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TANZANIA SECOND SOCIAL ACTION FUND



TASAF II

IMPLEMENTATION COMPLETION REPORT
(ICR)

FOR

TANZANIA SECOND POVERTY REDUCTION PROJECT
(TPRP II)

OCTOBER 2009 - JUNE 2015

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ACRONYMS AND ABBREVIATIONS

TANZANIA SECOND POVERTY REDUCTION PROJECT (TPRP II) IMPLEMENTATION COMPLETION REPORT (ICR)

1.0 BACKGROUND

The main development challenge of the United Republic of Tanzania is eradication of poverty, which is widespread among its population. According to the Household Budget Survey of 2007 the proportion of the population below the national food poverty line is 17 percent and that below the national basic needs poverty line is 34 percent. However, income poverty is still widespread both in rural and urban areas although poverty remains overwhelmingly in rural areas where 83 percent of the poor population live and is highest among households who depend on agriculture. The Government of Tanzania has put in place many programs, policies, strategies and projects across the country to address this development challenge. The Tanzania Poverty Reduction Project (TPRP) I implemented in Mtwara and Lindi regions was one of them.

TPRP II was implemented through Tanzania Social Action Fund (TASAF) II. TASAF II assisted the United Republic of Tanzania to sustain the movement of ongoing reforms through mainstreaming its activities into Local Government Authorities by facilitating improvements in socio-economic infrastructure, enhancing capacity and skills among rural and peri-urban communities, Local Government, Non-Governmental Organizations (NGOs), Community Based Organizations (CBOs) and other stakeholders involved in the program. TASAF initiatives improved basic social and economic services and protected vulnerable groups, including women and children.

Along the same lines, the Tanzania Poverty Reduction Project (TPRP) was implemented aiming at reducing poverty in the regions of Lindi and Mtwara which are amongst the poorest of the Tanzanian regions. TPRP targets were to alleviate poverty of about 2,009,925 people, which was about 5.3% of the Tanzanian population. TPRP was funded jointly by Organization of Petroleum Exporting Countries Fund for International Development (OFID), the United Republic of Tanzania and participated communities. TPRP II was approved by the OFID board on October 22th, 2009. The effective project implementation was between October 2009 and June 2014 and acquired an extension to June 2015 as one of the instruments for fighting poverty in the two Southern regions. The OFID fund for the two regions was US\$ 12 million. The project delivered infrastructure services and social economic assistance to the rural poor, while at the same time addressing institutional organization and capacity-building needs at village and district levels. TPRP II provided funds for subprojects implemented in the 13 selected district councils, namely Kilwa, Lindi, Lindi Municipal, Ruangwa, Liwale and Nachingwea in Lindi region and Masasi, Nanyumbu, Mtwara, Mtwara Municipal, Newala and Tandahimba in Mtwara region (**See Map Annex I**). Beneficiaries of the TPRP II project were: communities that lack basic social and market services; poor

individuals implementing labour intensive public works through temporary wage employment and Income Generating Activities (IGAs).

2.0 TPRP II DEVELOPMENT OBJECTIVE

The Project Development Objective of TPRP II 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 under the Poverty Reduction Strategy (PRS). Communities in Lindi and Mtwara were supported to enhance socio-economic services at their localities.

2.1 Institutional Set-Up and Project Components

TPRP II 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, M&E Officer, Development Communication Specialist 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 II activities were implemented through the Local Government Authority whereby the Village Executive Committee and Council Management Team were overseers of TPRP supported activities in their areas of jurisdictions. At the Community level a Community Management Committee (CMC) was formed to manage subproject implementation processes. The LGAs appointed the Village Fund Coordinators (VFCs) and Village Fund Justification Assistants (VFJAs) who were engaged to coordinate and supervise OFID supported initiatives at the LGA and community levels.

The Outreach and Monitoring, Community Development Initiatives, Management and Coordination were the three components through which TPRP II was to achieve the objective.

2.1.1 Outreach and Monitoring

Outreach and monitoring, covered the dissemination of information, education and communication services to encourage as well as outline broad community participation in the Project; evaluating operations and assessing the impact of the project on the targeted beneficiaries. The component focused on the following:

(a) Outreach

Community Level (Village Councils)

- Awareness raising
 - Disseminating project information through Sensitization Program,
 - production of promotion materials such as brochures, calendars, posters, fliers carrying various messages related to poverty issues
 - Filling the specific form known as Sub-Project Interest Form (SPIF) to show the community interest and
 - Distribution of developed documents to stakeholders.
- Overseeing subproject implementation
- Support/Conflict management
 - Meeting announcements

LGA Level (Selected LGAs)

- Quality control/Supervision
- Facilitation (workshops, training, radio/TV programmes etc)

National level (PIU)

- Awareness raising - workshops, training, radio/TV programmes
- Dissemination of information (IEC)
- Supervision (technical backstopping)

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 and Evaluation

The focus was on monitoring project activities and assessing their impact on beneficiary communities as well as environmental and social safeguards issues. The following activities were performed:

- Management of information that involved collection and compilation of data and entering data in Project Tracking System (PTS), analyze it and provide information for management decision making.
- Monitoring and reporting that involved providing feedback on the project implementation progress.
- Undertaking case studies and success stories that were used to document important characteristics of successful interventions.
- Undertaking qualitative assessment that was used to gauge immediate effect of community interventions.

