

Muheza District Council

Three Year Strategic Development Plan, 2000-2002

A Plan of the People of Muheza District

Table of Contents

	Page
Foreword	i
Content	ii
Abbreviations	v
 Chapter 1	
Introduction and Background	
1.1 Local Government in Tanzania	1
1.2 The Function and Responsibilities of Local Government	1
1.3 Constraints and Shortcomings	2
1.4 Community Participation in view of Integrated Planning	2
1.5 The Planning Process	3
1.6 A Strategic Development Plan 2000 – 2002	3
1.7 Technical Elements of this Strategic Plan	3
 Chapter 2:	
Key Factors and Information	
2.1. Location	7
2.2. Area	7
2.3. Main Physical Features	7
2.4. Rainfall	
2.5. Population	
2.6. Administrative Units	
2.7. Core Economic History	8
 Chapter 3:	
Overview of the Needs and Problems as expressed by the People of Muheza District	
	10
 Chapter 4:	
The Strategy	
	12
4.1. Participation: The Primary Principle Directing this Plan	13
4.2. The Overall Objective	14
4.3. Master Logical History	15
 Chapter 5:	
Health and Water	
	16
5.1. Background	16
5.2. Health and Water Strategy	22
5.3. Implementation	23
5.4. Factors Ensuring Sustainability	24
5.5. Activity Monitoring and Reporting	25

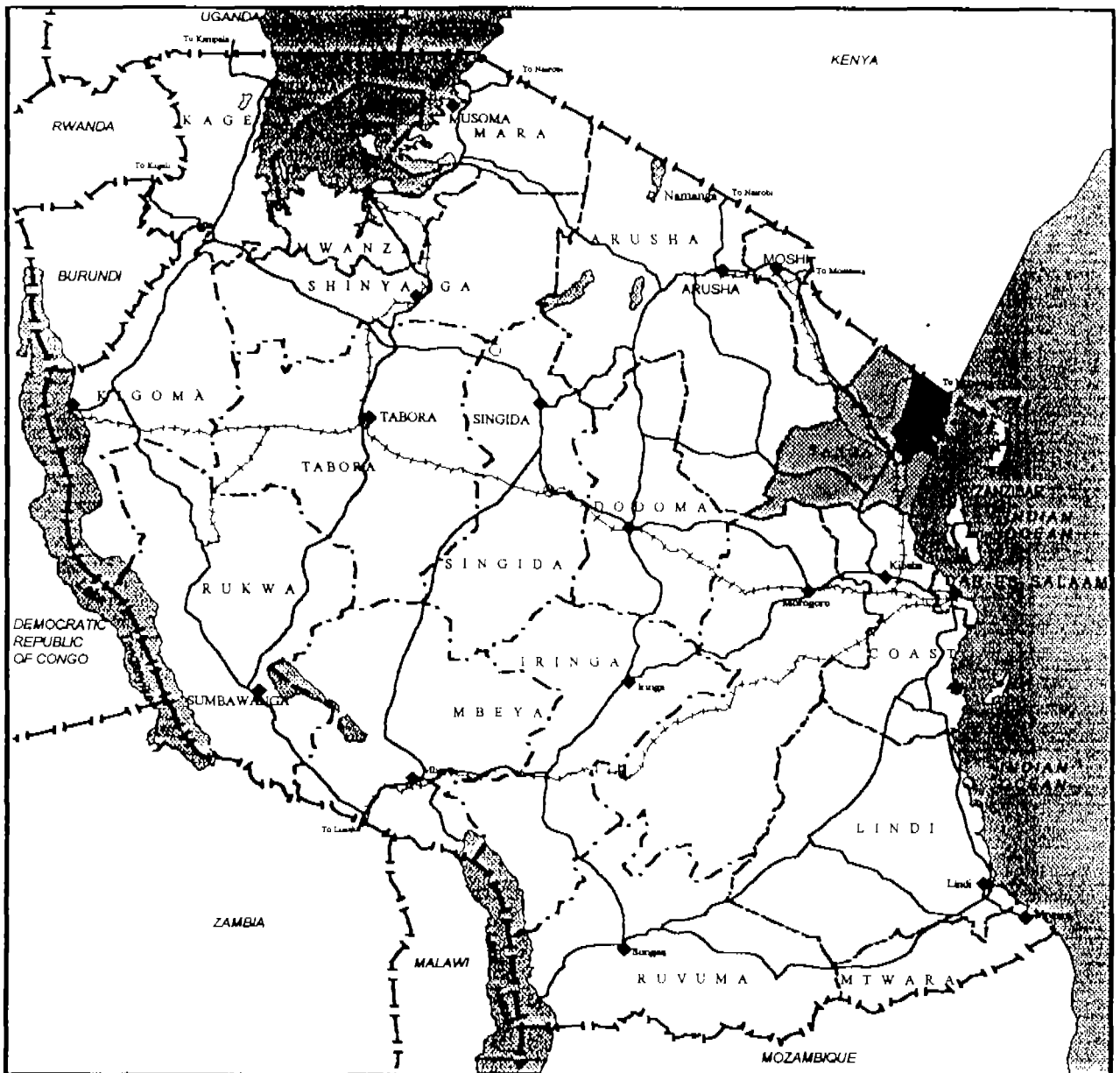
•Sublogframe	26
•Activity Details for Each Result	27
Chapter 6:	
Education	32
6.1. Background	32
6.2. Education Strategy	36
6.3. Implementation	37
6.4. Factors Ensuring Sustainability	38
6.5. Monitoring and Reporting	39
•Sublogframes	40
•Activity Details for each result	41
Chapter 7:	
Agriculture/Livestock, Natural Resources, Lands, Trade and Co-operatives	43
7.1. Background	43
7.2. Agriculture/Livestock, Natural Resources, Lands, Trade, and Co-operatives - Strategy	49
7.3. Implementation	50
7.4. Factors Ensuring Sustainability	51
7.5. Monitoring and Reporting	52
•Sublogframes	53
•Activity Details for Each Result	54
Chapter 8:	
Community Development and Works	57
8.1. Background	57
8.2. The Strategy	60
8.3. Implementation	61
8.4. Factors Ensuring Sustainability	61
8.5. Monitoring and Reporting	62
•Sublogframes	63
•Activity Details for Each Result	64
Chapter 9:	
Leadership and Administration	66
9.1. Background	66
9.2. The Strategy	67
9.3. Implementation	69
9.4. Factors Ensuring Sustainability	69
9.5. Monitoring and Reporting	69
•Sublogframes	70
•Activity Details for Each Result	71

Appendices	74
Appendix 1: Stakeholders contribution to the 3-year Strategic Plan	75
Appendix 2: Sustainability testing	76
Appendix 3: Identifying Assumption/Assumption Testing	77
Appendix 4: Strategic Activity Programming	78

Abbreviations








AO	Academic Officer
CBD	Community Based Delivery
CBO	Community Based Organisation
CDO	Community Development Officer
CHCD	Community Health Care Direct
COBEC	Complimentary Basic Education in Tanzania Initiative
DAEO	District Adult Education Officer
DALDO	District Agricultural and Livestock Development Officer
DCDO	District Community Development Officer
DCIS	District Chief Inspector of Schools
Dco-opO	District Co-operative Officer
DE	District Engineer for Works
DEO	District Education Officer
DExO	District Extension Officer
DHB	District Health Board
DHMT	District Health Management Team
DHO	District Health Officer
DHO	District Horticulture Officer
DIISP	District Health Support Project
DLDO	District Land Development Officer
DMMO	District Manpower Management Officer
DMO	District Medical Officer
DNO	District Nursing Officer
DNRO	District Natural Resources Officer
DPLO	District Planning Officer
DSTSC	District Secretary to the Teacher Service Commission
DT	District treasurer
DTO	District Trade Officer
DWE	District Water Engineer
EUCFP	East Usambara Catchment Forest Project
EZCORE	Eastern Zone Client Oriented Research and Extension
GOT	Government of Tanzania
ICBAE	Integrated Community Based Adult Education Initiative
LUO	Land Use Officer
MCHA	Maternity Care Health Aid
MCHC	Maternity Care Health Co-ordinator
MMP	Mangrove Management Officer
MOA	Ministry of Agriculture
MOH	Ministry of Health
MSO	Medical Supplies Officer
NAEP	National Agricultural Extension Programme
NM	Nurse Midwife
PHC	Primary Health Care
PHE	Public Health Engineer

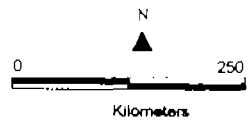
PPO	Plant Protection Officer
PRA	Participatory Rural Appraisal
RHC	Rural Health Centre
RHMT	Regional Health Management Team
RRA	Rapid Rural Appraisal
SLO	Supplies and Logistics Officer
SRWS	Support to Rural Water Supply
TBA	Traditional Birth Attendants
TCZCDP	Tanga Coastal Zone Conservation and Development Project
TDDP	Tanga Dairy Development Programme
UNICEF	United Nations Childrens Fund
VHW	Village Health Worker
VITP	Village Transport and Travel Project
WDC	Ward Development Committee
WEC	Ward Education Co-ordinator
WEO	Ward Executive Officer

