary households, the created assets such as rehabilitated roads and bridges, irrigation canals, charco dams and fish ponds, tree planting and tree nurseries were beneficial to the entire community members. Findings showed that for the wages earned from PWP beneficiaries increased household income, which helped them to meet their immediate needs such as food, purchase of fertilizers, school requirements for their children, housing, and investing in savings and lending groups. About 50% of PWP respondents were currently engaged either in agriculture or in livestock keeping. About 70% of the beneficiaries were making savings mostly in savings and lending groups and partly were re-investing in other income activities. Furthermore, about 40% of PWP beneficiaries reported improvement in livelihood situation due to the TPRP III supported subprojects.

(c) **Income generating activities.** The Project supported eligible beneficiaries with chicken, goats, pigs and sheep. There are numerous success stories as well as challenges linked to the implementation of these income generating subprojects. For the most part the animals had multiplied. Some beneficiaries had sold part of the reproduced animals and constructed better houses or met other household needs. Findings showed that about 70% of IGA beneficiaries were making savings mostly in savings and lending groups and partly were re-investing in other income activities while 80% of the beneficiaries were planning either to improve and to expand their current activities or to establish new income generating activities. This is a sign of good prospects for growth and sustainability of the supported IGAs. Over 70% of IGA beneficiaries reported improvement in livelihood situation due to the TPRP III supported IGAs.

(d) **Capacity enhancement and organization.** Results indicated that capacities and skills were enhanced for facilitating agencies to support the communities. Survey findings showed that nearly 70% of PWP and IGAs respondents received technical support. Over 60% of the PWP and IGAs respondents were to a great extent satisfied with the technical support they received. Satisfaction rates were highest in Karatu, Monduli and Arusha. In terms of organization, there are several success stories of how communities have been able to organize themselves in undertaking various developmental activities and networking. For example, after the TPRP supported construction of health facility in Lupombwe village in Makete, community members mobilized and organized

themselves to construct a nurse's house. Similar spin offs were observed in other parts of Makete, Makambako and Karatu.

(e) **Sustainability.** The institutional arrangements for the implementation of TPRP III were very clear at all levels. The good working relationships between the LGA sector experts, VC, the CMC and the rest of community members during planning, implementation, monitoring and evaluation of the TPRP III ensured the sustainability of the created assets and facilities. The engagement of different groups in all phases of the Project enhanced their ability to own, support and advance the sustainability of both the processes and assets or facilities created in the respective LGAs. For beneficiaries of PWP and IGA subprojects, TPRP III supported the formation of savings and lending groups to ensure that beneficiaries continue to undertake income generating activities, make savings and have access to affordable loans.

## 5.2 Findings from TPRP III Impact Assessment

The TPRP III was assessed to find out the extent to which the Project achieved its development objective and met beneficiaries' expectations in terms of access, use and satisfaction of services provided through established community interventions. It also took into account the five strategic evaluation criteria which were effectiveness, efficient, relevance, impact and sustainability of the Project and supported community interventions. The following is an account of the Project impact as revealed by the TPRP III impact assessment report:

(a) **Satisfaction with established basic service infrastructure.** Beneficiary households expressed a higher satisfaction in increased access to some basic social services, such as Project supported schools, health facilities and water facilities though the pressing need for hostel facilities is still wanting and challenges the level of achievement of students. For instance, the average distance to a health facility in 2019 was less than 6.0 kilometres compared to the situation in 2016. Also, around 47.0% of the households mentioned that the nearest primary school was within 1.0 kilometres and most households were within 200 metres to the nearest water source.

(b) **Implementation modalities.** The assessment noted that Project's modalities of intervention and target groups could be singled out from the generalized interventions. The Project's specific target on poor households and their mobilization through grassroots structures, involvement in planning and

execution of community subprojects have a long-standing impact on poverty alleviation than other top-down project development interventions.

(c) **Change of assets owned by beneficiaries.** There is a change, though not very significant in the quantity of movable assets like beds, mattresses, hand hoes, mobile phones and solar lamps as compared to the situation in 2016. It appeared that through income earned from IGAs, beneficiaries opted for quality enhancement of their fixed assets, mostly houses, which were constructed or given facelifts by plastering walls and floors and fixing improved windows or paying for new connection of electricity or piped water. The assessment revealed that ownership status of houses was slightly higher than the 91.8% average of households who owned their own houses as established by the baseline study of 2016.

(d) **Changes in household sources of income.** It was clear from the assessment that there were changes in household sources of income compared to the situation established in the baseline survey in 2016. In this study, IGAs were mentioned by households as among the source of income. Apart from IGAs, non-farm activities of the supported public works interventions were mentioned as another source of income. Generally, there was an increase in income sources for many households as compared to what was established in the baseline study of 2016.

(e) **Savings culture.** The ability of beneficiaries invest in IGAs, conduct business, make profit and use part of the proceeds in improving the quality of assets can be attributed to success by the Project in building the culture of savings and investment among low income segments of the community. Beneficiaries formed savings groups and received trainings on how to save, invest and gain income.

(f) **Gender issues.** The outcomes on gender relations were seen to be positive with a strong potential in women's empowerment. Beneficiaries mentioned about the positive influence of the Project on patriarchal traditions in male dominated decision making or control over key household resources. It was observed that about 15.0% of women in marriage had some control in the utilization of money earned by the household. Also, women in marriage had control of income from livestock by-products in the majority of households.

## **CHAPTER SIX**

### **6.0 PROJECT IMPLEMENTATION CHALLENGES**

In the course of its implementation, the Project registered tremendous achievements although some challenges have been experienced. The achievement of subproject implementation in education sector for instance involves establishment of complete functional model school infrastructure with electricity, solar power, water supply, playgrounds, teachers' offices, teachers' houses, toilets, desks and chairs while in health sector involves the establishment of functional dispensaries and health personnel houses. Notwithstanding the recorded achievements, there were implementation challenges which are grouped as hereunder.