- Undertaking final assessment was used to measure the impact of the project and identify challenges and opportunities resulting from the project.

2.1.2 Community Development Initiatives (CDI)

This 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.

Sub project grants were channelled to beneficiary communities, either directly to a community management committee elected democratically or through respective LGAs if it meets fiduciary capacity criteria set by the Government. The LGA then disbursed directly to an account managed by the community management committee.

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

- Orientation of LGA staff on sub project cycle implementation
- Provision of adequate operational costs
- Development and provision of Monitoring tools
- Re-training of new staff
- Provide technical skills to LGA staff

2.1.3 Management and Coordination

This component embraces the operational and administrative costs of the Project Implementation Unit, 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, transparency, and accountability in the targeted LGAs on the project area.

Community Level

- Follow up implementation
 - Transport expenses to VC/CMC members during procurement of materials
- Improve community offices
 - Stationeries
 - Office furniture
 - Minor Office repair works
- Secretarial services where applicable

- Monitoring implementation process
 - Reporting (Physical and financial status)

LGA Level

- Follow up implementation
 - Facilitation expenses
 - Completion of subprojects
- Operational expenses
 - Office furniture
 - Office consumables
 - Secretarial services where applicable
- Technical support
 - Technical support expenses
 - Evaluation and certification
 - Auditing
- Monitoring implementation process
 - Reporting (Physical and financial status)
- Hiring a Local service Provider (LSP) or external expert for evaluation and certification

3.0 Assessment of the Project

The PDO and design principles are 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, performed livelihood activities which transformed the lives of Lindi and Mtwara communities positively.

3.1 Project Development Objective

Basing on the Loan Agreement of [REDACTED] the project objective did not change. This was due to its relevance 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 management capabilities in managing the development process for their betterment which was the main focus of TPRP II and TASAF II interventions which the TPRP was ring fenced. 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 design, which features the broad principles of TASAF II did not change. The key principles that guided TPRP as well as TASAF II included:

- (a) Strengthening community empowerment through participatory project management and direct financing of demand driven subprojects;
- (b) Enhancing community participation and contribution;
- (c) Promoting transparency and accountability among stakeholders at all levels of Project operations;
- (d) Enhancing the capacities of implementers at all levels to provide effective implementation management of subprojects within the context of decentralization; and
- (e) Promoting conformity to sector norms and standards in the process of sub projects implementation.

The above principles were instrumental in bringing a sense of ownership, transparency and accountability across the Project actors. IEC campaigns and other capacity enhancement initiatives were used as instruments to disseminate these Project principles.