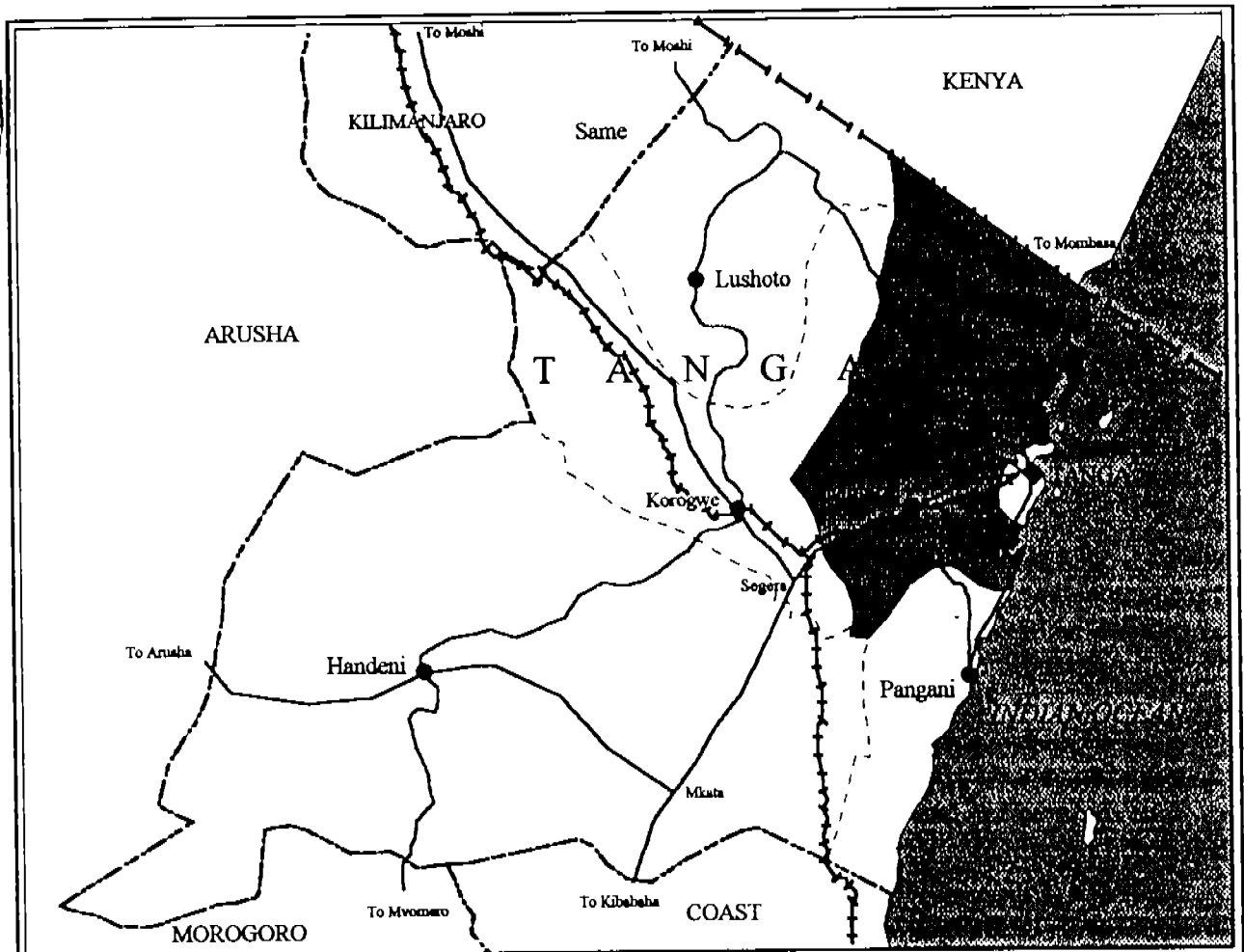


MAP NO.1.1: MUHEZA DISTRICT- NATIONAL SETTING

LEGEND









-  INTERNATIONAL BOUNDARY
-  REGIONAL BOUNDARY
-  MAIN ROAD
-  RAILWAY
-  REGIONAL HEADQUARTER
-  TANGA REGION
-  MUHEZA DISTRICT



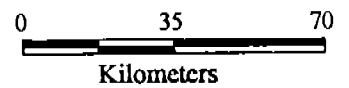


MAP NO.1.2 MUHEZA DISTRICT - REGIONAL SETTING.

LEGEND

-  International Boundary
-  Regional Boundary
-  District Boundary
-  Trunk Road
-  Regional Road
-  Railway
-  Muheza District
-  Urban Centre

N



Chapter 1. Introduction and Background:

1.1 Local Government in Tanzania:

Local Government in Tanzania has taken different forms with different objectives. However, in all its forms, the major objective has been to bring the government closer to the people by encouraging popular participation in planning and implementation of initiatives affecting their lives and development.

At the time of independence in 1961 Tanzania inherited a British system of local government. The Local Government system was composed of Urban and Local authorities. These authorities were responsible for the provision and maintenance of physical infrastructure and other public services such as water, roads and education. In 1962 a system of District Councils was introduced in place of local authorities, though the functions of these Councils remained as before.

For Councils to carry out their functions effectively they were empowered to raise revenues in various ways. These included taxes such as the Poll tax, crop CESS, property tax, and tariffs for services rendered. Councils were also given grants by Central Government. In addition, Councils had powers to enact bylaws to enable them to manage and supervise the performance of their operations.

Lack of enough qualified personnel, financial constraints, poor co-ordination between local government and central government eventually led to the abolition of the local government system in 1972. The intention was that rural and urban development be locally managed with peoples' participation, but co-ordinated at national level.

The centralisation policy was in due course reviewed and local governments were re-introduced in January 1984 under legislation enacted by parliament in 1982.

1.2 The Functions and Responsibilities of District Councils:

Under the legislation that re-introduced Local Government, District Councils function

- To work for the evolution, progressive development and perpetuation of local government institutions geared towards the pursuance of meaningful involvement of and participation by the people in the making of decisions on matters affecting or related to their livelihood and well being at local levels.
- To ensure security and effective execution of national policies by the local authorities.

The primary responsibilities of District Councils are as follows:

- To regulate and co-ordinate development plans, projects and programmes of village councils within its area of governance in order to ensure the enhancement of economic productivity, the acceleration of social and economic development of villages, and the improvement of rural life.
- To enhance health, education, social, cultural and recreational life of people.
- To alleviate poverty and distress, and provide assistance for the young, aged and people with disability.
- To develop, mobilise and apply productive forces to combat poverty, disease and ignorance.
- To monitor and control the performance of the duties and functions of the Councils, its offices and staff.

Overall, District Councils function in view of empowering people to work, in a participatory way, for the integral development of the areas in which they have jurisdiction and in helping raise the quality of peoples' lives.

1.3 Constraints and Shortcomings:

In order to fulfil its responsibilities of empowering and facilitating communities to raise the quality of life of all in the district, Muheza District Council has faced several constraints. These include lack of resources, shortage of personnel, lack of a systematic approach to ensuring community participation, and a lack of integration of development initiatives being pursued by other development agents. These constraints and shortcomings have resulted in Muheza District Council being unable to realise its responsibilities to the full. Many indicators show that the quality of the social and economic life of many people of Muheza District falls far short of what would be desired. Whilst certain constraints and shortcomings cannot be easily overcome, Muheza District Council recognised the need for a new and systematic approach to facilitating integrated development in Muheza District. In order to get maximum benefit from existing resources, careful planning and prioritising needed to be made.

1.4 Community Participation in view of an Integrated Development Plan:

Supported by Ireland Aid, Muheza District Council undertook to facilitate the formulation of an integrated development plan for Muheza District. From the outset, the Council sought to ensure the maximum participation of the primary stakeholders, the people of the District. In view of this participation, the District Council initiated a programme of activities whereby communities would be invited to reflect upon the reality of their lives, the problems they face, and how the problems/needs can be realistically addressed with the participation of the communities themselves.

Though recognising the impossibility of involving every single person in the district in the formulation of an integrated development plan, various approaches were taken in order to get a large cross-section of the people involved in a process of problem/needs identification, and in identifying courses of action. Rapid Rural Appraisals (RRA's) were facilitated in 16 of the 147 then registered villages in the District. Each RRA lasted 4 days. At the same time PRA's (Participatory Rural Appraisal), each lasting 6 days, were conducted in 15 other communities. Whereas the primary objective of the PRA's was to help empower communities through identification needs and subsequent formulation of community action plans, the PRA's provided an opportunity for people to share their ideas for the purposes of District level planning. The RRA's and PRA's were conducted in communities representative of the differing zones to be found in Muheza District, from the mountain communities to the coastal communities.

The RRA's and PLA's were followed by consulting the remaining 116 villages using questionnaires. Of these 116 communities, 108 responded. The information from the communities, gathered over a period of 9 months, was then analysed and collated (summaries are to be found in chapter 3 of this plan). In addition, the Development Partners working in the District were invited to give their input. The resultant body of information served to direct the eventual planning itself. In all more than 95% of the communities of Muheza District helped to inform and direct this strategic plan.

1.5 The Planning Process:

The planning was conducted in two stages. The first stage, involving a total of 61 representatives from the Communities, the District Council and Development Partners, developed a 3-Year strategic plan for 2000-2002 using the PCM (Project Cycle Management) methodology. This methodology was chosen in that it provides both a comprehensive and systematic approach to planning, and provides a plan document that can serve as an effective management tool for implementation. The strategic plan was facilitated by planning specialists and lasted 10 working days in October 1999.

The second stage involved 1-year operational planning and budgeting for the year 2000 based upon the strategic plan (Details of the Operational Plan and Budget 2000 are contained in a separate document).

1.6 A Strategic Development Plan, 2000-2002, of the People of Muheza District:

This document is the result of the process described above. It is a strategic plan whose purpose is to direct development initiatives in Muheza District for the years 2000 to 2002, and to serve as a management tool for the implementation of the different initiatives contained within it. This plan does not presume to be able to address all problems or needs. The constraints of time and limited resources make this impossible. The plan, however, has tried to faithfully respond to the priority issues identified by the communities themselves.

1.7 Technical Elements of this Strategic Plan:

1.7.1 PCM Formats:

As mentioned above, this plan was developed using the *Project Cycle Management* (PCM) methodology and is presented using standard PCM formats.

These formats involve:

- 1) A “Master Logical Framework”,
- 2) Five “Sub-Logframes”
- 3) The individual activities for each “Sub-Logframe”.

1) A Master Logical Framework:

A “**Master Logical Framework**” presents on a single page a summary of the “**Overall Strategy**” and the “**Overall Objective**” with “**Intermediate Objectives**”.

The “**Overall Strategy**” is found on the left hand side of the *Master Logical Framework* page. It states the “**Overall Objective**” of the plan. The *Overall Objective* is essentially what we aim to see happen in the long term. Under the *Overall Objective* you will find the “**Intermediate Objective**”. The *Intermediate Objective* is what we aim to see happen during the period of this plan (2000-2002). Under the *Intermediate Objective* you will find “**Results**”. These *Results* are those things that will have happened in order to achieve the aim of the *Intermediate Objective*. If these *Results* are indeed achieved then we will have achieved the *Intermediate Objective*. And if we have achieved the *Intermediate Objective* then we will indeed be on our way to achieving the *Overall Objective*.

This, then, is the logic which can be summarised as:

- Taking actions that bring about Results.
- If we do indeed achieve the aimed for Results, then we will have achieved the Intermediate Objective.
- If we achieve the Intermediate Objective then we will be achieving the Overall Objective.

On the rest of the **Master Logical Framework** greater detail is found of what we aim to achieve. There is an “**Overall Objective**”. This is a re-statement of the *Intermediate Objective* found in the Overall Strategy. Under this re-stated *Overall Objective* there are five “**Intermediate Objectives**”. These five *Intermediate Objectives* are re-statements of the five results in the left hand column. Under each of the five *Intermediate Objectives* are different results. And under the results at the very bottom of the page are the number of activities that have been planned in order to achieve a particular *Intermediate*

Objective. You can find full details for each column by going to the **Sub-Logframes** and the activities that go with each sub-logframe.

2) **Five Sub-Logframes:**

There are five “**Sub-Logframes**”. Each corresponds with one of the columns under the **Core Objective** on the **Master Logical Framework** page.

Each of the Sub-Logframes has four columns. The left hand column has a Core Objective, an Intermediate Objective and various results. The achievement of each result contributes to the achievement of the Intermediate Objective. The achievement of the Intermediate Objective contributes to the achievement of the Core Objective.

The other columns on each Sub-Logframe give details of (1) how we will **know** that each result is being achieved (the *Objectively Verifiable Indicators*), (2) where we will be able to find the information that can prove we have achieved the result (the *Sources of Verification*), and (3) any significant assumptions we are making regarding the achieving of a result.

3) **Individual activities for each Sub-Logframe:**

The pages immediately following each Sub-Logframe give details, including costs, of the activities that we will be carried out in order to achieve each result. In the “Remarks” column different development partners are named.