#### **6.1 Overall Project Implementation Challenges**

The following overall Project implementation challenges contributed to the slow implementation progress of subprojects:

- (a) Most application needs from communities could not be adequately met due to limited availability of fund resources. This compelled the communities to select the most priority and pressing needs and allocate the resources that were available while the other less priority and pressing needs were held for future funding availability.
- (b) Fund threshold limit from OFID to TASAF Account was not enough to meet periodic lots of subproject applications and other operational expenses timely. Therefore, implementation plans were prepared based on the available threshold considering critical activities that could be implemented during the period. This was mainly done to ensure the available resources are wisely used to achieve the intended objectives.
- (c) Effect of climate change which resulted to unusual rainfall patterns and seasonality during Project implementation. Due to this, awareness creation on climate change was conducted and emphasized to beneficiaries during the entire Project cycle management (i.e. identification, planning, implementation and monitoring). This involved identification of mitigation measures to reduce the outcome and impact of climate change. The subprojects which had a risk of being affected by the effect of climate change were discarded.

- (d) Number of beneficiaries in some communities especially in some urban areas was so small to allow smooth implementation of labour intensive subprojects. The identification of the subprojects to be implemented in urban areas was done with consideration of the available beneficiaries or manpower. This was basically done to ensure the completion of the subprojects in the given time of 60 days.
- (e) Urban area population dynamics in some LGAs could not support maximum community participation either in subproject implementation or community meetings. The Project design put into consideration the beneficiaries' dynamics by establishing the community sessions that were used to inform beneficiaries on the issues related to the Project. The beneficiaries were well informed through these sessions about the whole planning process in order to buy in their ownership. Most importantly, the community members were informed that Project interventions were directly meant to benefit the entire community and not the beneficiaries alone.

## **6.2 Component Specific Challenges**

The following component specific Project implementation challenges contributed to the slow implementation progress of subprojects:

### **6.2.1 Monitoring experience**

- (a) There was a general tendency in most of the Project areas of poor participation of the youth. This implies that there was limited understanding among the youth of their role in the development process. This situation was observed during monitoring activity as most of the people who turned up for the meetings and Project implementation activities were middle aged and the elderly. The circumstances were addressed through sensitization and awareness sessions at household and village levels. This was followed by enforcement of existing by-laws by village councils.

### **6.2.2 Community Development Initiative experience**

During implementation of the Project, the Community Development Initiative (CDI) encountered some challenges which affected the progress. The major challenges under this component were as follows:

- (a) Unclear sustainability arrangements for completed subprojects especially those which were owned by the entire community such as construction of roads, drainage systems and charco-dams. This was caused by the prevailing mind-sets that the government would continue to support the subprojects. Ineffective community participation during conception and implementation of subprojects was a single major factor for this state. Apart from ensuring that subprojects' operation and maintenance plans are developed during subproject identification, arrangements for sustainability of subprojects were emphasized in the course of implementation to ensure that assets created in the community continue to function even after the Project phase-out.
- (b) Certification of completed subprojects in some LGAs had to take longer time before they were done due to shortage of sector experts. This was addressed by engaging sector expert from near by PAA on temporary basis.
- (c) Inadequate coordination of intervention at LGA level resulted to ongoing many interventions which are supported by different actors. This situation creates duplication of subprojects in the LGAs therefore contributes to the misuse of resources, overloading the community through participation, decreases ownership and sustainability of the Project. This challenge was addressed by enhancing a joint planning meeting of all development actors at PAA level.
- (d) Implementation of activities was smooth, except in some LGAs that were affected by relocation of sector experts for example works engineers, who were shifted from LGAs to newly formed sector agencies like Tanzania Rural Roads Agency (TARURA) that were not operating under the LGA. This led to shortfall of LGA sector experts and hence delays in funds application, sometimes inadequate field appraisals, hence subproject implementation. This was addressed by having agreement between LGA and TARURA which led TARURA experts to support on going implementation of the subprojects. In some other cases, requests of sector experts from nearby LGAs were made to provide technical support during implementation.

### **6.2.3 Management and coordination experience**

During implementation of the Project, management and coordination encountered some challenges which affected the progress. The major challenges under this component were as follows:

- (a) Inadequacy of Project technical and management capacities in some LGAs hindered provision of effective technical support to implementation of subprojects at the community level. Capacity building was conducted to all implementation actors at PAA level before and during implementation of the program to enhance their capacities. Also, TMU and sector experts from national level extended the technical support through field technical backstopping to PAA to fill the gaps.
- (b) Existence of few extension staff in some LGAs and inadequate resources delayed implementation. However, the extension staff were supported with the available scarce resources (e.g. 1% ward supervision funds) to conduct field supervision. Furthermore, extension staff were assigned to support nearby villages where they were not available. In those villages where construction subprojects were implemented, Local Service Providers (LSP) were trained to provide technical support to beneficiaries in PWP subprojects.

## **CHAPTER SEVEN**

### **7.0 OTHER EXPERIENCES**

Other experiences of the Project focus on areas of financial management, audit aspects, procurement issues, cost effectiveness and sustainability.

#### **7.1 Financial Management Issues**

The TPRP III total cost was USD 16,350,000 as per Loan Agreement. By design, the special account threshold was USD 1,000,000. The threshold initially was enough but as years goes we found that was not sufficient due to fact that: (i) cost for several items such as construction material, transport and operation raised; (ii) inflation was very high compared to USD rate that was used at the time of Project approval; and (iii) communities came up with more demands for funds to finance approved subprojects to make them functional. At the time of Project completion, administration costs stood to the tune of USD 2,770,000 or 16.94% of total Project cost (Annex IV).

#### **7.2 Audit Aspects**

Internal control was exercised during all implementation period of the Project. Auditing was done by internal auditors and external auditors. LGA internal auditors and TMU internal auditors were auditing the subprojects frequently and when necessary special audits where there were critical issues. The external auditors were auditing once per year and the report was officially submitted to LGAs and TMU for actions and recommendations. The external audit has issued clean audit report throughout Project implementation.

#### **7.3 Procurement Issues**

Procurement was done in two different ways. At the TMU level, motor vehicles were bought by using International Competitive Bidding (ICB). Procurement at community level was done through the CMC who were democratically elected by communities to manage the subproject funds in terms of financial accountability, procurement and reporting. The CMC received prior training from the TASAF district office on simple record keeping, accountability and procurement before they could start using the funds advanced for the subproject in line with the action plans.

Procurement of Inputs (materials, tools and local service provider) for implementation of 743 subprojects was accomplished and subprojects implemented as planned. Consultancy to conduct assessments and evaluations were selected and studies accomplished. All procurement audits and reviews undertaken were rated outstanding and acceptable by authorities.