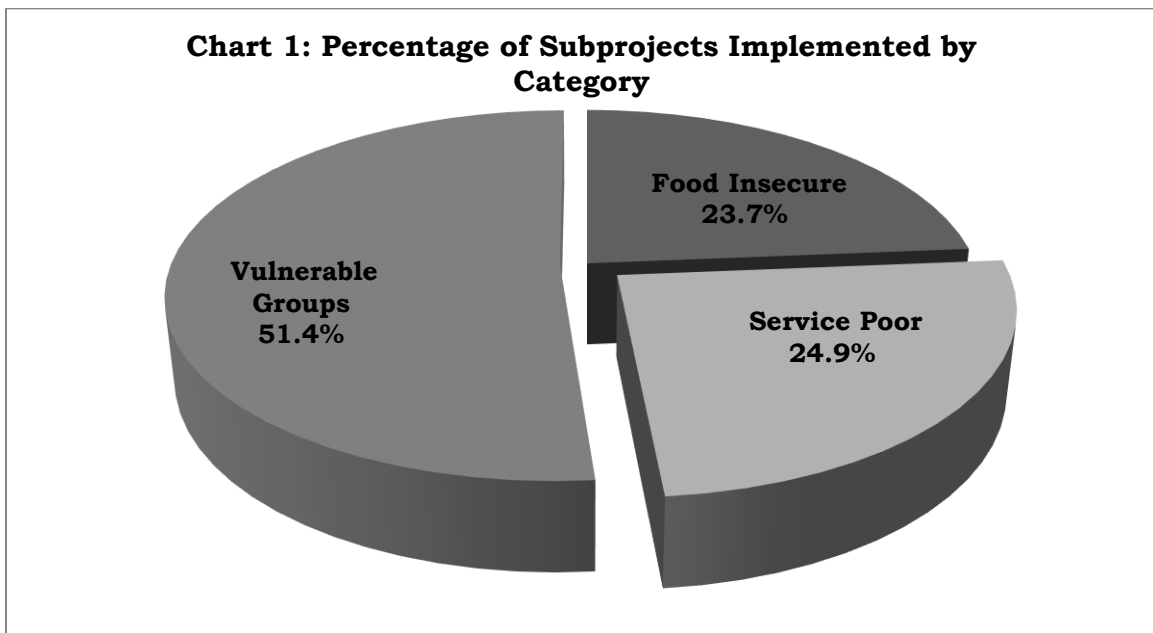
4.0 Achievement of the PDO

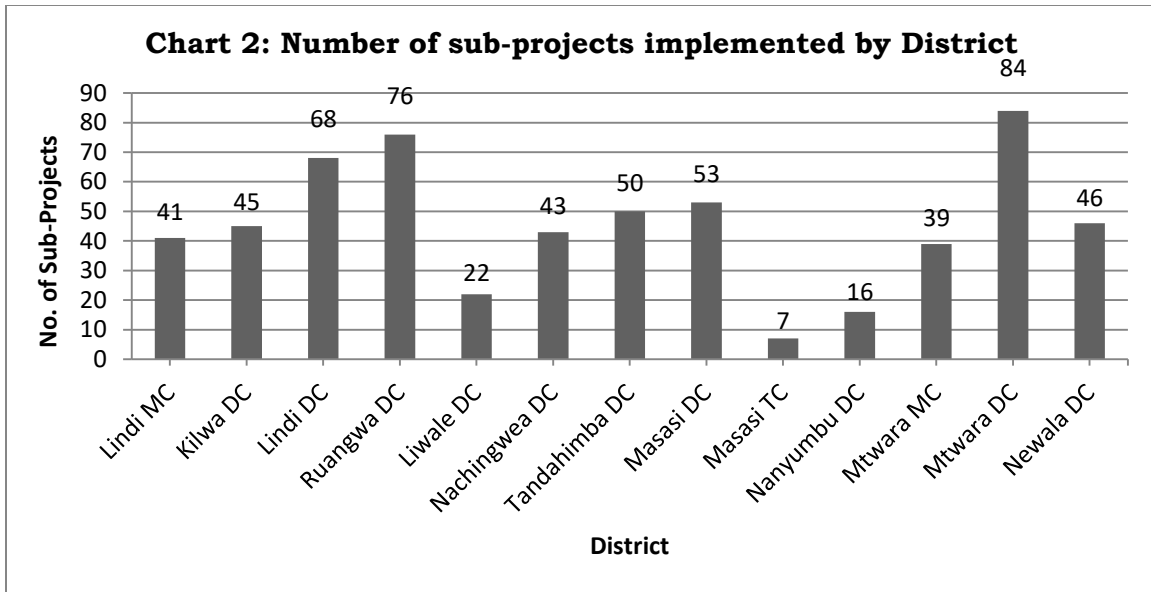
The Project was successful in meeting its objective of improving access of beneficiary households to enhanced socio-economic services, safety net and income generating activities, and hence the achievement of Project Development Objectives is rated satisfactory. The project contributed to improved availability, use and access to basic social services by beneficiaries. It was also successful in creating a substantive number of assets and facilities that provide access to social and economic services to the beneficiary communities.

The Project spearheaded the Community Driven Development (CDD) approach throughout the project life whereby community had control over decisions and resources related to their development activities. The implementation followed key principles such as bottom-up planning approach; finances directed to community-initiated subprojects; conforming to sectoral norms and standards in implementation; non-partisan and apolitical; clear modalities to access funds; delivery structure that ensures speedy operations; adequate and timely technical support provision; transparent full public accountability; subproject processing and management that are cost-effective; and strengthening of community empowerment.

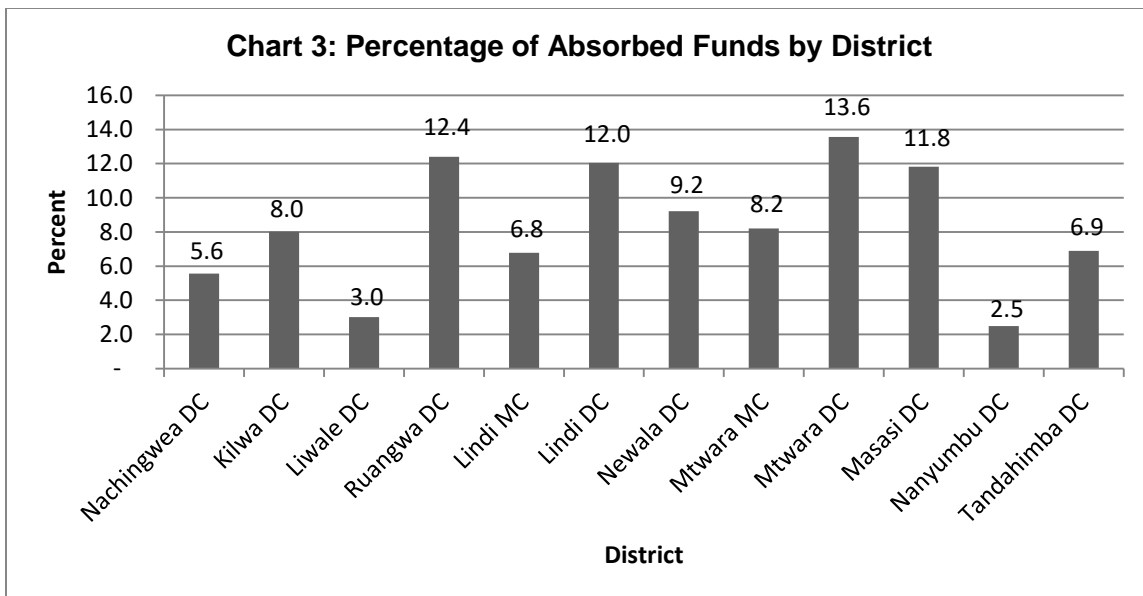
The quality assets and facilities that have been created include community roads, dormitories, laboratories, classrooms, teacher's houses, desks, tables and other furniture for schools. In health facilities incinerators, staff houses, dispensary buildings, mother and child health facilities, water systems and electricity or solar systems.

During implementation period, a total of subproject applications were received from communities and out of those 595 (...%) subprojects were approved and supported. Distribution of implemented subprojects across beneficiary groups was: 147 service poor subprojects; 140 food insecure subprojects and 303 vulnerable groups subprojects. Chart 1 shows number of sub-projects implemented by each district.