The above overview is given in order to help the reader understand the PCM formats used in this plan. It should be noted that the five Sub-Logframes were chosen on basis that the results and activities of each Sub-LogFrame have a close connection. For example, Health and Water issues are closely related and thus we have a “Health and Water” Sub-Logframe. The five Sub-logframes (each found in its own section of this plan and) are:

- 1) Health and Water
- 2) Education
- 3) Agriculture, Natural resources, Lands, Trade and Co-operatives
- 4) Community Development and Works
- 5) Administration and Leadership

1.7.2 Format of the Text Preceding each Sub-Logframe/Section:

The sub-logframes will be found in each of the five sections named on the previous page. The text in each section is given in the following format:

1. Background:
 - 1.1 Government/sectoral policy
 - 1.2 Features of the sector(s) in Muheza District
 - 1.3 The problems
2. Strategy:
 - 2.1 Overall objectives
 - 2.2 Anticipated results
 - 2.3 Overview of activities to achieve these results
3. Implementation
4. Factors ensuring sustainability
5. Activity monitoring and reporting

(Assumptions have been tested according to the 'assumptions test' in the appendices and they are to found listed in the sub-logframes)

Chapter 2: Key Facts and Information:

2.1 Location:

Muheza, one of six districts in Tanga Region, comprises the immediate hinterland of Tanga Municipality in NE Tanzania. The District shares borders with Kenya in the north, Pangani and Handeni districts in the south and Korogwe and Lushoto districts in the west. To the east is the Indian Ocean.

2.2 Area:

Land Area: 4,922 square kilometres

Arable Land Area: 4,196 square kilometres (85%)

Utilised Land Area: 840 square kilometres (20% of arable land)

2.3 Main Physical Features:

Muheza District has six topographic regions in terms of slope gradient, relief intensity and altitude.

Topographic Region	Average Altitude (m)	Slope (%)
1. Flat to gently undulating coastal plains bordering the sea	0-100	0-5
2. Gently undulating coastal hinterland plains which in the north extend to the western boundary of the District.	100-200	2-10
3. Undulating plains in the mid-northern to mid-southern areas	200-400	5-10
4. Rolling plains adjacent to the East Usambara Mountains	200-500	10-15
5. Steeply dissected hills among the rolling plains	500-1,000	15-30+
6. East Usambara Mountains in the west of the District	500-1,250	30+

2.4 Rainfall:

Rainfall in Muheza District varies throughout the District, being heaviest in the East Usambara Mountains and the southern part of the District. The north of the District receives substantially less rain and is dry and semi-arid for much of the year. Agricultural productivity is accordingly greatest in the southern and central parts of the District.

2.5 Population:

Based upon extrapolations from the national census data of 1988, the **population of Muheza District is estimated in 1999 at approximately 270,000 people**. Of these less than 6% are urban dwellers compared with 18% for Tanga Region and 17% for Tanzania mainland.

Division	No of Wards	No of Villages	Estimated Population 1999
Mkinga	7	40	42,874
Maramba	5	34	57,457
Ngomeni	6	24	41,923
Muheza	7	21	42,992
Mwembwera	7	37	54,350
Amani	3	18	28,306
Totals	35	174	269,901

The 1999 estimates are based on an annual growth rate of 1.5%

Population Density 1988: 46 people per square kilometre

Population Density 1999 (Based on estimates): 55 people per square kilometre

National Population Density 1988: 24 people per square kilometre

Population distribution in Muheza is uneven with highest population densities to be found in the wards in the south of the District, especially in those areas through which the Tanga-Dar es Salaam road runs. Rural wards in these areas have densities ranging between 200 and 300 people per square kilometre. Population density in the north of the District is significantly less than that in the south. The north west of the District, where rainfall is low and soils are poor, is only sparsely populated.

Whilst there is no up to date information regarding age distribution, the census of 1988 shows a **Dependency Rate** (Those aged under 15 years and over 65 years) of **48.4%** for Muheza District. There are no indicators to suggest that this Dependency Rate has changed significantly since 1988.

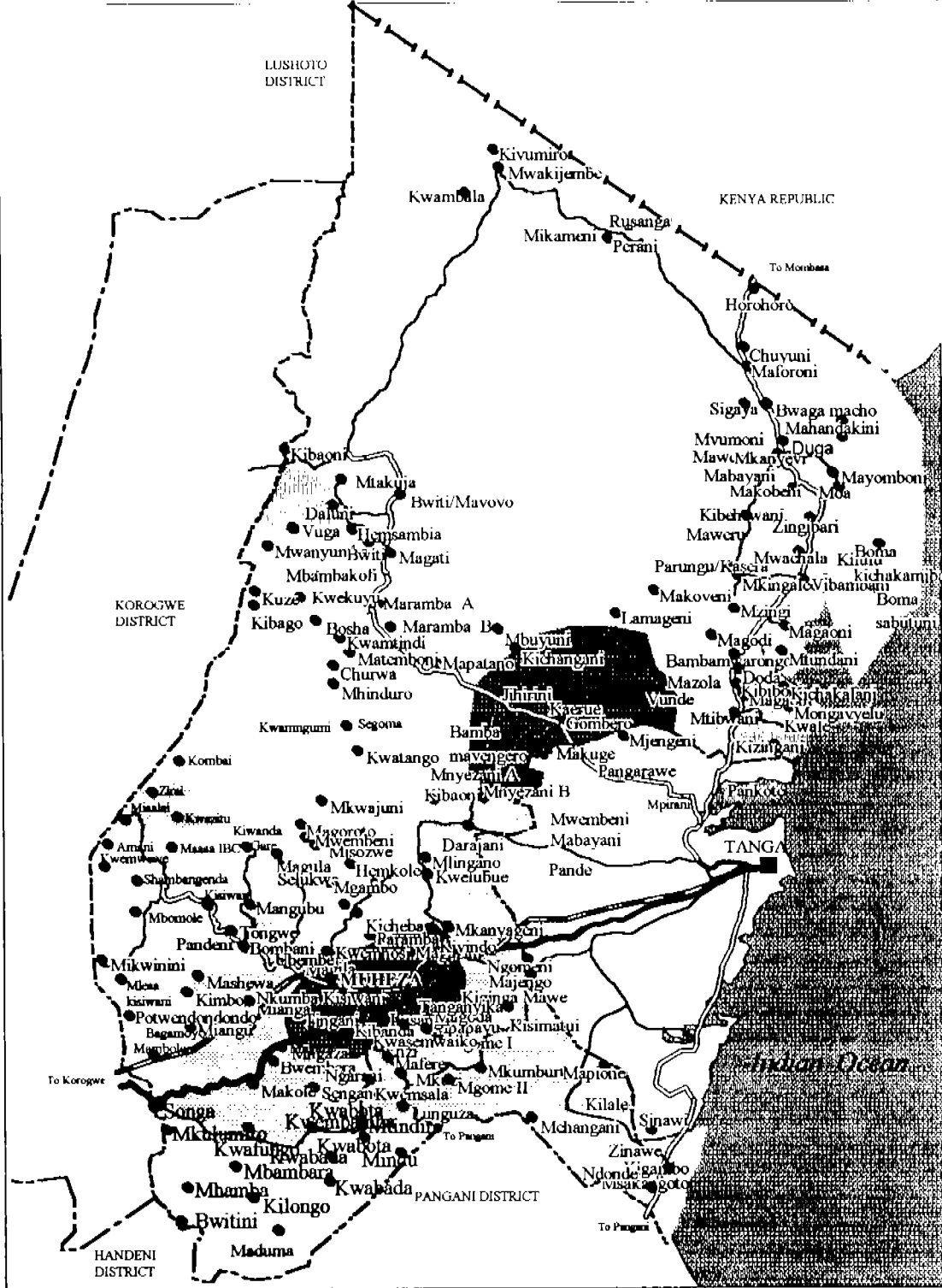
The population in 1988 was constituted into 45,675 households. This represents an average household size of 5.0 persons, greater than the average for Tanga Region (4.65) and less than the national average of 5.3.

2.6 Administrative Units:

Muheza District is divided into six divisions, 35 wards and 174 registered villages. The District's administrative centre is Muheza Town which lies on the main road between Tanga and Dar es Salaam.

2.7 Core Economic History:

Introduction of commercial agriculture and the construction the of the Tanga-Arusha railway in the late 1800's was an important benchmark in the development of the District. Large tea and sisal estates were developed and these were to dominate the local economy until very recernt times A wide variety of fruits, especially citrus and coconuts, have also been an important feature of the local economy which is almost 100% agriculturally based. For many years large quantities of sisal from Muheza District were exported through the port of Tanga. The sisal estates were a major source of employment, attracting manual labour workers from as far away as Zambia and Mozambique. In recent years most of the sisal estates have ceased production and are either abandoned or have been partly cleared by the now unemployed estate workers to grow non-permanent crops such as maize and cassava. The promotion of dairy cattle and the small-scale farming have only partly replaced sisal in the economy of the area. The tea estates in the mountains are continuing to produce, but this is now marginal and under threat of closure.

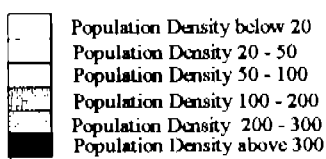


MAP NO. 2.1

**MUHEZA DISTRICT- POPULATION DENSITY
PERSONS PER SQUARE KILOMETER**

LEGEND

- International boundary
- District boundary
- Tarmac road
- Regional road
- Feeder road
- Railway line



Chapter 3: Overview of the Needs and Problems as expressed by the People of Muheza District

The Muheza District Integrated Development Plan 2000-2002 is a plan of the People of Muheza District. The planned interventions are a direct response to the needs identified by the people themselves. The expressed needs of the people directed the planners in developing this plan.

The Needs and Problems:

The results from the different methods by which people were facilitated to express their concerns and needs show a broad consistency. This is clearly seen, for example, in the information gathered from one-to-one interviews conducted during the Rapid Rural Appraisals and in the responses to a questionnaire provided by 108 villages (8 villages did not respond).