#### **7.4 Cost Effectiveness**

Cost effectiveness was an important consideration when making Project implementation and decisions. Essentially, cost effectiveness focused on value for money during subproject implementation. It was ensured by provision standard design and specifications drawings, subproject menu, standard Operational Bills of Quantities (OBoQs) and construction plans to communities. Communities produced construction works that met required standards in a cost effective manner. Monitoring was essential process to determine progress of the Project, take corrective actions as needed to address challenges and help to inform future progress so that it is efficient and cost effective.

Furthermore, cost effectiveness was ensured through community involvement in supervision, effective utilization of local workforce and other resources, technical reviews of construction works, maintaining subproject costs within specified budgets and adherence to procurement procedures. Increased participation of the community also led to quicker completion of the Project processes and implementation of subprojects as well as greater transparency and accountability. As a result, community participation minimized the chances of resource mismanagement and squandering by corrupt leaders and ensured better quality of established infrastructure. These actions influenced lowering and controlling the costs of implemented subprojects.

#### **7.5 Sustainability**

Elements of sustainability were incorporated right from the design stage of the Project. The idea was to ensure that the Project is able to maintain its operations, services and benefits during and after its projected life time. The planned Project monitoring was used to assess the status of sustainability at a regular interval. This helped tracking sustainability related challenges and providing necessary feedback for adjustments and therefore enhancing the prospects of sustainability. Hence, communities developed strategies to make sure that the created assets are functioning even after the phase-out of the Project. Community contribution during subproject implementation was important to not only ensure ownership and commitment from beneficiaries and the communities supported by the Project but

also sustainability of the investments. The CSC that was conducted to in 58 villages had the view to enhance quality, efficiency and sustainability of community interventions that were supported by the Project.

Furthermore, communities have formed various community groups depending on types of created assets. There are formed water users committees, school committees and health boards in place. Water user committees for example were trained on how to manage water resources including maintenance. The communities have established systems for contributing funds in order to maintain the assets and facilities and opened bank accounts for depositing money for subprojects maintenance and management. The schedule for the communities meetings to discuss about the initiated assets and facilities and its progress was planned and organized for informing the communities. Management Teams of the LGAs have tasked extension officers at the ward level to make sure they continue to provide technical support to the groups implementing income generating activities.

## **CHAPTER EIGHT**

### **8.0 OFID AND BORROWER'S PERFORMANCE**

#### **8.1 OFID Performance**

Task Team Leader from the OFID Office in Vienna, Austria provided adequate technical advice and support during the supervision missions and throughout the Project implementation period. The OFID rapid response to the issues which needed action like fund disbursement for subprojects implementation and other supporting activities and extension of the Project was positive and timely. This has been one of the major contributions towards achievements of the TPRP III objective.

#### **8.2 Borrower's Performance**

The GoT demonstrated a great level of commitment to OFID supported activities. There were coordination and oversight mechanisms to facilitate vertical and horizontal linkages among stakeholders of the Project. The Sector Expert Team (SET) composed of sector experts from different ministries met occasionally for reviewing community subprojects applications. This was done to ensure sector norms and standards are adhered to in implementation of supported activities. The Government through TASAF had the role to manage the allocated funds, coordinate capacity building, etc. There were also the regional secretariats with oversight functions on the LGAs as regards to implementation of TPRP III activities.

Furthermore, the Government provided office accommodation to PIU and in all LGAs which were coordinating TPRP III activities. LGA employees who were dedicated on full time basis to TPRP III activities were employed and paid salaries by the Government. These employees included coordinators, assistant coordinators, accountants, sector experts or extension staff, secretaries and drivers. The Project had a strong support from the National Audit Office of Tanzania (NAOT) as such the Auditor General (AG) was always on time for auditing.

## **CHAPTER NINE**

### **9.0 LESSONS LEARNED**

The following are the eight major lessons learned that bring together insights gained during TPRP III life cycle and they can be usefully applied in future:

#### **(a) Threshold**

Implementation of subprojects at the community level depends very much on timely availability of funds. With increased demand from the communities to have more classrooms, toilets, dormitories for girl students, libraries and health facilities, community members are motivated to identify subprojects. However, funding for processed subprojects at times take a while to receive funding due to the available threshold. The delay necessitates mobilizing resources from else-where to allow communities implement the subprojects to meet demand. Sometimes resource mobilization takes a while and causes further delay in implementation of subprojects. PIU recommend adjustment of the threshold to enable funding of processed subprojects in time.

#### **(b) Income generation activities**

To complement income from the cash transfer, beneficiaries are engaged in income generating activities either individually or in groups. Despite notable achievement through such initiatives, one of the lessons learnt is that individual subprojects are likely to do very well than group subprojects. A beneficiary implementing an individual subproject become very much committed in the subproject and would go an extra mile to manage the subproject. Joint subprojects face main challenges in proper management. The person whose subproject is at their residence is obliged to solely taking care of the subproject should the other members of the group become unaccountable. In such instances either, the subproject deteriorates or conflicts in the groups starts. Key lesson learnt from implementing income generating activities is that more sensitization is needed for beneficiaries to come up with individual subprojects that they can better manage their subprojects for optimum results.

#### **(c) Extension services**

Identification and availability of extension workers to support beneficiaries implementing subprojects is a critical aspect that needs special consideration. Where extension workers are few or not available, LGA authorities need to come up with mechanism of supporting beneficiaries as they need to have constant

support especially in subprojects that are new to beneficiaries or need constant follow up.

**(d) Community contribution**

It has been noted that to address unmet needs, community members are ready to contribute in cash and in kind. In one of the LGAs, the plan was to construct three pit latrines however; looking forward community members through their leadership were mobilized and contributed enough funds to construct three more pit latrines. The key lesson learnt here is that where community engagement is high citizens do participate fully in taking action to address their felt needs. Through guidance community members come up with a clear idea of what they want to achieve and what they need to do to get there as per the developed plan.

**(e) Monitoring and backstopping**

Regular monitoring and backstopping of subprojects during implementation is key element in making sure that the subprojects are executed according to design, plan and budget. Monitoring team comprising of a team of sector experts, members of the management committees, LGA coordinators and facilitators was done on a quarterly basis while backstopping was done monthly. In the course of implementation of subprojects in OPEC III, monitoring and backstopping was used to assess whether implementation was according to the designs and time frame. Through monitoring and backstopping, prompt problem solving and discussions to improve implementation were carried out. Lesson learnt here is that monitoring and back stopping is important to ensure quality assurance as well as taking action on matters that need immediate attention. With the right amount of monitoring, there is an opportunity to complete a subproject on time, on budget and with high quality results.