The implemented subprojects were valued TZS 12,276,094,873. The OPEC Fund International Development (OFID) funded the subprojects with a total amount of TZS 11,662,290,129 while community contribution with a total amount of TZS 613,804,744. The Government contribution was in terms of LGA staff salaries, office spaces, transport and overheads at LGAs. Community contributions were in the forms of labour, material and lands provided during execution of subprojects. The subprojects were supported to completion and made them functional. Chart 3 shows percentage of absorbed funds by each district.



4.1 Component Specific Achievement

4.1.1 Outreach and Monitoring

(a) Outreach Achievement

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 160 district officials were sensitized on the available OFID II resources. As a result of the sensitization activities, a total of 595 subproject applications were received and funded during the project life time.

(b) Monitoring Achievement

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 160 district technical officials including environmental officers, agricultural officers, livestock officers, community development officers and civil technicians were facilitated through technical workshops to gain skills on project monitoring, supervision and quality control.

Field visits (technical backstopping), report writing workshops, knowledge sharing workshops (2+4)

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. This as a result increased participation, accountability and transparency between communities, LGAs and decision makers.

Furthermore, an impact assessment was used to measure the specific outcomes that were attributed to project interventions. This was done to a group of beneficiaries and that of non-beneficiaries. By establishing a good comparison of outcomes for these two groups, the impact assessment provided direct evidence of the extent to which the interventions contributed to the observed outcomes. The goal was to verify the effect on outcomes that were caused by the interventions.

4.1.2 Community Development Initiatives Achievement

The Community Development Initiatives (CDI) contributed to improved availability, use and access to basic social services by project beneficiaries. These initiatives were under different sectors such as education, health, water and economic infrastructure depending on the need of the beneficiary community. The identification process of the initiatives followed a participatory local level development planning process that involved beneficiaries actively. Participation of beneficiaries created the sense of ownership and ensured more credibility for the implemented interventions.

The findings of the project impact assessment reveal that most communities reported that the implemented community interventions met their community needs and expectations. The analysis was performed using data collected from a sample of 744 beneficiaries, 26 key informants and 17 focus groups which provided both quantitative and qualitative data through interview and discussion methods. The assessment was conducted in 4 out of 13 districts of the regions.

(a) Education Sector

Under education sector, the facilities and assets created were as follows: 178 classrooms, 26 teachers' houses, 9 administration blocks, 2,728 desks, 1 assembly hall, 2 laboratories and 31 vocational training centres. The established educational facilities and assets have improved the quality of physical learning environments and this was a priority need of communities for the sector.

(b) Health Sector

Under health sector, the facilities and assets created were as follows: 29 dispensaries including OPD/MCH buildings and 3 doctors' houses. These 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 have enabled communities to access healthcare services at a shorter travel distance and this has reduced a burden in terms of both time and money.

(c) Water Sector

Under water sector, 16 charco dams and 4 water tanks were constructed. These facilities have provided nearby sources of domestic water where communities had more time in engaging in production activities rather than searching for water. Community members especially 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 subprojects have reduced long distance movement of livestock and therefore reduced soil erosion and land degradation.

(d) Roads Sector

Under roads sector, construction of 38 roads covering a total distance of 311 kilometers and 8 drainage systems provided temporary wage employment to targeted beneficiaries and has 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. Temporary wage employment was created to beneficiaries where% were men and % women. A total of TZS (USD) was transferred to beneficiaries.

(e) Livestock Sector

Under livestock sector, assets and facilities created included 7,950 goats, 1,200 chicken, 214 cattle, 566 beehives, 3 fishing gear sets, 121 pigs and 937 shelters. The increase in accumulation of these assets has immense contribution to the economy of beneficiaries and improvement of their household food security and nutrition. The promoted zero grazing has considerably contributed to environmental protection.

(f) Environment Sector

Under environment sector, 43 water sources conservation subprojects were implemented which related to tree planting, forest conservation and establishment of nurseries. In targeted villages, these subprojects have contributed to protected drinking water resources and minimized water pollution and health risks. Furthermore, the subprojects reduced the need for costly water supply, reduced the risks of droughts and maintained the health of natural environments.

(g) Agriculture Sector

Under agriculture sector, 131 subprojects were implemented and were related to horticultural production using drip irrigation and agricultural products small-scale processing machines. Through drip irrigation subprojects, beneficiaries took initiatives to develop their lands to facilitate soil and water conservation and adopt improved agricultural practices which in turn increased crop yields. The promoted agricultural activities in the project targeted areas has been the major source of livelihoods and provided sustainable income to beneficiaries.

(h) Income Generation (results of VG subprojects)

Table 1: Assets created in Lindi and Mtwara Regions

Sector	Assets/Facilities/Skills	Number of Assets/Facilities Created	Population with Improved Potential Access
Education	Teachers houses	26	52
	Assembly halls	1	0
	Classrooms	178	8,010
	Administration blocks	9	0
	Desks	2,728	5,456
Agriculture	Laboratories	2	0
	Horticultural/crop production	131	1,965
	Storage facilities	10	30,000
Health	Irrigation systems	21	0
	Dispensaries/OPD/MCH	29	206,700
Livestock	Doctors houses	3	3
	Goats	7,950	0
	Poultry	1,200	0
	Cattle	214	0
	Beehives	566	0
	Fishing gears	3	0
	Pigs	121	0
Road	Shelters	937	11,240
	Road works	38	1,144,220
Market	Drainage systems	8	0
	Market building	1	18,000
Environment	Water sources conservation	43	0
Social Welfare	Vocational centers	31	0
	Trained people	14,090	14,090
Water	Charco dams	16	0
	Water tanks	4	0
Total			1,186,337

4.1.3 Management and Coordination

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 which entailed office supplies, office maintenance, communications, equipment and vehicles, O&M, travel, meeting and related costs.