➤ Information from One-To-One Interviews

Number of Communities in which the interviews were conducted: 14

Total number of Interviewees: 338 Male: 177 Female: 161

Main Issues raised	Number of People Raising the issue			%		
	Male	Female	Total	M	F	Total
Lack of safe and clean water	124	127	245	70	75	72
Distance to Health services/Poor health services	113	102	215	64	63	64
Bad roads/Transport problems	73	60	133	41	37	39
Low agricultural production/Poor farming systems	66	47	113	37	29	33
Agricultural/Livestock diseases and pests/vermin	54	57	111	31	35	33
Low income/Employment problems	59	47	106	33	29	31
Low educational attainment/Access to education	51	39	90	29	24	27
Too few classrooms/Teachers' houses	49	39	88	28	24	26
Lack of money/capital for business	28	37	65	16	23	19
Marketing/Difficulty accessing markets	33	31	64	19	19	19
Shortage of teachers	19	18	37	11	11	11
Shortage of land	17	10	27	10	6	8
Women walk long distance for firewood	8	17	25	5	11	7
Drought	1	3	4	1	2	1
Poor nutrition	1	2	3	1	1	1

➤ **Information from the Village Questionnaires:**

Problem	Those for whom the problem is a concern			Number of villages raising the problem	% of villages raising the problem
	Males	Females	Youth		
Poor access to clean and safe water	47	78	37	94	87%
Difficulty accessing health services/Poor health services	47	78	45	84	78%
Poor school facilities/equipment and shortage of teachers	53	34	59	81	75%
Bad roads/communications	63	29	20	73	65%
Poor farming systems/fishing systems	32	14		41	38%
Limited educational opportunities	15	16	34	36	33%
Land tenure problems/shortage of land	27	13	7	31	29%
Problems of access to credit	17	22	1	22	20%
Unemployment	14	7	4	21	19%
Crop marketing difficulties	13	9		20	18.5%
Poor nutrition		2	17	19	18%
Animal and crop diseases/vermin	14	6		18	17%
Gender inequalities		16	1	16	15%
Few recreational facilities	1	1	14	16	15%
Poor sanitation/housing	13	5		15	14%
Difficulties in gathering firewood	2	10	1	10	9%
Lack of family planning		6		6	5.5%
Early marriages		2	2	4	3.7%
Early school leaving		1	3	3	2.7%
Poor urban planning	2			2	1.8%
Drug/alcohol abuse	2	1		2	1.8%
Child employment			1	1	0.9%
Pregnancy at school			1	1	0.9%

It can be seen from the above information that there are four major areas of need/concern to a representative cross section of the people in Muheza District.

- ◆ **Clean and Safe Water.**
- ◆ **Health**
- ◆ **Education**
- ◆ **Roads**

These major issues also featured strongly in the Participatory Rural Appraisals. The strategic plan that follows therefore has a strong focus on these issues whilst also seeking to respond to the other significant needs expressed by the people.

Chapter 4: The Strategy

4.1 Participation: The Primary Principle Directing this Plan

The process leading to the formulation of this plan has at all stages tried to involve as many of the ‘primary stakeholders’ as possible – the communities and people of Muheza District and especially those most disadvantaged. The Muheza District Council has at all times sought to develop a plan **of** the people of Muheza of Muheza District and not a plan **for** the people of Muheza District. Maximising participation is the primary principle that has directed both the development of this plan and the ways in which it will be implemented. This plan recognises that it is the people themselves who are the primary agents of development.

As ‘development’ is ultimately an on-going life process, the strategic activities contained in this plan have been chosen insofar as they complement initiatives already being taken by the District Council, different development agents and, above all, by communities through their village development plans. The plan is not intended to be something that will run parallel to the development activities of communities and other development agents. The intention of the District Council is that this strategic plan will help greater integration of the development processes already underway and in so doing help create new linkages between people as they strive for the development of communities and the District as a whole. Through helping develop new linkages the ideas and energies of people can be better respected. This respect for the ideas and energies of people at all levels will, it is hoped, help empower people as active participants in their own development. The empowerment of people and their active participation is crucial to the successful implementation of this strategic plan and of the other plans which this particular plan seeks to complement.

The vision of empowerment and participation underlying this plan is inclusive of everybody, especially those who for one reason or another are often most excluded from decision making processes – the poorest, women, youth. It is those most disadvantaged who are the primary focus of this plan.

From the above comments, it will be appreciated that this strategic plan does not presume to be the beginning nor the end of ‘development’ in Muheza District. The plan is only for a three-year period. It is built upon the real life experiences of the people, especially the experiences and needs of the poorest and disadvantaged, and is open to new and future initiatives that involve the maximum participation of people in shaping and developing their lives.

4.2 The Overall Objective

The overall objective of this plan is that through a working partnership of people from the communities, the statutory authorities and development partners there will be

..... **an improved quality of life for the people of Muheza District.**

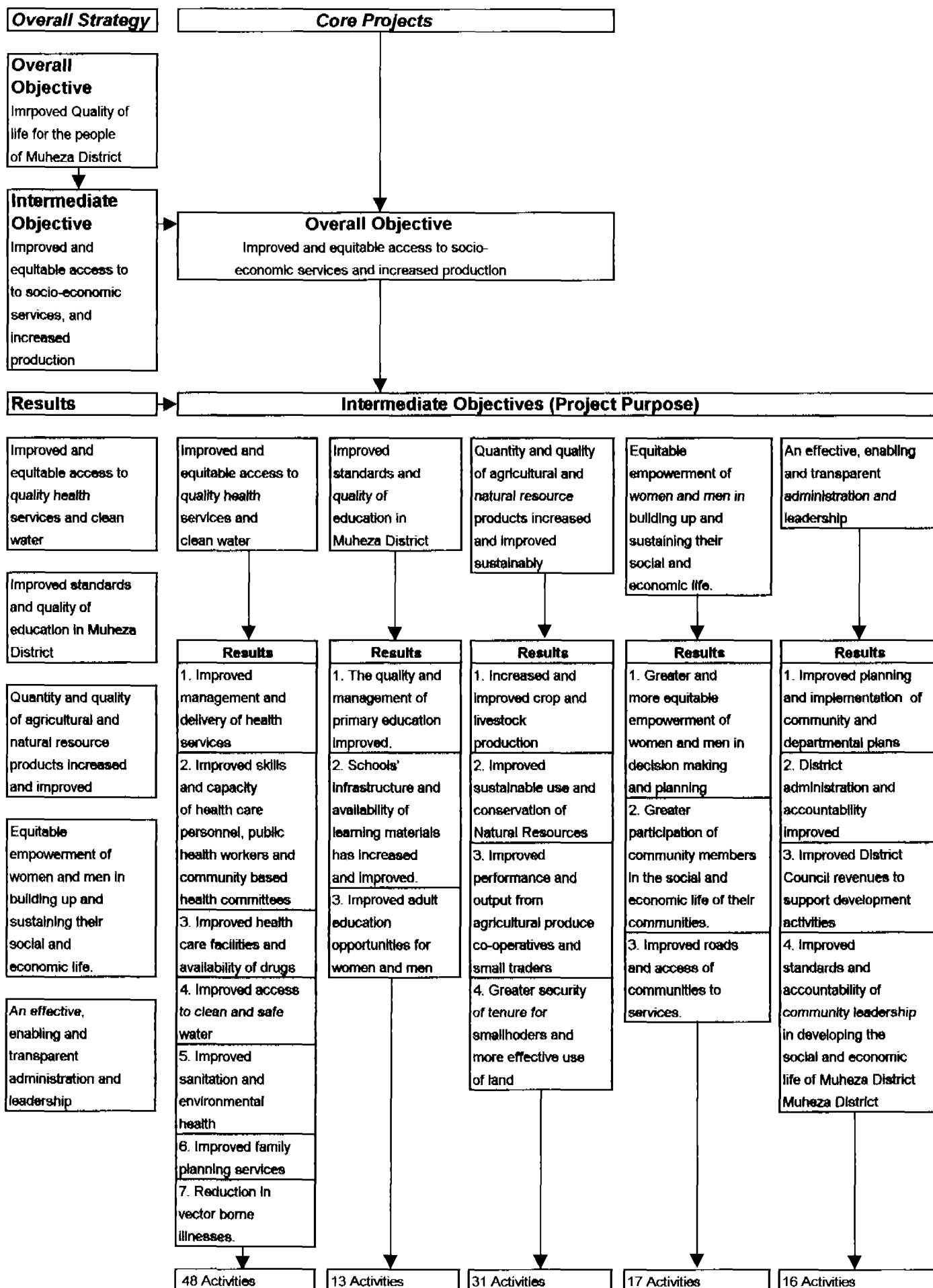
This very broad objective has many aspects, involving:

- Poverty reduction
- Increased economic production and growth
- Increased livelihood security
- Improved health status
- Improved educational achievement
- Improved quality of housing
- Reduced gender inequities
- Empowerment of people to direct their own lives

The above statements are themselves broad.

The practical strategies and the “working partnership” that will help bring about the overall objective are outlined under the five “**Core Projects**” of the Master Logical Framework that follows, and detailed in the texts and sub-logframes for each core project.

4.3 Master Logical Framework



4.4 The Core Areas of Intervention:

As the Master Logical Framework on the previous page shows, there are five core areas of intervention (*Core Projects*) each with an “intermediate objective” (project purpose) which will contribute in specific ways to bringing about the overall strategic objective of an improved quality of life for the people of Muheza District:

1. *Water and Health*

Project Purpose ⇒ Improved and equitable access to quality health services and clean water

2. *Education*

Project Purpose ⇒ Improved standards and quality of education in Muheza District

3. *Agriculture/Livestock, Natural resources, Lands, Trade, and Co-operatives*

Project purpose ⇒ Quantity and quality of agricultural and natural resource products increased and improved sustainably

4. *Community Development and Works*

Project purpose ⇒ Equitable empowerment of women and men in building up and sustaining their social and economic life

5. *Leadership and Administration*

Project purpose ⇒ An effective, enabling and transparent leadership and administration

Chapter 5 Health and Water

5.1 Background:

5.1.1 Government Policy:

The overall objective of the National Health Policy in Tanzania is to improve the health and wellbeing of all Tanzanians with a special focus on the social groups at risk and on ensuring that health services meet the social needs of people. Special emphasis is given to disease prevention rather than cure.

To achieve its policies on health care services, the government has set minimum standards. For examples:

- That for every 5,000 people there be a dispensary providing basic treatment of diseases and health problems, MCH and delivery services, immunisation of children, and local health education.
- That for every 50,000 of population there be one health centre offering the services of dispensaries, but also offering in-patient care for short term hospitalisation.
- That for every 200,000 of population there be one district hospital offering a full range of curative care.

Whilst making a commitment to ensuring that there are adequately trained personnel to provide the statutory services, government policy stresses that people and communities take a large share of responsibility for their own health. In this latter regard, a stress is given to promoting village and ward Health Committees.

The provision of clean and safe water is a major priority of government policy. The aim is that clean and safe water be available to all within a radius of 400 metres of their homes. Stress is placed upon cost sharing in the provision of water. Village Water Committees and the setting up of village Water Funds are to be promoted. All village water schemes should be the responsibility of the users and operate on a cost recovery basis.

5.1.2 Health and Water in Muheza District

5.1.2.1 Health Indicators:

In 1988 the life expectancy of people in Muheza District was 48 years for males and 51 years for females. This is comparable to the national figures of 49 years for males and 51 years for females. Whilst 1988 health indicators for Muheza District are generally comparable with national and regional averages, recent data shows some significant differences. In 1997 maternal mortality, for example, has been estimated at 390 cases per 100,000 population. Regional statistics have lower figures of 220/100,000 in 1994 and 255/100,000 in 1992. Other health indicators can be seen in the table below.