**(f) Capacity building**

With constant personnel turnover at LGA level, there has been a shortage of sector experts to oversee implementation of subprojects that need technical input. In one of the LGA, TMU identified and trained local service providers from respective LGA and assigned them to provide technical support in areas where sector experts were not available. The key lesson here is that capacity assessment and building in terms of sector experts should be done constantly as to identify gaps and train capable personnel to back up as needed.

**(g) Implementation review meeting with management teams**

Management teams at the LGA level are responsible to oversee day to day implementation of the subprojects in their respective areas. They need to keep

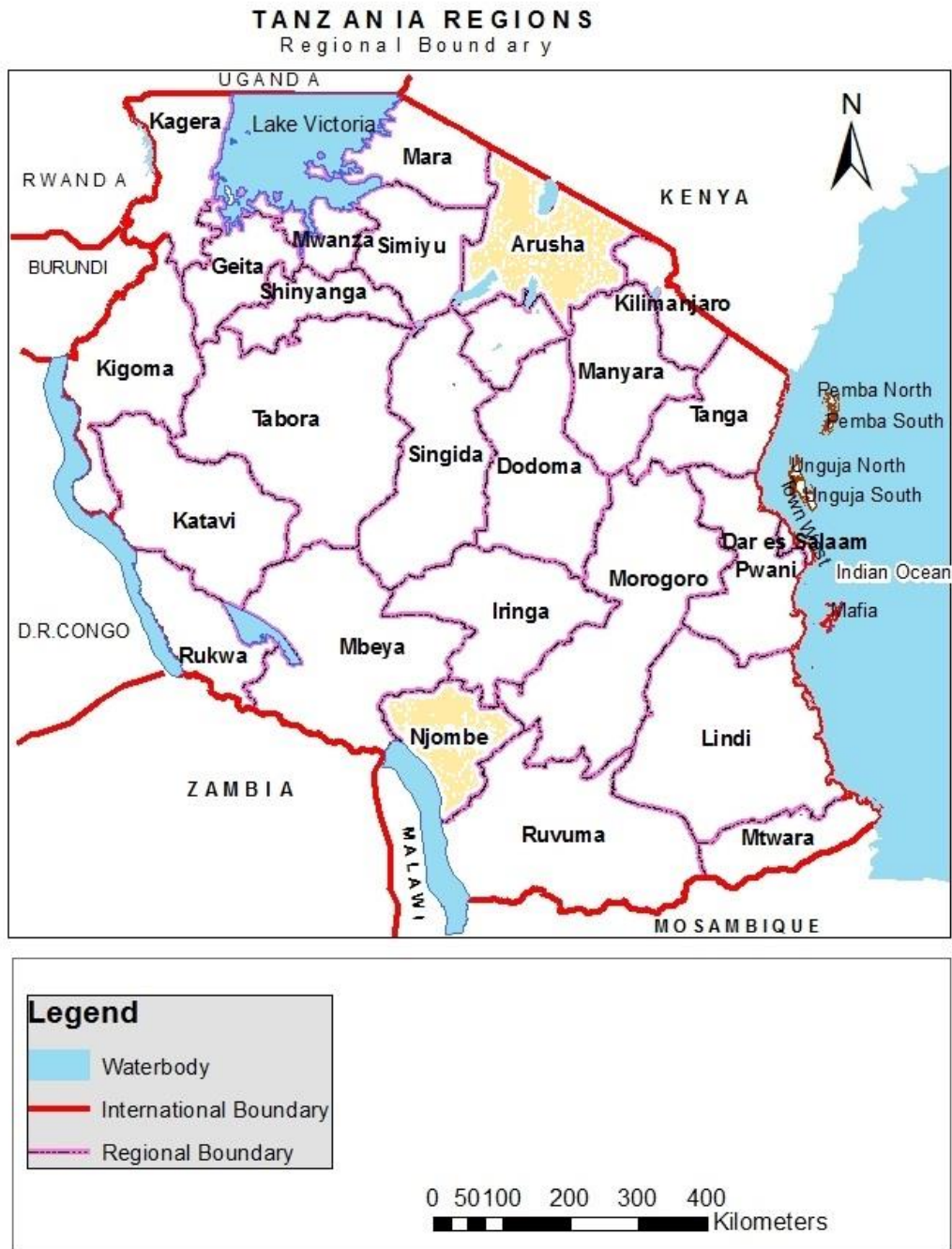
abreast with implementation progress and give required support. The annual meeting with LGA coordinators has been a resourceful forum where information sharing is done and challenges encountered during implementation get solutions. The key lesson here is that there should be review meetings with LGA management teams to discuss implementation challenges and chart out ways to address them. Bi-annual meetings are recommended as a forum for the management teams to deliberate on issues that need their interventions.

**(h) Sustainability**

A key element that significantly improve the likelihood of achieving sustainable outcomes and impact of subprojects is inclusion of participatory measures during identification, planning, implementation and monitoring of subprojects. The participation of community members in the entire subproject cycle brings ownership and sustainability of subprojects. The key lesson is community participation is crucial to ensure sustainability.

## ANNEXES

### Annex I: Map of Tanzania Showing Arusha and Njombe Regions



## Annex II: Assets, Facilities and Skills Created by TPRP III

### Assets, facilities and skills created by TPRP III

Sector	Assets, facilities and skills created	Unit measure	Quantity
Education	Teachers houses	Number	84
	Dormitories or hostels	Number	22
	Solar or electrical systems	Number	108
	Hostel beds	Number	1,056
	Wardrobes	Number	1,056
	Bathroom units	Number	120
	Toilet holes	Number	373
	Classrooms	Number	100
	Desks	Number	2,498
	Notice or pin boards	Number	133
	Teachers offices	Number	9
	Administration blocks	Number	3
	Book shelves	Number	115
	Office tables	Number	172
	Cupboards	Number	124
	Office chairs	Number	172
	Water tanks	Litre	594,000
	School fencing walls	Metre	1,180
	Playing grounds	Sq. metre	12,040
	Agriculture	Irrigation canals	Metre
Agricultural irrigated land		Acre	9,342
Health	OPD/RCH buildings	Number	24
	Maternity ward	Number	1
	Dispensary kits	Set	25
	Toilet holes	Number	112
	Doctors & nurses houses	Number	19
	Solar or electrical systems	Number	19
	Water tanks	Litre	128,000
	Office tables	Number	197
	Office chairs	Number	292
	File shelves & cupboards	Number	167
	Benches	Number	184
	Hospital beds	Number	5
	Delivery beds	Number	25
	Examination beds	Number	62
Examination couches	Number	44	
Incinerators	Number	25	
Income generation	Goats	Number	8,696