Capacity development of the Project Implementation Unit (PIU), district, mtaa/village and community levels was a critical area of the achievement of PDO. Capacity of project implementers was built in areas of project management and supervision to 10 PIU members, 180 district staff, 4,650 Community Management Committee (CMC) members and 9,250 mtaa/village council members. To promote women participation in development activities, the project ensured that 50 percent of trained CMC members were women.

5.0 Project Implementation Challenges

In the course of its implementation, the Project registered tremendous achievements although some challenges have been experienced. The implementation challenges were grouped as hereunder.

5.1 Overall Project Implementation Challenges

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

- (i) Effect of climate change which resulted to unusual rainfall pattern and seasonality during project implementation.
- (ii) The Government's decision to scale up the implementation of PSSN interventions shifted the available human resources at PAA level to the scale-up process and leaving few staff for the project.
- (iii) The project was depending on the existing technical staff at PAA level to support the execution of its activities. However, the number of available technical staff at PAA level was insufficient.
- (iv) The resource envelope available from the project was too limited to meet all applications submitted by the communities. On the other hand, numerous applications for subprojects were raised and only a few were approved leading to disappointment on the part of the communities
- (v) Relocation and transfers of LGA staff LGA staff who were oriented to the project created a technical gap to the project. This contributes to the urgent need to reorient new staff to support the program implementation progress.
- (vi) In some urban areas, limited social cohesion among community members contributed to hindering maximum community participation either in meetings or in sub-project implementation.

5.2 Component Specific Challenges

5.2.1 Outreach Monitoring Experience

During implementation of the project, the outreach and monitoring process encountered some challenges which influenced the project activities. The major challenges under this component were:

(a) Outreach

In some occasions, turn-up of communities to the meetings that were organized to identify subprojects was minimum and this led to inadequate participation of the communities in the implementation of the subprojects hence led to some delays in initiating and completion of the subprojects.

(b) Monitoring

There was a general tendency in most of the project areas of poor participation of the youth. This phenomenon 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.

5.2.2 CDI Experience

During implementation of the project, the CDI encountered some challenges which affected the progress. The major challenges under this component were:

- (i) Some SP subprojects were delayed in completion for some reasons which includes delays in community contributions particularly contribution that are related to season calendars activity where the communities were engaged in other economic activities e.g. farming.
- (ii) The process of identifying subprojects demanded extensive consultations with communities through formal meetings, informal and Extended Participatory Rural Appraisal (EPRA) sessions which were concluded with technical field appraisal. This entire process was taken or perceived by communities as bureaucratic and demoralized the community in participation process.
- (iii) Overlapping interventions at community level were ongoing and were supported by different agencies e.g. PEDP, ASDP, SEDP, etc. which required both physical and financial participation of the communities. In addition, households had their own social and economic engagements. In these circumstances, their participation tended to be unpredictable. This

tendency adversely affected community performance and interest in that it tended to unnecessarily lengthen the time frame (delay) of subproject completion.

- (iv) Unclear sustainability arrangements for the subprojects especially those which were owned by the entire community. This was caused by the prevailing mind-sets that the government will continue to support the project.

5.2.3 Management and Coordination Experience

Inadequacy of technical and project management capacities at the local authority level hindered provision of effective support to implementation of subprojects at the community level.

6.0 Other Experiences

6.1 Financial Management Issues

The TPRP total project cost was estimated to (as per Loan Agreement) at US\$ 12,000,000. By design, the special Account threshold was US\$ 400,000. This threshold resulted to cash flow constraints that emanated from rapid increase of demands of cash to fund community subproject activities. During the implementation management raised this issue to OFID management who agreed to amend the document to change the special account threshold from US\$ 400,000 to US\$ 1,000,000. The amendment was important because all components needed more funds than initially anticipated due to fact that the communities come up with more demands for funds to finance approved subprojects to make them functional.

Audit aspects

6.2 Procurement Issues

Procurement was done in two different ways, at the level of TASAF Head office motor vehicles were bought by using International Competitive Bidding (ICB). Procurement at the District land Community level was done through the Community management Committees (CMCs) 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.

6.3 Sustainability

Communities have developed strategies to make sure that the created assets are

functioning. Communities have formed various community groups depending on type of created assets. For example, there are water committees, school committee and health boards. Council Management Teams have also tasked extension officers at the ward level to make sure they continue to provide support to the groups implementing income generation activities.

7.0 OFID and Borrowers Performance

7.1 OFID Performance

There was adequate technical advice and support from the OFID Task Team Leader from the OFID Office in Vienna, Austria and during the supervision missions throughout the project implementation period. The OFID response to the issues which needed action like fund disbursement, increase of threshold and extension of the project duration was very positive. This has been one of the major contributions towards achievements of the TPRP II objective.