Indicator	1997	1998
Out Patient Department attendance (persons attending in %)	19.4%	23.7%
Ante Natal Clinic new attendance rate (%)	36%	104%
Ante Natal Clinic clients receiving TT2+ (%)	47.6%	44.7%
DTP3 immunisation of children under 1 year (%)	93%	81.7%
Couple year protection (%)	15.7%	14.4%
Tuberculosis cases diagnosed in the previous 12 months	716	844
Number of diagnosed malaria cases	218,751	194,638
Rate of assisted births (%)	40.2%	42.5%
Cesarean sections per expected births (%)	10%	7.1%
Severe malnutrition rate (%)	10.1%	6.1%
Proportion of low birth weights (%)	74.0%	7.8%

Source: Muheza District Health Plan 1999/2000

5.1.2.2 Health Facilities:

Muheza District has one hospital, Teule hospital. It is the designated hospital for the District and is run jointly by the government and the Anglican Church. The hospital has 260 beds and serves a District population of approximately 270,000. This is more than recommended maximum level set by the government of 200,000 per District hospital. In addition, the records show that Teule hospital serves many people from outside of the District as there is the general perception that the hospital is one of the best in Tanga Region. In 1999 there were 31,870 admissions to Teule hospital.

Other health facilities in Muheza District by type and ownership

Ownership	Facility Type					
	<i>Hospital</i>		<i>Health Centre</i>		<i>Dispensary</i>	
	Number	Number of beds	Number	Number of beds	Number	Number of beds
Government	1	260	3	80	33	52
NGO/Company			1	14	12	
Private					16	
Totals	1	260	4	94	61	52

Source: Muheza District Health Plan 1999/2000

Of the 4 health centres, one is owned by a commercial company. A fifth health centre is partially complete. This fifth health centre will serve people in the very north and north-east of the District who at present must travel far to the nearest referral facility.

The District has 61 dispensaries of which 33 are run by the government. Some of the 12 NGO/Company run dispensaries are no longer functioning because of the recent closures of sisal estates. The physical condition of several dispensaries is poor and many lack essential equipment and adequately trained personnel. In 1998 an assessment of the physical condition of 57 dispensaries showed that 22 (39%) were in "good condition", 26

(45%) needed “minor rehabilitation”, and 9 (16%) were in “poor condition” and needed “major rehabilitation” (Source: District Health Engineer’s records).

In terms of actual numbers of dispensaries, Muheza District is reasonably well served, though as noted above, many lack basic equipment and/or are in poor condition. Furthermore, the dispensaries are not evenly distributed throughout the District. Some areas are poorly served. In addition, some dispensaries are difficult to access in the rainy season due to the poor condition of roads.

5.1.2.3 Health Care personnel:

According to Muheza District Health Office data for April 1999, the District had 541 health workers of all types. In addition, there are approximately 120 traditional birth attendants (TBA) who have received 2-weeks training and about 20 traditional healers who have been given 1-week training at Teule hospital. It is estimated that there are around 560 untrained TBA’s. The number of traditional healers is not known.

Staffing in the District Designated Hospital, Teule

Category of staff/Dept	Required	Available	Shortfall	% Available
Administration	47	43	4	92
Medical Officers	13	24	+14	185
Pharmacy	14	9	5	64
Dental	9	2	7	22
Laboratory	15	10	5	67
Laundry	13	5	8	39
Medical records	2	0	2	0
Physiotherapy	4	0	4	0
Health Officers	6	3	3	50
Mortuary	4	1	3	25
X-Ray	5	3	2	60
Nurses	329	215	114	65
Catering	22	7	19	32
Other	4	1	3	25
Totals	487	323		

Source: Muheza District Health Plan 1998/1999

The 3 rural health centres and 33 government managed dispensaries are also experiencing staff shortages. Whilst Assistant Medical Officers are required to run Health Centres, Clinical Officers are fulfilling this function. In general, many functions are being performed by personnel with training that is below the standard requirement. There is a severe shortage of Public Health Nurses.

Staffing in the Rural Health Centres and Dispensaries 1999

Category of Staff	Rural Health Centres			Dispensaries		
	Req.	Avail.	Short	Req.	Avail.	Short
Medical Officer	3	0	3			
Clinical Officer	9	6	3	66	8	58
Assistant Clinical Officer	0	4	+4	0	28	+28
Public Health Nurse A	3	0	3			
Public Health Nurse B	12	1	11	66	1	65
Nurse Midwife	12	4	8	0	8	+8
MCH Aide	6	7	+1	0	28	+28
Health Assistant	0	3	+3	0	21	+21
Health Officer	3	0	3			
Nurse Attendant	12	19	+7	33	36	+3

Source: Muheza District Health Plan 1999/2000

Aside from professional health care workers very few of the District's 174 villages have a functioning Health Committee. Furthermore, there is no properly functioning Public Health Care Committee in the District.

5.1.2.4 Primary Reported Diseases and Trends:

Malaria and pneumonia are the leading diseases in Muheza District in terms of frequency of morbidity and number of deaths. As can be seen from the table below, the deaths from these and other diseases is increasing.

Leading Reasons for Admission and Cause of Death at Health Facilities 1995-1998

Reason for admission	1995		1996		1998	
	Cases	Died	Cases	Died	Cases	Died
Malaria	120,238	255	90,622	332	178,000	614
Anaemia	15,945	45	16,427	32	31,642	275
Pneumonia	17,080	67	12,355	50	41,712	151
Diarrhoea	17,073	-	9,369	8	33,124	18
Maternal	4,875	18	5,070	20	4,780	29
Tuberculosis	485	34	576	65	844	54
Totals	175,696	419	134,419	507	290,102	1,141

Source: Annual Health Care Reports 1995, 1996, 1998

5.1.2.5 Immunisation:

The immunisation rate of small children against measles, whooping cough, polio, TB, diphtheria and tetanus differs little from the national rates. The immunisation coverage, however, has been decreasing over the last few years. Coverage has dropped from 98-99% in 1995 to 72-82% in 1998.

5.1.2.6 Environmental Sanitation:

The District Health Office report of June 1999 records that the number of households in Muheza District with toilet facilities was 36,285, representing 58.8% of the total number of households. The number of households without toilet facilities is particularly high in northern areas of the District where there have been an increasing number of outbreaks of cholera in the last few years. Reported cases of cholera have risen from 118 (17 deaths) in 1995 to 1,794 (81 deaths) in 1999.

5.1.2.7 Water in Muheza District:

Water resources in Muheza District compare favourably with other Districts in Tanga Region. There are ample supplies of water from the East Usambara Mountains which benefit the west, south and centre of the District. Access to water is more problematic in the northern half of the District.

In 1999 it was estimated that between 35% and 40% (increased from 17% in 1988) of the population of Muheza District had access to some form of piped water supply even though these supplies are often very intermittent. Approximately 16% (down from 73% in 1988) of the population depend on shallow wells. The remainder of the population obtain their water from rivers and sources such as springs, ponds and dams.

Whereas there is a relatively high percentage of people with access to some form of piped water, there has been a very significant drop in the number of people obtaining their water from wells, and greater dependence on obtaining water from rivers and sources which are in most cases unsafe or unreliable. Greater dependence on unsafe or reliable water sources is both an urban as well as a rural problem. The urban population with access to piped water has dropped from nearly 96% in 1988 to 58% in 1999. This has probably accounted for the increasingly frequent outbreaks of cholera at the town of Maramba.

5.1.3 Health and Water – the Problems:

Lack of safe and clean water:

Whilst the volume of water available to the population of Muheza District is favourable, there is no treatment of the piped water supplies, most of the decreasing number of shallow wells are unprotected, and other sources of water (rivers, springs, ponds and dams) are very susceptible to contamination from farming activities.

Poor Health services:

In many health facilities personnel are exercising duties for which they are not properly qualified. There is a general shortage of health care personnel. There are few active community supports for health care in general. For example, there are very few

functioning village and ward Health Committees, and community based health workers (VHW's and TBA's) lack adequate training. At a central level, many elements of the annual District Health Management Team's (DHMT) plans are never implemented due to a lack of training in health management skills. Planning, monitoring and evaluation of health services is made difficult by the absence of an easily accessible and comprehensive health information system.

Distance to access health services:

This problem is particularly acute in the more remote areas of the district. People in the north of the district are at a considerable distance (time) from the nearest referral facility. Often there may be a health facility reasonably close, but due to a lack of basic equipment or the physical condition of the facility people must go further to obtain the necessary services. The poor condition of roads, or absence of roads, contributes to the isolation of people from health care services. The problem of access to health services was the second most frequently expressed problem in the process of consultation prior to the start of the strategic planning process.

Lack of health facilities/Poor condition of health facilities:

Many health facilities are in need of renovation and lack basic equipment. Lack of staff housing is also a problem. This shortage of staff housing contributes to a failure to attract the more qualified personnel to serve in remoter areas. Though the number of dispensaries for the population reaches the government minimum, they are not evenly distributed throughout the district.

Shortage of drugs:

Whereas most dispensaries receive monthly allocations of drugs these do not suffice for the entire month. Drugs are sometimes stolen. Controls on the stock of drugs need to be strengthened.

Frequent illnesses:

Vector borne illnesses, especially malaria, are endemic despite major efforts at control. Young children, if badly nourished, are particularly at risk. The major contributory factors are poor housing, poverty, poor public sanitation and a lack of environmental health awareness. Furthermore, there are no functioning ward Public Health Committees. Many illnesses are a result of unclean water. Despite there being adequate water resources in Muheza District and many people having access to piped water, very many others draw water from rivers, ponds and dams. The lack of clean and safe water was the most frequently expressed problem in the consultations with communities.

High cost of medical services:

Many people can neither afford to pay the minimal health facility charges nor afford the drugs which often must be bought privately. Getting to a medical facility can be a major financial burden which people cannot afford.

5.2 Health and Water Strategy:

5.2.1 Overall Objective:

- **Improved and equitable access to quality health services and clean water.**

5.2.2 Anticipated Results:

- Result 1: Improved management and delivery of health services in Muheza District.**
- Result 2: Improved skills of health care personnel, public health workers and community based health workers.**
- Result 3: Improved health care facilities and availability of drugs.**
- Result 4: Improved access to clean and safe water.**
- Result 5: Improved sanitation and environmental health.**
- Result 6: Improved family planning services.**
- Result 7: Reduction in vector borne diseases.**

5.2.3 Overview of Health and Water Activities:

Total Number of activities: 48

- Result 1: Improved management and delivery of health services in Muheza District.**

The 11 activities for this result mainly focus on the training of key personnel and decision makers. This includes facilitating the formation of a Muheza District Health Board. Through improved planning, implementation, management and monitoring skills the delivery of health services can be significantly improved.

- Result 2: Improved skills of health care personnel, public health workers and community based health workers.**

The 6 activities for this result focus on the training of health workers at community level, both professional and voluntary. Also included here is the re-activation of village and ward Health Committees thereby involving the communities themselves in taking an active role in provision of preventative and curative health.

Result 3: Improved health care facilities and availability of drugs.

The 11 activities in this result focus on providing better health facilities and on ensuring that healthcare professionals can adequately and effectively provide quality services.

Result 4: Improved access to clean and safe water.

The 7 activities of this result focus on improving the availability and quality of water. The activities will be very strongly community based and will include facilitating the formation of more Water Committees. In keeping with government policy, people will be empowered to take responsibility for ensuring continued supplies of clean and safe water to their communities.

Result 5: Improved sanitation and environmental health.

The 2 activities of this result focus on environmental health. The activities complement the actions that will be taken to reduce vector borne illnesses.

Result 6: Improved family planning services.