Sector	Assets, facilities and skills created	Unit measure	Quantity
	Poultry	Number	27,275
	Sheep	Number	937
	Dairy cattle	Number	63
	Beehives	Number	1,521
	Beekeeping gears	Set	306
	Milling machines	Number	6
	Sewing machines	Number	40
	Fish ponds	Number	18
	Pigs	Number	2,587
	Handcraft centers	Number	6
Roads	Rehabilitated roads	Kilometre	269
	Constructed roads	Kilometre	223
	Bridges, culverts, drifts	Number	59
Environment	Trees planted	Number	512,182
	Conserved land	Acre	900
	Constructed terraces	Sq. metre	16,200
Water	Charco or earth dams	Cu. metre	413,865
	Reserve tank	Litre	23,000
	Water troughs	Number	3
Capacity building	LGA personnel	Number	-
	Village council members	Number	-
	CMC members	Number	-
<b>Total</b>			

## Annex III: TPRP III Results Framework

### TPRP III Results Framework

PDO & PDO Outcomes	Project Outcome Indicators	Achievements as of End of Period (31 <sup>st</sup> Sep. 2019)	Description on the Achievements
<b>PDO: To improve access of communities to enhanced socio-economic services and income generating opportunities.</b>			
Improved access to basic socio-economic services	1. Reduction in time taken to and from facilities (water sources – 400 meters from homes and not more than 30 minutes to obtain water.	A total of 19 earth or charcoal dams and one reserve tank with capacity of 436,865 cubic metres were either constructed or rehabilitated in Project areas whereas 173 water tanks with capacity of 722,000 litres were installed in schools, dormitories or hostels, teachers and health personnel houses and dispensaries.	Around 112,473 households from 134 villages are able to access water sources within the vicinity of 400 metres and not more than 30 minutes walking distance from homes.
	2. People with access to improved economic infrastructure (15,000 households):  (a) Passable roads throughout the year.  (b) Irrigation schemes.	A total of 158 of roads covering 492 kilometers were constructed or rehabilitated including 11 bridges, 37 culverts and 11 drifts in 98 villages.  A total of 26 irrigation canals with 66,253 metres length were constructed or rehabilitated.	Around 75,781 households have access to improved roads.  Irrigation canals provide a total of 9,342 acres of potential agricultural irrigated land.
	3. Person-days provided in labour intensive public work (1,800,000 person days).	Labour intensive public works have provided a total of 2,092,350 person days.	A total of 176 subprojects related to PWP were implemented.
Increased access to income generating opportunities in selected districts	4. Poverty reduction at community level (2,250 beneficiary households accessing IGAs).	A total of 9,267 direct beneficiary households have access to IGAs.	A total of 405 subprojects related to IGAs were implemented.
Improved quality of basic services	5. Citizens satisfied with the delivery of basic social services (70% of communities reached).	Beneficiaries who reported priority needs have been addressed by subprojects were 55.2% whereas those who were satisfied with objectives of subprojects were 77.8% of study respondents.	Findings from Study on Beneficiary Assessment in the TPRP III supported LGAs that was conducted by external consultant.

<b>PDO &amp; PDO Outcomes</b>	<b>Project Outcome Indicators</b>	<b>Achievements as of End of Period (31<sup>st</sup> Sep. 2019)</b>	<b>Description on the Achievements</b>
Enhanced enabling environment to support poor persons more effectively (Institutional level)	6. Individuals participating in community savings scheme (1,800 people participating in the scheme).	A total of 1,689 community savings schemes with 21,762 people (females being 91.3% and males being 8.7%) were formed in the Project areas.	
Increased clarity and transparency in the role and responsibilities of participating agency (organizational level)	7. Beneficiaries' satisfaction with support provided by LGAs (70% of communities supported).	Beneficiaries who reported that they received technical support provided by LGAs 70% whereas those who were satisfied with the technical support they received were 60% of the study respondents.	Findings from Study on Beneficiary Assessment in the TPRP III supported LGAs that was conducted by external consultant.
Strengthened community empowerment	8. Communities participating in livelihood subprojects (405 communities).	Communities which participated in livelihood subprojects were 120.	A total of 405 subprojects related to livelihoods enhancement were implemented.
	9. CMC members for socio economic beneficiaries who have at least 50% of elected women (6,060 CMC members).	A total of 5,306 CMC members were trained and participated in the Project, 50 percent of trained CMC members were women.	
Improved availability of basic infrastructure	10. Subprojects with permanent maintenance mechanism in place (80%).	About 75% of the created assets and facilities had maintenance mechanisms in place as revealed by Study on Beneficiary Assessment.	<p>LGAs integrate maintenance into their budgets.</p> <p>Setting by-laws to penalize the defaulters.</p> <p>Setting small fees for maintenance</p> <p>Setting committees to oversee created assets.</p>
	11. Constructed or rehabilitated assets for improved learning: 30 classrooms, 30 dormitories or hostels and 30 teachers' houses.	A total of 100 classrooms, 22 dormitories or hostels and 84 teachers' houses were constructed.	
	12. Roads rehabilitated or constructed (450 kms).	492 kilometres of roads were rehabilitated or constructed.	
	13. Irrigation systems constructed or rehabilitated (60 kms).	66.6 kilometres of irrigation systems constructed or rehabilitated.	