7.2 Borrowers Performance

In the course of implementation of TPRP II, the Government of Tanzania demonstrated a great level of commitment to OFID supported activities by offering office accommodation to PIU and to the TASAF District Offices at district level which were coordinating TPRP activities in all the 13 Operational Areas. TASAF District Staff (Village Fund Coordinators and Village Fund Justification Assistants) who were dedicated full time to TPRP II activities were employed and paid by the Government. These staff included Village Fund Coordinators, the secretary, the driver and the Assistant VFC. The project had a very strong support from the National Audit Office as such always the Auditor General was on time for the audits.

8.0 Lessons Learned

(a) *Community participation is the key to support of the program.* At the onset of the Project, community members were involved in each step of the program. Facilitated by technical staff from the council, community members were able to identify the types of sub projects which they believed once implemented could improve their quality of life. Lack of facilities for education and medical care were the most felt needs of the communities. The enthusiasm and willingness of community members to participate during construction of classrooms and health centres demonstrated that once the community are involved in identification and implementation of the sub projects the sub projects take a short time to complete. Involvement of the beneficiaries in projects implementation from the beginning not only empowers them but enables them to take full responsibility in creating the assets. Community participation is essential because the beneficiaries feel it's their project.

(b) *Effective IEC program.* Good communication is essential in achieving goals and maintaining working relationships between beneficiaries and stakeholders. While face to face communication is by far the best way to interact with beneficiaries on project processes and procedures, communication materials including brochures, fliers, posters and bill boards with simple but clear messages need to be developed and distributed on time. Availability of IEC materials explaining clearly about the Project, outlining exactly what is required of every individual, eligible sub projects and their values helps to bring everybody on board and minimize grievances and confusion. IEC materials should be complemented with other media outlets such as newspapers and electronic media to disseminate information which will contribute to project objectives.

(c) *Timely financial and technical support.* Successful implemented projects mostly are dependent on provision of timely technical and financial support. Once communities are ready and motivated to work on their own choice of sub project they need all the support they can get when they need it. If it is orientation on how best to do it if its financial resources to get things moving such support has to be provided timely otherwise beneficiaries get frustrated. Availability of technical staff such as technicians and engineers in infrastructure projects are a key to quality implementation of sub projects. They visit sub projects regularly and provide technical advice. Also, timely availability of funds into implementation of sub projects elevated the spirit of beneficiaries as they were eager to finish the sub projects so as to get expected services in return. In areas where there was inadequate supervision or delay in transfer of funds, communities expressed their dissatisfaction.

(d) *Capacity building to facilitators.* Training of key implementers such as community management committee, LGA facilitators, technicians and local service providers in project's principles smoothens operations as each part knows their roles and responsibilities and are able to impart knowledge and skills to the beneficiaries in both social and economic aspects of their advancement.

(e) *Introduction of livelihood activities.* Implementation of income generating activities plays a part in achieving better economic status in the community. Women particularly single parent households form the largest group of those who have started income generating activities. Funds mobilized through such activities have helped them develop higher self- esteem and their children are better fed and well taken care of. Wider impacts in starting livelihood activities and having income have a wider impact to both men and women in terms of gaining status and respect. Both men and women have become empowered financially and have become more active in social activities and are recognised as equal partners in development endeavours.

(f) *Training in entrepreneurship skills.* Once communities start livelihood activities, they need to be trained in entrepreneurship skills. In view of this availability of well trained professionals and extension workers with the right skills

to support community members is a pre requisite. Income generating activities showed that the most profitable activities involved livestock, poultry, and vegetable gardening through small scale irrigation, carpentry and food vending. Such diversification provides a number of important lessons, on training and credit, savings and investment, profitability and the availability of market information. Although in rural areas women tend to be more active than men in establishing small income-generating out of necessity, with their family's food security and welfare as their main concern, the entrepreneurship skills training is also important to men and must be based on needs, demands and different opportunities and constraints faced by both women and men.

(g) *Monitoring.* Monitoring of implementation is crucial in assessment of overall performance to determine whether changes in implementation need to be made. It is important to develop a monitoring plan that has a short interval. In so doing, a learning opportunity is created and also mistakes could be corrected timely for improvements.

9.0 Success Stories

Lindi and Mtwara regions are supported by among other projects/programs the Productive Social Safety Net (PSSN) under Tanzania Social Action Fund (TASAF). Together with the OFID support, the regions have been receiving support to implement various sub projects 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 were high.

To date, the picture has changed dramatically. Walking around the villages you could see changes in terms of increased infrastructures both for social services and shelter including schools, health centres, and water points, good housing and presence of domestic animals within the vicinity. Much of the improvement is partly credited to the technical and financial support from OFID, as evidences by the following success stories:

(a) Dairy Farming Project at Mtimbwilimbwi Village

A dairy cattle farming has drastically transformed the livelihoods of elderly of an association, namely Umoja, which was set up to engage them in income generating activities at Mtimbwilimbwi Village in Mtwara District Council. After many years of struggling to make the ends meet, the elderly in 2012 came up with the idea to establish the association, Umoja (Swahili word for Unity) for dairy cattle farming to benefit from milk selling. Mr. Bakari Kayombo, the Umoja Association chairman, says the association acquired 17 cows through the initiatives geared towards poverty reduction through OFID saying apart from selling milk, the 13 member-association benefits from milk consumption. The group has so far managed to have savings in a bank account amounting to TZS 3.7 million.