The 2 activities of this result focus on reproductive health. Whereas ‘family planning’ and ‘reproductive health’ were not directly raised by many people as problems in the consultations with the communities, the planners recognised that the issue of reproductive health was an underlying problem to many of the health issues that were raised.

Result 7: Reduction in vector borne diseases.

The 9 activities of this result strongly focus on the causes of some of the major health problems experienced by the people of Muheza District. Action to counteract malaria, for example, will have far ranging impact on the quality of the health of the people of Muheza. There are specific activities to address the problem of HIV/STD.

5.3 Implementation:

The implementation of the activities will be undertaken in full collaboration with communities and development partners. Where any construction work is involved, agreements with communities will be made whereby they have the maximum active input to implementation. Decisions to undertake works at specific locations will only be made at those places where participation of the community has already been established. This participation is a key to successful implementation.

The rehabilitation and construction of rural health facilities will be carried out as much as possible through the Muheza District Community Micro-Project Fund. Communities who have already prioritised the provision/rehabilitation of their local health facility have

already been facilitated to plan their project. In some cases implementation has already begun.

Without jeopardising the rights of all to receive quality health services, primary consideration will be given to those areas most in need.

The costs of most major asset purchases and technical training expertise will be provided by donors. Personnel costs will be borne by the Local Government, supported by the Central Government.

The management of the implementation of the health components will be co-ordinated by the District Medical Officer, supported by the District Health Management Team. In due course a new Muheza District Health Board will give direction and support to the implementation.

The implementation of the water related components will be co-ordinated by the District Water Engineer.

5.4 Factors Ensuring Sustainability:

All of the activities are in keeping with long established Government of Tanzania policies.

The technologies to be used in the construction works are appropriate to the local situation. Local skills will be used and built upon. These skills will serve to enable the communities to maintain structures.

All components involving construction will be undertaken in a way that does not adversely affect the environment. All water related actions will be taken in light of existing hydrogeological reports. Where no such report yet exists, work will only be taken after a commissioned report indicates that the proposed work ensures sustainable use of the water resource and that it will not have adverse effects on other aspects of the environment.

The activities are in direct response to the aspirations of the communities and are in keeping with social norms. The activities respond to the strategic gender needs of women and men. There is agreement that there be a gender balance in all decision making involving planning and implementation.

All actions undertaken will be within the management capacity of the implementing agents whether they are at community level, at District Council level or at donor level. Capacity building components are included among the activities.

The economic benefits to the community will arise from a reduction in morbidity, improved health status of the people and increased capacity for productivity. There is an established cost sharing system in the delivery of health services. The District Council with the support of Central Government will take a primary responsibility for running costs.

5.5 Activity Monitoring and Reporting:

Monitoring and reporting will be conducted in ways that will involve the maximum participation of stakeholders.

The status of each activity will be reported upon on the completion of each sub-activity/activity, quarterly and annually. The District Medical Officer will delegate to the appropriate member of the DIIMT responsibility for submitting a report. Each report will be reviewed by the District Medical Officer before they are forwarded to the Planning department. An independent record of reports will be kept at the Health department and the Planning department.

Where an activity is being implemented on a participatory basis, such as the renovation of a health facility, the Village Government will be requested to submit a written report independent of the district executive's report(s).

Any activity being implemented through the Community Micro-Project fund will be monitored at all stages by the appointed Micro-Project Co-ordinator. This co-ordinator will submit an independent report on the completion of the micro-project.

Health and Water

Sub-Logframe

Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Core Objective: Improved and equitable access to socio-economic services and increased production.	By the end of 2002: <ul style="list-style-type: none"> ➤ 15% increase in the percentage of people who have access to a quality health facility within 5km of their home. ➤ 20% increase in the average class 7 exam mark for boys and girls. ➤ 30% increase in agricultural and natural resource products 	Annual Public Health Care reports and District Water engineers reports. District education office exam records. DAI,DO and DNRO office reports	Health sector reform programme continues to be implemented. Favourable climatic patterns.
Intermediate Objective: Improved and equitable access to quality health services and clean water	By the end of 2002: <ul style="list-style-type: none"> ➤ A 5% reduction of morbidity and mortality from the 10 major reported illnesses (excluding AIDS) in Muheza District 	Annual Public Health Care reports	
Results			
1.1. Improved management and delivery of health services in Muheza District	<ul style="list-style-type: none"> ➤ 90% implementation of DHMT/DHB planned activities. ➤ 90% immunization of DPT3, Measles, BCG, OPV3 and TRT2 antigens. 	Annual Public Health Care reports.	Continued collaboration of international agencies.
1.2. Improved skills of health care personnel, public health workers and community based health workers.	<ul style="list-style-type: none"> ➤ 5% reduction in maternal mortality. ➤ PHC's operational in all wards. ➤ 100% increase in participation in health education programmes. 		Local government reform agenda continues to be implemented.
1.3. Improved health care facilities and availability of drugs.	<ul style="list-style-type: none"> ➤ Planned rehabilitation and construction of dispensaries and health centres completed. ➤ Cold chain services revived. ➤ Outreach and mobile vaccination services revived ➤ Controls on the supply and distribution of drugs strengthened. 	Annual Public Health Care reports. Physical verifications and engineer's reports.	Continued collaboration of international agencies.
1.4. Improved access to clean and safe water	<ul style="list-style-type: none"> ➤ 18% increase in the number of villages with access to clean and safe water. ➤ 10% increase in the number of people within 400m of clean and safe water. ➤ 30% reduction in water borne illnesses. 	District water engineer's office reports Annual Public Health Care reports.	
1.5. Improved sanitation and environmental health.	<ul style="list-style-type: none"> ➤ 20% increase in the number of households with latrines of acceptable standards. 	District medical office records. Annual Public Health Care reports	Stable climatic patterns
1.6. Improved family planning services.	<ul style="list-style-type: none"> ➤ An increase from 25% to 30% in the number of people availing of family planning and reproductive health services. 	District medical office records. Annual Public Health Care reports	
1.7. Reduction in vector borne illnesses	<ul style="list-style-type: none"> ➤ 10% reduction of morbidity and mortality from Malaria, Diarrhoea, Anaemia and Pneumonia. 	District medical office records. Annual Public Health Care reports. Quarterly reports from health facilities.	

Activity Details for each result follow:

Result Line 1.1: Improved Management and Delivery of Health Services

Activities	Inputs/Mean	Costs (Tsh)	Remarks
1.1.1 Advocate and facilitate the formation of a Muheza District Health Board	Stationery, transport, subsistence, meeting venue costs, legal costs.	5,000,000	
1.1.2 Train DHMT in computer skills, indent drug system, cost sharing and quality assurance	Training fees, travel, subsistence	1,000,000	
1.1.3 Support the more effective functioning of the DHMT and key staff.	Training costs, course fees, materials, bus fares	12,000,000	
1.1.4 Upgrade District health database information system, and training in its maintenance	Computer, training costs in information systems maintenance and management, travel and subsistence	4,000,000	
<i>1.1.5 Support DHMT to conduct supervision of staff in all health facilities.</i>	<i>Transport costs, subsistence</i>	<i>4,700,000</i>	<i>DHSP supported</i>
1.1.6 Support training of health workers in clinical and communication skills.	Training costs	3,000,000	
<i>1.1.7 Strengthen controls of malaria.</i>	<i>Training costs, advocacy meetings</i>	<i>1,500,000</i>	<i>DHSP supported</i>
<i>1.1.8 Support DHMT activities.</i>	<i>Stationery, fuel, workshop costs, meeting costs, report writing costs</i>	<i>4,600,000</i>	<i>DHSP supported</i>
1.1.9 Support the effective functioning of VHW's	74 bicycles, 84 First Aid kits	6,390,000	
1.1.10 Allocate currently available health staff according to establishment levels.	Transfer Costs	560,000	
<i>1.1.11 Monitor, supervise and evaluate all Measles Vaccination Campaign activities</i>		<i>34,095,000</i>	<i>MOH, WHO, UNICEF supported</i>
		76,845,000	

Result Line 1.2: Improved skills of health care personnel and community based health workers/committees

Activities	Inputs/Mean	Costs (Tsh)	Remarks
<i>1.2.1 Support the provision of training for 80 TBA's</i>	<i>Training Costs</i>	<i>15,000,000</i>	<i>DHSP supported</i>
1.2.2 Support revival of village and ward health committees.	Advocacy, meeting costs, transport, materials	4,000,000	
1.2.3 Support skills updating for healthcare professionals	Consultant fees and costs for skills assessment need, training support costs.	10,300,000	
1.2.4 Support refresher training for 150 VHW's	Training costs	9,300,000	
<i>1.2.5 Support training for 45 Supervisors (MCHA) of CBD's</i>	<i>Training costs</i>	<i>8,400,000</i>	<i>DHSP funding for Maramba Division</i>
<i>1.2.6 Support training of 78 CBD's</i>	<i>Training costs:</i>	<i>16,755,000</i>	<i>DHSP funding for Maramba Division</i>
		63,755,000	

Result Line 1.3: Improved Health care facilities and availability of drugs

Activities	Inputs/Means	Costs (Tsh)	Remarks
1.3.1 Rehabilitate with community participation Kiwanda, Bwembwera and Duga Sigaya dispensaries.	Materials, equipment, labour, supervision costs, transport	22,500,000	
1.3.2 Build and equip dispensaries with 1 staff house each at Kigongomawe, Kizerui, and Horohoro.	Materials, equipment, labour, supervision costs, transport	54,000,000	
<i>1.3.3 Renovation of labour room at Maramba health centre.</i>	<i>Materials, equipment, labour, supervision costs, transport</i>	<i>10,100,000</i>	<i>CHCD supported</i>
1.3.4 Renovate District drug store	Materials, labour	400,000	
1.3.5 Complete and equip maternity ward at Mkinga health centre	Materials, equipment, labour, supervision costs, transport	10,000,000	
1.3.6 Build 6 staff houses, one each at Boma, Mwanyumba, Mkinga RHC, Kwatango, Kiwanda, and Misalai.	Materials, labour	36,000,000	
<i>1.3.7 Build new health Centre at Mgambo/Miembeni</i>	<i>Construction and equipment</i>	<i>120,000,000</i>	
1.3.8 Revive cold chain services in the District		5,000,000	DHSP supported
1.3.9 Revive outreach and mobile vaccination services at all levels		17,688,000	
1.3.10 Provide secure drug storage at 10 dispensaries		1,000,000	
1.3.11 Support equipping of rural dispensaries.	Delivery Beds (16) Delivery Kit (20) BP Machine (20) Salter Scales (12) Weighing Scales (10) Adult Stethoscope (20) Examination Couch (20) Equipment for minor surgery and dressing (20 sets) Foetalscope (20) Disecting forceps (20) Artery forceps (20) Scissors (20) HB scale (20) Albustics (20)	10,874,000	
		287,562,000	