PDO & PDO Outcomes	Project Outcome Indicators	Achievements as of End of Period (31 <sup>st</sup> Sep. 2019)	Description on the Achievements
Enhanced livelihood of beneficiary households and increased inclusion	<p>14. Increase in income of targeted poor beneficiary (70%).</p> <p>15. Poor individuals getting support (17,250).</p> <p>16. Share of PWP wage bill of total subproject cost (50%).</p>	<p>About 40% of beneficiaries reported improvement in livelihood situation due to the TPRP III supported subprojects.</p> <p>A total of 9,698 households having 41,702 members were supported to initiate IGAs.</p> <p>A total of TZS 11.7 billion of which used to implement PWP subprojects of which 50% was used for wages.</p>	Findings from Study on Beneficiary Assessment in the TPRP III supported LGAs that was conducted by external consultant.
Improved competence in performing technical, administrative and managerial functions (individual level)	<p>17. Trained trainers facilitating the LGAs and communities on subproject cycle management (120).</p> <p>18. Trained CMC members in subproject implementation (6,060 CMCs)</p> <p>19. O&amp;M committee members trained (3,030).</p> <p>20. Subprojects completed according to design (550).</p> <p>21. Subprojects completed within time of subproject cycle (550).</p>	<p>Capacity was built in areas of subproject cycle management and supervision to 91 LGA personnel.</p> <p>Capacity was built in area of subproject implementation to 5,306 CMC members.</p> <p>A total of 3,928 committee members trained on O&amp;M.</p> <p>A total of 743 subprojects were completed according to design.</p> <p>A total of 555 (75.0%) subprojects were completed time of subproject cycle.</p>	

## Annex IV: Disbursement of Funds to Subprojects

**TANZANIA'S SECOND SOCIAL ACTION FUND**  
**OPEC III: DISBURSEMENT STATUS AS AT 30<sup>TH</sup> SEPTEMBER 2019**

Date Paid	Appl. No.	Category Type	Amount in Tshs	Amount in US\$	Component 1	Component 2	Component 3	Number of Subprojects
					Outreach & Monitoring	Community Support Initiative	Management & Coordination	
<b>PLANNED FIGURES</b>				<b>16,350,000</b>	<b>1,010,000</b>	<b>12,570,000</b>	<b>2,770,000</b>	
16/12/2015	Appl. 1	Initial Deposit		1,000,000	200,000	400,000	400,000	
05/05/2016	Appl. 2	Various Payments	1,835,956,985	874,265	0	753,510	120,756	29
10/08/2016	Appl. 3	Various Payments	1,929,995,048	919,045	65,143	688,439	165,463	61
	Appl. 4	Various Payments	1,768,513,672	842,149	34,976	807,173	0	22
24/04/2017	Appl. 5	Various Payments	1,000,684,480	476,516		472,588	3,929	26
20/07/2017	Appl. 6	Various Payments	934,682,224	445,085	28,530	302,070	114,485	60
10/11/2017	Appl. 7	Various Payments	1,987,154,726	946,264	23,905	922,359	0	44
17/11/2017	Appl. 8	Various Payments	933,422,512	444,487	0	390,977	53,510	73
27/02/2018	Appl. 9	Various Payments	1,731,550,442	824,548	0	790,070	34,478	64
06/07/2018	Appl. 10	Various Payments	1,944,379,313	869,418	0	797,606	71,812	72
17/09/2018	Appl. 11	Various Payments	2,210,495,017	984,032	6,413	963,749	13,870	59
20/01/2019	Appl. 12	Various Payments	2,218,186,207	978,418	17,250	941,123	20,045	57
13/03/2019	Appl. 13	Various Payments	2,326,468,747	994,647	9,645	985,002	0	32
14/05/2019	Appl. 14	Various Payments	2,308,401,209	994,825	40,749	954,075	0	30

Date Paid	Appl. No.	Category Type	Amount in Tshs	Amount in US\$	Component 1	Component 2	Component 3	Number of Subprojects
					Outreach & Monitoring	Community Support Initiative	Management & Coordination	
25/06/2019	Appl. 15	Various Payments	2,247,938,608	983,971	41,868	42,320	899,783	
08/07/2019	Appl. 17	Various Payments	2,275,988,125	996,479	122,290	854,351	19,839	44
12/07/2019	Appl. 19	Various Payments	2,251,445,052	999,623	167,463	496,809	335,351	21
23/08/2019	Appl. 18	Various Payments	2,281,185,991	598,331		598,331		30
08/10/2019	Appl. 20	Various Payments	745,200,812	326,127		9,447	316,680	
On Progress	Appl. 21	Various Payments	2,082,359,440	509,449	119,408	387,907	2,134	19
On Progress	Appl. 22	Various Payments	783,912,457	342,320	132,361	12,093	197,866	
<b>GRAND TOTAL</b>			<b>35,797,921,068</b>	<b>16,350,000</b>	<b>1,010,000</b>	<b>12,570,000</b>	<b>2,770,000</b>	<b>743</b>

## Annex V: TPRP III Success Stories

### **SUCCESS STORIES FROM THE THIRD TANZANIA POVERTY REDUCTION PROJECT (TPRP III)**

Arusha and Njombe regions are supported by several projects or programs, the Productive Social Safety Net (PSSN) Program operating under Tanzania Social Action Fund (TASAF) is among them. Together with the funding from the OPEC Fund for International Development (OFID), the regions have been receiving support to implement various subprojects under different components ranging from improvement of social services to livelihood enhancement. Previously, life in the two regions was hard. Many families lived below the food poverty line and incidences of malnutrition among children and expectant mothers and consequences of drought were high.

To date, dramatic changes have occurred in Project supported villages.. Walking the supported villages, one could see changes in terms of increased infrastructures for social services including schools, health centres and water points and livelihood enhancement activities within the vicinities. Much of the improvement is partly credited to the technical and financial support from OFID as evidenced by the following success stories.

#### **SUCCESS STORY 1: SCHOOL FACILITY TO KEEP CHILDREN IN SCHOOL**

**C**onstruction of a model primary school at the Ilchang'it Sapukin Village in Longido District, Arusha Region will increase enrollment and enable children in the pastoral society access quality education to fulfill their dreams. The school built in Gelai Lumbwa Ward will be able to serve children within the village and another neighboring Alaililai Village. It is expected to commence operation officially from January 2020 pending for registration. Once completed, children will be saved from trekking 16 kilometers through a thorny forest to attend school located in the next village. The school in the village will also rescue a number of children who were either staying home or grazing cattle. The construction of the school subproject worth TZS 290.0 million involves six classrooms, toilets, fence and two teachers houses.

The school will contribute to the improvement of education status among children from pastoral societies whom many of them have been failing to fulfill their educational dreams due lack of schools. The school will also fuel education and development spirit among the pastoral society as many of them used to walk miles away from home to school something that was leaving other children desperate at home as they could not afford travelling every day to schools.



**A happy parent in front of school classroom.**

For his part, Gelai Lumbwa Ward Councilor Simon Laizer pointed out shortage of primary schools in the ward has huge negative impacts to children development. According to Laizer, before construction of the model school, only two villages had primary schools thus leaving hundreds of children at home without education. He also said that the construction of the schools has helped to the improvement of education status among children from pastoral societies whom many of them have been denied their educational opportunity due lack of schools. Some of the parents raised their voices saying that the construction of the facility in the village will automatically address a number of challenges which faces school children in the community including poor attendance and hunger due to long walking distances.