Mr. Kayombo says the main goal to establish the association was to support each other for better or worse, adding that the association members can now afford medical treatment costs. “When one of the association members experiences problems such as ailment or bereavement, the association withdraws some money from our bank account to support the member,” he says.

Mr. Kayombo says their association now owns 19 cows after five others died of different diseases, pointing out that they get between 30 and 36 litres of milk per day from 8 female cows owned by the association. “Demand for milk in Nanyamba is high as some of our customers have to travel all the way from Mbambakofi, Mbembaleo, Malanje and Nanyamba villages for the product. A litre of fresh milk goes for TZS 1,500,” says the Umoja association chairman.

While most of activities of the dairy cow project are being carried out by the association members, Mr. Kayombo, observes that the association has employed two young people for cows tending duty and fetching water for the cattle. Umoja Association Secretary, Mr Mshamu Mtanda, says they are faced with two main challenges in running the project, one is water rationing where they get tap water only twice a week and getting grass for the cattle during sunny seasons. To address the challenges, the group is contemplating on digging a well near the project to address the problem.

The group is so much content with the project and are proud of its achievements. “We’re proud of having the dairy cattle farm project in our village. Last year the Mtwara Regional authorities selected a cow from the project to be showcased at agricultural exhibition.



Mr. Mohammed Mchila, a member of the Umoja Association, feeds cows at the farm belonging to the association at Mtimbwilimbwi Village in Mtwara DC.

(b) Rwelu Village Drip Irrigation Scheme

RWELU village's approach of drip irrigation scheme in Mtwara Region could become a blueprint for other communities in Tanzania. The village is only weeks away from enjoying vegetable market in the Southern region. The community development project was part of the poverty reduction initiatives as per Project Financing Agreement aimed at improving the lives of people living in abject poverty. "We will soon be selling vegetables to individuals and food vendors in town. We will use the earnings from the activity to improve our lives," says Mr. Mohammed Akalivatu, the chairman of a committee formed to oversee the drip irrigation scheme at Rwelu Village.

With about 1.2 million residents, Mtwara is famous for the recent discovery of natural gas thus attracting a number of investors. The investors have put up hotels and various industries in the region. According to Mr. Akalivatu, the vegetables which are farmed on their 2 acre farm are cabbage, spinach, eggplants, onions, tomatoes, carrots and peppers and that they are ready to grab an opportunity to supply the vegetables to the hotels in the region.



Committee members tending seedlings watered by the drip irrigation scheme at Rwelu Village in Mtwara Region.

The drip irrigation scheme is being managed by 75 members of the project committee, which was formed to engage the people living in abject poverty in income generating activities. The committee members were selected by community members during a village meeting. The scheme is described by Rwelu village chairman, Mr. Salum Namapata, as a model to neighbouring communities. About 120 villagers had benefited from temporary jobs when putting up the

irrigation scheme and as such the level of economic development has been uplifted in the village. One of the beneficiaries of temporary jobs in the project, says he had used the income earned from the project to repair his house, saying the ten-month project involved clearing the area, erecting fence and putting up water well. Besides the irrigation project, Rwelu residents have also benefited from another supported project, which is construction of a doctors house in the same village.

The Mtwara Municipal Agro Engineer has a schedule to visit the irrigation scheme three times a week to keep an eye on its progress. His major role is to advise the project committee on technicalities of keeping the project running. Rwelu village drip irrigation scheme has been connected with water well powered by solar panel with capacity to pump 5,000 litres per hour. The water well has the capacity to supply 8,800 litres per hour. The project is situated at an ideal area with enough water. Drip or micro irrigation is the most water-efficient method of irrigation since evaporation and runoff are minimized. The field water efficiency of drip irrigation is typically in the range of 80 to 90 percent when managed correctly.

(c) Beekeeping Project in Ruangwa

When district facilitators introduced social development projects, an idea to start beekeeping activities popped into mind of almost every person during a meeting convened to propose a project at Chimbila Village in Ruangwa District in Lindi Region. The idea was to conserve the forest but at the same conduct beekeeping business so a way to generate income. Chimbila Natural Forest was in the danger of being cleared due to the increased human activities largely timber harvesting. Community members' saw the social development project as an opportunity to restore the natural forest so as to maintain and improve forests and provide wildlife with a suitable habitat for living along with filtering groundwater and preventing runoff.

The Chimbila Natural Forest Management is one the OPEC II funded projects executed by TASAF in Lindi Region. The project is geared towards engaging poor households in income generating activities as well as curbing the effects of climate change. The forest has so far restored water catchment. Beekeeping project serves as source of income as well as means to conserve Chimbila Natural Forest. "We have the schedule to visit our beehives in Chimbila Natural Forest. The move also serves as the patrols to the forest aimed at preventing human activities such as timber harvest," observes the Chimbila Natural Forest Management Committee Secretary, Mr. Hassan Mbunda. He says they formed a 10 member committee to manage the project with about 50 beehives in Chimbila Natural Forest and they expect to harvest between 500 and 600 litres of honey annually. Besides honeys other products that the hives produce include beeswax, propolis, pollen and royal jelly to pollinate crops, or to produce bees for sale to other beekeepers.



Some members of the Chimbila Natural Forest Management Committee patrol in the natural forest near a beehive belonging to their project.