Result Line 1.4: Improved Access to Clean and Safe Water

Activities	Inputs/Mean	Costs (Tsh)	Remarks
1.4.1 Rehabilitate the water supply projects at Maramba, Magila and Magati/Kichangani, Mkinga and Potwe	Materials, tools, community labour, supervision costs, transport costs	180,000,000	
1.4.2 Construct 27 shallow wells	Materials, equipment, community labour, transport costs, supervision costs	49,000,000	SRWS (GTZ) fundis, equipment
1.4.3 Monitor tree planting to protect water sources at Magoroto, Bwiti, Maramba	Supervision costs.	600,000	
1.4.4 Construct water treatment unit at Magoroto and Maramba	Materials, labour, transport and supervision costs	18,000,000	
1.4.5 Establish 2 pilot rainwater collection schemes using low cost appropriate technology	Materials, community labour, transport, supervision costs	12,000,000	
1.4.6 Support awareness raising among village governments on their need to safeguard the water schemes' infrastructure from theft.	Allowances and transport costs, stationery	1,500,000	
1.4.7 Facilitate the formation of village water committees and village water funds	Transport costs, allowances, stationery	2,700,000	
		263,800,000	

Result Line 1.5: Improved Sanitation, and Environmental Health

Activities	Inputs/Mean	Costs (Tsh)	Remarks
1.5.1 Support family and environmental health awareness at village and ward levels.	Costs of training PHC's in family and environmental health. Workshop costs for PHC Committees, transport, subsistence. Public posters and leaflets (200,000)	5,400,000	
1.5.2 Enact a by-law requiring village governments to set aside an appropriate location for waste dumping.	Transport	50,000	
		5,450,000	

Result Line 1.6: Improved Family Planning and Reproductive Health Services

Activities	Inputs/Means	Costs (Tsh)	Remarks
1.6.1 Conduct 35 ward workshops for men (560) concerning family planning and reproductive health.	Workshop costs, materials, transport, subsistence	3,685,000	
1.6.2 Support updating for 30 family planning service providers (NM and MCHA) on Integrated Reproductive and Child Health (National Family Planning Guidelines)	2 Groups of 15 2 x 11,939,000	23,878,000	
		27,563,000	

Result Line 1.7: Reduction in the incidences of vector borne diseases

Activities	Inputs/Means	Costs (Tsh)	Remarks
1.7.1 Support training of DHMT (core and non-core members) and PHIC committee members on community based malaria control approach	Training costs	500,000	
1.7.2 Train DHMT on measles vaccination campaign	Training costs	3,168,000	MOH, RHMT, WHO, DHAMI, UNICEF supported
1.7.3 Train the task force team on the concept of diarrhoea outbreak management	Training costs	481,000	DHSP supported
1.7.4 Conduct refresher courses for FLHS on the outbreak of diarrhoea/cholera management	Training costs	5,921,000	DHSP supported
1.7.5 Train health facility personnel on STD/HIV syndromic case management	Training costs	3,940,000	EC/GTZ supported
1.7.6 Train Public Health Educators and counsellors to target different groups regarding STD/HIV	Training costs	2,380,000	EC/DHSP supported
1.7.7 Conduct follow-up supervision to Integrated Management of Childhood Illnesses trained health workers		7,000,000	DHSP supported
1.7.8 Provide and distribute adequate IEC material for Measles Vaccination campaign.		2,850,000	MOH, WHO, UNICEF supported
1.7.9 Collaborate with traditional healers on STD/HIV prevention		100,000	FHI supported
		26,340,000	

Chapter 6 Education:

6.1 Background:

6.1.1 Government Policy:

The Government of Tanzania's *Development Vision 2025* for Tanzania states that by the year 2025 Tanzania should have achieved universal primary education. Meaning, in effect, that all boys and girls in the primary school age group (7-13 years) will be receiving primary education. The goal of universal primary education has long been a priority of Tanzanian government policy and is a core objective of the National Education Policy. This recognises that education is a core factor in the social and economic development of human societies. Government policy stresses the participatory nature of education delivery. Whereas the government undertakes to supply teachers and pay their salaries, communities are expected to participate through cost sharing and active school committees that monitor and give direction to the standards of education provided to students.

The Government of Tanzania's education policy also recognises that learning is an ongoing process and that responses to the learning/training needs of adults must be undertaken. Two recent initiatives have been designed to meet the learning needs of adults – the *Complimentary Basic Education in Tanzania* initiative (COBEI) and the *Integrated Community Based Adult Education* initiative (ICBAE).

6.1.2 Education in Muheza District:

6.1.2.1 Pre-Primary Schools:

In 1999 Muheza District had 73 pre-primary schools with a total enrolment of 2,053 boys and 1,994 girls. These schools cater for children between the ages of 5 and 6 years. Most of these schools have been established through private initiatives. Many operate within existing primary school premises. Most of the teachers have no pre-primary school teacher training.

6.1.2.2 Primary Schools:

There are 150 primary schools in Muheza District. All primary schools are public and it is the responsibility of the District Council to oversee the running and management of the schools with financial contributions from parents.

□ Enrolment:

In 1999 there was a total of 6,910 boys and girls enrolled in primary schools. This represents 76.7% of the estimated total eligible for primary school going. As shown in the table below, there has been a significant and steady decline since 1995 in the enrolment

rate. Rather than moving towards the Central Government's goal of 100% primary school enrolment, the statistics show a serious reversal. The falling enrolment rate is somewhat surprising in that 'education problems' was highly prioritised in every PRA facilitated, and featured very strongly in RRA's and the problem identifications from 108 villages.

Primary School Enrolment Rates and Trends 1995-1999

	1995	1996	1997	1998	1999
Total Eligible (cst.)	7,629	8,289	8,532	8,648	9,014
Boys	3,833	4,139	4,249	4,338	4,505
Girls	3,796	4,150	4,283	4,310	4,509
Total Enrolled	6,973	7,321	7,166	7,311	6,910
Boys	3,495	3,672	3,547	3,654	3,496
Girls	3,478	3,649	3,619	3,657	3,414
% Enrolled	91.4%	88.3%	83.9%	84.5%	76.7%
Boys	91.2%	88.7%	83.5%	84.2%	77.6%
Girls	91.6%	87.9%	84.5%	84.8%	75.7%

Source: District Education Plan, 1999

In addition to a significant drop in the enrolment rate, there is a high drop rate. Between 1996-1998 there was an estimated drop out rate of 23.3% for girls and 19.6% for boys. The high drop-out rate is mainly attributed to the high cost of education

□ Examination Performances:

Performance rates in national examinations are low. The failure rate in Muheza District for the stage four examination doubled between the years 1996 and 1998. In 1996 the failure rate was 22%, whereas in 1998 the failure rate was 44.2%. As those failing are obliged to repeat a year this either results in overcrowded standard four classes or results in increasing numbers of drop-outs. The rate of those qualifying for secondary school as a result of the standard seven examination is low. The trend, however, has shown some improvement in recent years as can be seen in the table below.

Standard Seven Examination Performances and Selection for Secondary School

	1996	1997	1998
Total number sitting the exam	3,080	3,762	3,512
Boys	1,534	1,878	1,794
Girls	1,546	1,884	1,718
Total number qualifying for secondary school	380	474	576
Boys	198	281	293
Girls	182	193	283
% qualifying for secondary school	12.3%	12.6%	16.4%
Boys	12.9%	15.0%	16.3%
Girls	11.8%	10.2%	16.5%

Source: District Education Office records

In 1999 the average score for girls was 9% lower than the average score for boys.

□ Primary Teachers:

In 1999 Muheza District Primary schools had a requirement of 1,325 teachers. The actual number of teachers available was 1,043. This shortfall is not evenly distributed with some schools in the remoter areas having a shortage of up to 50% of their requirement.

Teachers, especially the better qualified, are reluctant to serve in the remoter areas.

Compounding this reluctance is the fact that Muheza District only has 8% of its total teacher-housing requirement.

□ Teacher qualifications

Of the 1,043 teachers available in 1999 only 434 were of Grade A qualification and 599 were of Grade B qualification. Government standards require that each primary school has at least 4 Grade A teachers. This means that Muheza District primary schools require a minimum of 600 Grade A teachers whereas in fact there are only 434.

□ Inspection of Schools:

In the period 1995-1998 there were only 90 inspections of primary schools averaging a little over 22 of the 150 schools per year. Some remote schools have not been inspected for many years.

□ School Facilities:

There is a serious shortage of basic schools' infrastructure in Muheza District. Many schools have no permanent head teacher's office or store for textbooks. The classroom requirement falls far short of what is actually available. As a result, it is not unusual for classes to be taught in the open. Many of the existing classrooms are in poor condition.

Primary School Classrooms in Muheza District

Division	Classrooms		
	<i>Required</i>	<i>Available</i>	<i>Shortfall</i>
Amani	104	52	52
Maramba	238	106	135
Mkinga	194	99	95
Muheza	226	125	101
Ngomeni	184	89	98
Bwembwera	197	138	59
Totals	1143	609	540

Source: District Education Office records

6.1.2.3 Secondary Schools:

There are eleven secondary schools in Muheza District, six public and five private.

6.1.2.4 Technical and Third Level Education:

There are no technical or third level education institutes or colleges in Muheza District. Technical education is available at the VETA college in Tanga Municipality.

6.1.2.5 Adult Education:

There are no functioning adult education programmes currently running in Muheza District. Efforts to provide adult literacy classes using primary school teachers who would conduct evening sessions for interested adults have failed. In general, there is a lack of information in the District concerning the socio-economic learning of adults.

The new national adult education initiatives, COBET and IC, have not been initiated in Muheza District.

Data concerning literacy levels among adults in Muheza District is limited. In 1996 it was estimated that there were more than 27,000 adults who could not read or write, representing 28.7% of the population aged more than 13 years. Of these 63% were women. There are no indicators to suggest that this situation has improved.

6.1.3 Education – the Problems:

Poor quality of teaching:

Many teachers have only minimal training and limited experience. Teachers have to work in difficult circumstances with few teaching aids and are thus poorly motivated. A serious shortage of textbooks add to the problem. The District Education office inspectorate has limited resources to conduct inspections, identify problems that need to be addressed, and offer supports to help respond to the problems. The Teachers' Service Commission also has limited resources to monitor the professional conduct of teachers, help address their grievances and thus help raise morale.

Lack of school facilities:

The 'shortage of classrooms' was one of the most frequently mentioned issues raised during the process of PRA's, RRA's and village needs identification conducted before the beginning of this strategic planning. Many classes are conducted outdoors. Many existing classrooms require rehabilitation. The shortage of classrooms and other basic school facilities and fittings is experienced in varying degrees in almost every school in Muheza District. The general lack of facilities not surprisingly has a negative contribution to the quality of teaching.

Shortage of teachers:

Aside from there being many teachers with below minimum qualifications, there is also a shortage of teachers. At the end of 1999 there was a shortfall of 343 primary teachers.

“No teacher housing”

Whilst it is not quite accurate to say there is no teacher housing. It is true, however, that there is very little teacher housing. Only 8% of the total requirement is available. Communities are very sensitive to this issue and see the lack of teacher housing as a major factor influencing the quality of education given to their children. It is undoubtedly true that better qualified teachers avoid postings to remoter schools, especially if there is no adequate housing available for them.

Few textbooks/workbooks for students:

The best estimates of the numbers of students per textbook is 6:1. There are many losses of textbooks due to continuous use, loss, theft and poor storage (many schools have no proper storage). Though limited numbers of copybooks are available at subsidised cost, poverty means that parents/guardians cannot afford to buy them.