**A teacher's house.**

Turito Karino Laizer, one of the parents said that,“We hail the government for bringing this importance service near to us, our children now will no longer wake up early in the morning and walk miles to reach school. I am not happy seeing my children walking such a long distance to the school.” Another parent Mary Mwolimi said that most of the children’s health in the area was not good as most of them fail to get breakfast and lunch due to lack of food in school. “However this will be addressed as the school has been built near to them giving parents time to prepare food for their children before they go to school and after coming back during noon,” she added.



A passerby walking along the school fence constructed to safeguard school property and students safety.

## **SUCCESS STORY 2: BEEKEEPING SUBPROJECT TO BOOST BENEFICIARIES’ INCOME**

**H**adzabe community at Mikocheni Village in Karatu District, Arusha Region has embarked on modern bee-keeping subproject something which will improve their income and also preserve environment to reduce the effects of climate change. The community has placed over 150 modern beehives in one of the forests in the village. TPRP III beneficiaries in the community commended the subproject for imparting the group with essential skills, knowledge, funds and equipment to achieve their goal. Simon Mafie, Village Executive Officer said that bringing the subproject to the Hadzabe Community is a great step and will bring relief to the community which is now grappling with climate change impacts. Apart from providing honey which is also consumed as foodstuff to the community, the subproject will boost beneficiaries’ income through sales of bee products including honey and wax. The subproject is worth TZS 25.0 million and benefits over a hundred beneficiaries.



**Beehives mounted in a tree to attract bees for honey production.**

Debra Israel, one of the beneficiaries to the TPRP III said they have received the subproject with much appreciation knowing that it is going to transform lives of the hunters. Rafael Safari who is the subproject secretary at the village said that experts went to train the community on modern beekeeping, entrepreneurship, business development skills, packaging and marketing of beekeeping products to enable them harvest more honey and earn extra income during the harvesting season which is expected to begin January 2020.

The Hadzabe are an indigenous ethnic group in North-Central Tanzania, living around Lake Eyasi in the Central Rift Valley and in the neighboring Serengeti Plateau. They are considered one of the last hunter-gatherer tribes in Africa with approximately 1,300 members.

### **SUCCESS STORY 3: BENEFICIARIES TO PROFIT FROM THEIR ENDEAVORS**

**A**rusha District Executive Director, Alvera Ndabagoye is determined to ensure beneficiaries who are engaging in productive activities such as poultry and goat farming benefit from their activities. “Our goal is to involve Project beneficiaries in productive activities and she said the Council’s Extension and Development Unit plans to equip beneficiaries with prerequisite skills and knowledge on how to engage in income generating activities” she said. She hailed the Project for transforming lives and boosting the development of poor people in their region. Through the Project, a total of twenty incomes generating subprojects worth TZS 278.0 million have been established including goat and poultry keeping as well as vegetable growing subprojects which have eventually improved lives of

beneficiary households. Joseph Sailepu, Secretary of Goat Keeping Subproject at Losikito Village in Mwandeti Ward said that beneficiaries in the village have received 170 goats that were distributed to beneficiaries for raising and selling to increase family incomes.



**Goat keeping is one of the subprojects preferred by beneficiaries.**

However, TPRP III beneficiaries in Meru District Council, Arusha Region have appealed for entrepreneurship skills training that would enable them improve their small-scale income generating subprojects. A beneficiary at Sakila Village in Kakiti Ward Sabina Nassari recommended that besides encouraging beneficiaries to engage in income generating activities, TPRP should invest in furnishing the beneficiaries with entrepreneurship skills. “We request more up-to-date training on business skills as well as capital and markets. We really commend the Project for improving lives, through various subprojects” she said.

Another beneficiary, Sophia Sarakikya said, "I have children to take care of at home and without TPRP, I would not have managed to feed them and provide all the basic needs ... the funds earned through my income generating subproject has helped me to construct a house, pay school fees to my children and buy balanced diet for my family.” Chairman of Sakila TASAF Women Group Aris Nanyaro hinted that among major challenges the group was facing is entrepreneurship skills and linkages to financial institutions for them to acquire loans to improve their small businesses and capital. “We have our small saving group here, but because we are pioneers, we need more capital to improve our small businesses and get reliable markets for our soap making subproject which is doing well” she added.



A women's group was trained in tailoring and provided with sewing machine and other dressmaking items to run their business.

#### **SUCCESS STORY 4: IRRIGATION SCHEME TO IMPROVE CROP YIELD**



A farm served by the irrigation canal constructed through public works program.

**M**ore than 1,300 farmers in Maleckchand Village in Karatu District, Arusha Region have started benefiting from a newly built irrigation scheme in the drought-stricken area. The beneficiaries who previously struggled to water their crops are now able to control the flow of water to their fields through a newly constructed irrigation canal scheme.

The scheme worth TZS 75.0 million is one of several irrigation systems being constructed in the region by the TPRP III. The Subproject Chairman Boniface Ndaou said the scheme enables farmers to grow crops throughout the year. Construction of the 600 meter canal was done from March to July, 2019. The

subproject has brought a huge relief to a number of farmers who have been struggling for years to get enough water for their crops. The subproject has also addressed a long time conflict among farmers who were fighting to get water. Farmers in the fields grow maize, beans, rice and different types of horticultural crops.

Mang'ola Ward Extension Officer, Christopher Kazibila said apart from improving irrigation schemes, they have been training the farmers on proper utilisation of water resources. He further noted that investing in irrigation could help the country feed the population and boost economic growth. "Irrigation is a promising way of raising agricultural productivity. It increases farm yields mightily, allowing two crops to be cultivated at a go and it allows crops to be grown throughout the year. With this infrastructure, our farmers will no longer face water scarcity," he added.



Part of the irrigation canals build by beneficiaries.