(d) Health Care Now is Close to Dinyecha Villagers

TWO years ago, residents of Dinyecha village in Mtwara District had to travel a long distance to get the medical treatment as the village had no health facility thus posing a number of challenges. Pregnant women and children suffered massively to travel the long distance while seeking the medical treatment to other villages. "Health facility was our top priority when we were asked to identify a project to be supported through OFID" narrated the community members.

The community members were involved in the entire process from the identification, contribution of labour and supervision of the construct the dispensary led by the Community Management Committee. Those who took part in the project, including women had benefited from temporary employments in the project, which was finalized in 2013. Now members of the community can now access free health care within the village unlike in the past where they used to walk long distance and also pay for the service at a private health facility. Indeed it is dreams come true. Gone are the days when getting sick in the village was close to a death sentence due to absence and timely medical care

Mr. Liputi further points out that having the health facility at the village has reduced maternal mortality rate for pregnant related complications as pregnant mothers now can be rushed to the village dispensary. The travel distance to clinic to receive

proper care is mentioned as one of the contributing factors to maternal mortality. Other factors are barriers to accessing prenatal care and poor infrastructure. Mr Liputi says members of the community can now access health care through insurance service offered by Community Health Fund (CHF) at the village dispensary, adding children under 5 years receive medical treatment free of charge.



Residents of Dinyecha village leave the village dispensary after receiving medical treatment.

CHF is the scheme that targets the largest population in the rural informal sector and membership is voluntary. The CHF is regulated under the CHF Act and managed at district level. At the district level, council health service boards (CHSB) and health facilities governing committees are responsible to oversee the operation of CHF and sensitization. The increase of people joining CHF is attributed to the TASAF initiatives because those who could not manage to pay for the fund can afford the costs after benefiting from the conditional cash transfer and savings from income generating projects.

The constructed health facility also serves residents of the nearby villages of Mibobo, Nanyamba B and Namayanda. The Nanyamba District Executive Director (DED) Mr Oscar Ng'itu, says TASAF has massively facilitated to improve social services in the district, pointing out health facilities and school building construction as among the projects supported by TASAF through OFID.

(e) Making Income through Solid Waste Management in Masasi

It is around 9:00 am at the Masasi district bus terminal in Mtwara Region as women forming an association namely Silabu are busy collecting solid waste to take them to a mini-truck parked near the bus stand. The Masasi District based association which was established by ten widows is supported by Tanzania Social Action Fund (TASAF) through its initiatives that aimed at engaging people living in vulnerable conditions in income generating activities. Ms Zainabu Daima, secretary of the association, says the association acquired waste collection kits and a mini truck through the initiatives that funded by OFID. "The Silabu Solid Waste Management association now owns a mini-truck to facilitate collection of solid waste to dumpsite. So far, we have savings in a bank account amounting to TZS 1.5 million," she says. Ms. Daima says they plan to expand the scope of their operations after purchasing another huge lorry and more garbage collection kits, saying they collect solid waste from residential houses, public and private offices as well as hotels. "We generate income through charging the collection fees from residents who pay per day, weekly or monthly," she says. Ms. Joyce Ramadhani, who is a dressing saloon owner at the Masasi district bus terminal, says since the Silabu solid waste management association started the operations the town centre has become clean.

The Solid Waste Management is one of the social development project funded by the OPEC II programme in the Southern region. The project facilitates poor households to uplift their earnings thus to enable them access social service. Ms. Daima points out that the association members now can afford to pay schools fees for their children and that some members have started to construct their own houses using the wage from the business. She says residents have to pay TZS 1,400 per week or TZS 6,000 per month and that the association deposit TZS 200,000 to a bank account for the savings every month after dishing out the wage to all association members plus a truck driver.

With lack of waste management program, previously heaps of garbage were a common site around the area. Thank God that Silabu Association has managed to control the situation. Waste management in towns with developing economies and economic transition experience exhausted waste collection services, inadequately managed and uncontrolled dumpsite and the problems are worsening. One of the major challenges facing the group is reluctances by a few people to pay for the waste collection fee while others do not pay in time thus inconveniencing them as they spend most of their time chasing the defaulters.



Members of the Silabu Widows Solid Waste Management association load garbage to a truck belonging to the association at Masasi District in Mtwara Region.

(f) How Carpentry Changed our Lives – A Lindi Youth

A carpentry workshop with state-of-the-art machines is a must see project when visiting Lindi District. The workshop is at Mtwelo and is owned by a group of five young men who started with poor working tools in 2010. The group persevered and continued to work under difficult conditions until in 2013 when they received support from OPEC and purchased working tools. The workshop is now a major source of income to the young men. With reliable source of income, they are now able to support their families and provide food, school fees and health care.

The modern carpentry machines have improved the operations at the workshop and the group now receives large orders to make office and home furniture. “Before acquiring the modern machines, we could make one window per day. We can now make up to ten windows per day,” Explains one of the group members, Mr Chilambo. He points out that they plan to expand their carpentry activities to increase the source of income and that they would apply for loans from financial institutions in order to attain their goal. With reliable income and known merchandise, the group is likely to qualify for the loan.

Mr. Juma Kimenya, a customer at the carpentry workshop, says the young men have demonstrated that with hard work, determination and support from Institutions such as TASAF and related others like OPEC, young, vulnerable and

poor households are likely to get out of poverty. His comments are echoed by the village chairman of Mitwero Mr Said Mzee, who commended the efforts made by the young people and that other young people should emulate them in order to reduce poverty.



Some of young people at their carpentry workshop at Cape of Bura ward in Lindi Region.