### **SUCCESS STORY 5: TPRP III IMPROVES LEARNING ENVIRONMENT**

The TZS 287.8 million infrastructural development subproject at Mlowa Secondary School in Makambako Town Council, Njombe Region, which involved the construction of girl students' hostels, administration buildings and teacher's houses has been completed. Chair of the Village Community Management Committee, Agnes Kawogo says the community chose to put up the structure to rescue girl students from gender-based violence acts on their way to and from school which was far from their locality. Unanimously, the Mlowa Community seconded putting up the structure and as part of their contribution they mobilized building materials including sand, stones and timber. She narrated that culprits used to lure girls by offering them money for transport and motor cyclists

played good samaritans giving rides to school girls but demanding sex favours in return. As a result, some of the girl succumbed to early pregnancies and marriages.



**Girl students in front of their dormitory.**

According to school head master, the school gives enough time for girl students to study comfortably and engage in group discussions that improves their academic performance. However, the headmaster appealed for more support to build more dormitories since the current one accommodates 72 out of 2,016 girl students. A form four student, Aurelia Msemwa testified that some of their co-students dropped out of school in 2018 due to gender violence and pregnancies. She appreciated the new infrastructures including teacher office and dormitories saying that they have improved performance of both teachers and students. “We used to walk for 12 kilometres from home to school. It was worse during rainy season with no public transport available due to poor” she said.

The subproject is among other TPRP III supported community subprojects in the region implemented since 2015. The community subprojects in the region have focused on agriculture, livestock, construction of feeder roads, health and education facilities and income generating activities.

### **SUCCESS STORY 6: INFRASTRUCTURE SUBPROJECTS OPENS UP COMMUNICATION AND FARMING ACTIVITIES**

I tamba villagers in Wanging’ombe District, Njombe Region are among beneficiaries of a feeder roads subproject implemented under TPRP III. Five

feeder roads, totaling 7.3 km, have been established in the village at a cost of TZS 72.0 million. The roads link the main road to villagers' farms.

The feeder roads have been constructed under public works program where beneficiaries work for cash while clearing sites, contributing water, sand, stones and timber. They are a priority for community because they open up and connect farmers to markets and allow selling their crops directly without going through middlemen who often have tough conditions including selling at lower prices while they fetch huge amounts as profit. One of the farmers in the village, Ngole explained that now they negotiate and sell their produce at a profit because they sell to genuine buyers and not middlemen.

Another advantage of feeder roads is reduced transportation charges. In the past transporters charged exorbitantly to take crops to markets or along the main road for transactions. With lower transport charges and accessibility to the farms many people will move from subsistence to commercial farming. With passable roads throughout the year prices of crops have gone up. "The price of 100 kilogrammes of onions ranges from TZS 50,000 to TZS 70,000 from the previous TZS 35,000 while prices of tomatoes have gone up from TZS 4,000 to between TZS 7,000 and TZS 10,000 and from TZS 3,000 to between TZS 5,000 and TZS 7,000 for a 10 kilogramme bag of irish potatoes'

One of the beneficiaries Moses, who is engaged in horticulture, noted that the presence of the feeder roads encouraged the farmers to expand production scope. She said most of the farmers had big farming plots but a shortage of markets discouraged them to fully engage in agricultural activities. "I produce tomatoes, cabbages, carrots and some fruits, but I have been occupying not more than two acres due to lack of markets. I see myself expanding my farming activities" He said.

Apart from feeder roads in Njombe Region, similar road subprojects is a 3.1 kilometre road worth TZS 57.0 million in Ludewa District connecting two villages of Lihangule and Kongole. The Community Management Committee Chairperson in Lihangule Village Moris Kayombo said the presence of feeder roads motivated Lihangule Villagers to fully engage in agricultural activities since everybody had direct access to markets. "In the past, we used to collect farm produce and assign some people in every harvesting season to take them to the cooperative union. It was over 7 kilometres journey and it was very frustrating because with all hard work the prices were always lower. But now everybody is fully engaged in agriculture since it generates enough profit to the farmers" he concluded.



**A beneficiary tending to his cabbage garden where he will sell at a profit.**

In Karatu District one of the infrastructure subproject is the construction of the bridge in Laja Village. The bridge is still under construction but the work is promising. The bridge is constructed through public works program and the beneficiaries are the ones in charge. Looking at the work that has been done, one is inclined to believe that work is done by contractors but it is actually done by hand and the quality is excellent. The bridge intends to serve people at Laja Village and nearby villages particularly during rain seasons when the river is flooded and limits people and school children to cross over to the other side. The bridge will also be a life saver because in the past there have been some casualties while crossing the rift in the rain season.



**Laja bridge in Karatu still under construction through public works program.**

## **SUCCESS STORY 7: SAVINGS GROUP REDUCE VULNERABILITY**

There is an exciting buzz in the air as more than 50 women, some with young children in tow, gather in an open field outside a village office of Kipande Nkoavele Village in Meru District. The women are dressed in elaborately printed cloth. Some are wearing head wraps. They are young, old and in between. They are all eager to tell their stories of hope and change. They are members of a savings group. While each of their stories is different, they all started from same vulnerable place.



**Women savings group in a group picture with their saving box.**

The women are part of more than 20,000 women who have formed savings groups under TPRP guidance. They save, borrow and manage their day to day expenses without the access to banks institutional savings account, debit cards or credit lines. For more than twenty years, Ndeterekiwa lived without a reliable income. She has meager financial resources for life's daily necessities. She dreamed of an improved life and wanted to own something of value such as a house. She did not know how to turn things around. She struggled to survive, but today she has a story to tell.

Since joining the savings groups, the women have developed financial literacy skills, build up their savings and developed micro-enterprises with their newly acquired business skills. Many women beneficiaries are financially literate and can access loans from their groups. They can take loans three times their savings. The loans range from TZS 50,000 to 200,000. Loans are offered at various terms from 3 to 6 months. The groups in the Project have savings totaling TZS 700.9 million

and loans that were given to their members amounted to TZS 446.0 million by September 2019.

Today Ndeterewiwa brews local beer and make bricks to construct a better home. She is on her way to modern life she always dreamed of. Most important she has plans to start a kiosk for selling her goods for now she has a food vending business and raises poultry and goats to eat and sell. With the loan she was able to renovate her house and improve her property but the part of her story she was eager to tell apart from the success of her business, it is that her son who she once struggled to support has graduated from college. She is productive and way out of vulnerability. On the other hand, Diana, also a group member is involved in vegetable gardening and through savings she was able to take a loan of TZS 600,000. She has used part of the money to buy a plot for building a modern house.

The numerous stories from the women show that through joining savings groups, women are able to save and take loans to start income generating subprojects which provide them with extra cash for other needs.



**Ndeterewiwa (right) and Diana group members of her savings group.**