Low educational attainment and few adult education/training opportunities:

Not only are there no adult training/learning programmes operational in Muheza District, the training/learning needs of adults has not been systematically investigated. Efforts to have primary teachers provide evening literacy and numeracy classes has failed. The approach has proved unsustainable as there are no resources available to the District Education department to provide materials or incentives.

6.2 Education Strategy:

6.2.1 Overall Objective:

➤ **Improved standards and quality of education In Muheza District**

6.2.2 Anticipated Results:

Result 1: Quality and management of primary school education improved.

Result 2: Schools' infrastructure and availability of learning materials has increased and improved.

Result 3: Improved adult education opportunities for women and men.

6.2.3 Overview of Education Activities:

Total number of activities: 13

Result 1: Quality and management of primary school education improved.

The 7 activities of this result will address the problem of poor teaching and management. There is a focus on improving the quality of teaching, a focus on increasing the capacity of the District Education office to effectively carry out its co-ordination, monitoring and inspection functions, and a focus on promoting greater involvement of the communities in helping assure effective functioning of primary schools. In addition, support will be given to the complementary function of the Teachers Service Commission in monitoring teachers' professional conduct, addressing grievances and raising morale.

Result 2: Schools' infrastructure and availability of learning materials has increased and improved.

The 3 activities of this result focus on addressing the serious problem of the lack of schools' infrastructure/equipment and the lack of learning materials. Construction will be undertaken in ways that involve the communities at all stages, thereby giving them a greater sense of ownership and responsibility for ongoing maintenance.

Result 3: Improved adult education opportunities for women and men.

The 3 activities of this result line focus on addressing the serious problem of a lack of adult education opportunities in Muheza District. This will be done in ways that maximise community participation and avoid dependence upon having to pay for the services of teachers. There will be two main strategies in achieving this. Firstly there will be an innovative approach to responding to the literacy and numeracy needs of people through supporting the formation of learning groups led by retired voluntary teachers. Secondly, there will be the introduction of the national strategies of the *Complimentary Basic Education Initiative in Tanzania* (COBET) and the *Integrated Community Based Adult Education* initiative (ICBAE).

6.3 Implementation:

The implementation of the activities will be undertaken in full collaboration with communities and development partners. Where any construction work is involved, agreements with communities will be made whereby they have the maximum active input to implementation. Decisions to undertake works at specific locations will only be made after the maximum participation of the community has been confirmed. This participation is a key to successful implementation.

The rehabilitation and construction of primary schools' facilities will be carried out as much as possible through the Muheza District Community Micro-Project Fund. Communities who have already prioritised the provision of schools' facilities have

already been facilitated to plan their project. In some cases implementation has already begun.

Without jeopardising the rights of all to receive quality education services, primary consideration will be given to those schools most in need.

The costs of most major asset purchases and technical training expertise will be provided by donors. Personnel costs will be borne by the Local Government, supported by the Central Government.

The management of the implementation of the education activities will be co-ordinated by the District Education Officer, supported by the senior departmental staff.

6.4 Factors Ensuring Sustainability:

All actions are in keeping with long established education policies of the Government of Tanzania.

The technologies to be used in the construction works are appropriate to the local situation. Local skills will be used and built upon. These practised skills will serve to enable the communities to maintain structures.

All components involving construction will be undertaken in a way that does not adversely affect the environment. Provision is made for school latrines.

The activities are in direct response to the aspiration of the communities and are in keeping with societal norms. The activities are designed to respond to the strategic gender needs of women and men. There is agreement that there be a gender balance in all decision making involving planning and implementation. Attention to gender balance will be observed in the facilitation of the re-activation of School Committees.

All actions undertaken will be within the management capacity of the implementing agents whether they are at community level, at District Council level or at donor level. Capacity building components are included among the activities.

Maximising community participation in construction works increases cost benefit. Economic benefits to the community arise through a better skilled and literate community able to better contribute to economic activities. An established cost sharing system regarding education is already in operation. The District Council with support from Central Government will continue to meet salaries of teachers and other costs.

6.5 Monitoring and Reporting:

Monitoring and reporting will be conducted in ways that will involve the maximum participation of stakeholders.

The status of each activity will be reported upon on the completion of each sub-activity/activity, quarterly and annually. The District Education Officer will delegate to the appropriate senior education officer responsibility for submitting a report. Each report will be reviewed by the District Education Officer before forwarding to the Planning department. An individual record will be kept at the District Education Office and the Planning department.

Where an activity is being implemented on a participatory basis, such as the renovation of a health facility, the Village Government will be requested to submit a written report independent of the district executive's report(s).

Any activity being implemented through the Community Micro-Project fund will be monitored at all stages by the appointed Micro-Project Co-ordinator. This co-ordinator will submit an independent report on the completion of the micro-project.

Education

Sub-Logframe

Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Core Objective: Improved and equitable access to socio-economic services and increased production.	By the end of 2002: <ul style="list-style-type: none"> ➤ 15% increase in the percentage of people who have access to a quality health facility within 5km of their home. ➤ 20% increase in the average class 7 exam mark for boys and girls. ➤ 30% increase in agricultural and natural resource products. 	Annual Public Health Care reports and District Water engineers reports. District education office exam records. DAI,DO and DNRO office reports	Health sector reform programme continues to be implemented. Favourable climatic patterns.
Intermediate Objective: Improved standards and quality of education in Muheza District	<ul style="list-style-type: none"> ➤ 20% increase in the average class 7 exam mark for boys and girls. 	District education office exam records.	
Results			
2.1. Quality and management of primary school education improved	<ul style="list-style-type: none"> ➤ Enrolment rate of girls and boys increased from 76% to 86%. ➤ 70% functioning of primary school committees. ➤ 100 teachers upgraded to Class A grade. 	District education office records. District Manpower Management office records.	Recruitment authorised. Capacity of schools to care for and maintain textbooks. Active participation of communities.
2.2. Schools' infrastructure and availability of learning materials has increased and improved	<ul style="list-style-type: none"> ➤ 20% increase in new classrooms (110) built and equipped with community participation. ➤ Ratio of textbooks per student improved from 1:5 to 1:4. ➤ The number of exercise books per student increased from 4 to 12. 	District education office records. Physical verification reports. School Committee records.	Active participation of communities.
2.3. Improved adult education opportunities for women men.	<ul style="list-style-type: none"> ➤ 20 functioning adult literacy and numeracy groups. ➤ Adult enrolment in Agriculture/Livestock , Domestic Science and Technical programmes increased by 400%. 	District education office records.	Commitment of adult educators.

Result Line 2.1: Improved delivery and management of education services in Primary schools

Activities	Inputs/Means	Costs (Tsh)	Remarks
2.1.1 Support the construction and equipping of 3 teachers' centres for teacher upgrading and training.	Building Materials, construction costs, fittings, supervisions costs	75,000,000	
2.1.2 Assist upgrading of teachers and District Education Office staff through training seminars and workshops.	Costs of training seminars and workshops for class 1 and class 2 teachers. Costs of seminars and workshops for Education Office staff	8,000,000	
2.1.3 Reallocate and equitably redistribute 30 teachers	Relocation costs	15,000,000	
2.1.4 Support the re-activation and effective functioning of school committees.	School committees' survey costs. Training costs of 30 1½ -day workshops Monitoring costs.	5,500,000	
2.1.5 Support the monitoring and inspection functions of the District Education Office, with particular emphasis on the most disadvantaged and remote schools.	Inspection costs of 50 schools per year	18,000,000	Part funding from pupil contributions for schools' inspection.
2.1.6 Support the effective functioning of the District education department.	Vehicle purchase and maintenance costs	24,500,000	
2.1.7 Support the Teachers' Service Commission in monitoring professional conduct of schools' staff and in raising the morale of teachers.	Purchase and running of a motorcycle. Allowances and local travel.	4,500,000	
		150,500,000	

Result Line 2.2: Schools' Infrastructure and availability of learning materials has increased and improved

Activities	Inputs/Means	Costs (Tsh)	Remarks
2.2.1 Construct and equip classrooms, staff rooms, offices, stores, latrines (with water where supply is available) at 9 schools.	Building Materials, construction costs, school furniture, supervision costs	151,200,000	
2.2.2 Support the provision of learning and teaching aids/materials to primary schools.	Textbooks for primary schools (190,000,000). School furniture and equipment.	200,000,000	ITP (EU, SIDA, RN, DFID) - 190,000,000 support
2.2.3 Build 10 teacher's houses (5 units of two houses) with community participation	Building Materials, construction costs, supervision costs.	55,000,000	
		406,200,000	

Result Line 2.3: Improved and sustainable basic education opportunities for young adults, women and men

Activities	Inputs/Means	Costs (Tsh)	Remarks
2.3.1 Support the introduction of the Complimentary Basic Education in Tanzania initiative (COBET)	Costs of surveying the education needs of out-of-school youth (13-18 years). Appropriate learning materials, teaching aids	4,000,000	
2.3.2 Support the Integrated Community Based Adult Education initiative (ICBAE)	Costs of surveying the education/training needs of adults in existing organised groups. Skills training materials.	4,000,000	
2.3.3 Support the formation of 20 community based adult learning groups.	Costs of identifying community based voluntary teachers, mobilising groups and providing back-up supports to the voluntary teachers.	6,800,000	
		14,800,000	

Chapter 7: Agriculture/Livestock, Natural Resources, Lands, Trade and Co-operatives

7.1 Background

7.1.1 Government Policy:

The promotion of agriculture and the sustainable use of natural resources is a primary focus of the Government of Tanzania's policies regarding human development, economic growth, and the strengthening of the country's balance of payments. Government policy stresses sustainable use of land resources. Tanzania is first and foremost an agriculture based society. The livelihood of a majority of the population depends upon agriculture and the exploitation of natural resources. Trade, especially at a local level, is strongly agriculture based. Through extension services the Central Government strives to facilitate farmers improve food production, assure their food security, secure tenure for land, and create new opportunities for trade based upon agricultural produce. Together these strategies contribute to helping reduce poverty.

7.1.2 Agriculture/Livestock, Natural resources, Lands, Trade and Co-operatives in Muheza District:

7.1.2.1 Agriculture/Livestock:

Differences in rainfall and pattern, topography and land form, soil types, and social cultural practices have produced five distinct agro-ecological zones in Muheza District.

Agro-Ecological Zones of Muheza District

Area in Ha.	Rainfall Pattern	Soil Fertility	Suitable Crops
180,000	Twice per year. Greater than 1,000mm. Two growing seasons, Mar-June and Sept-Dec	Low soil fertility, low water holding capacity, and low altitude	Sorghum, cassava, sweet potatoes, cashew nuts, citrus and coconuts.
184,000	Twice per year. Greater than 1,000mm. Two growing seasons, March-June and Oct-Dec	Low soil fertility, medium water holding capacity, and low altitude	Maize, sorghum, groundnuts, sisal, pineapples, citrus, coconuts and sunflower.
54,600	Twice per year. Greater than 1,000mm. Two growing seasons, Feb-June and Oct-Dec	Medium soil fertility, high water holding capacity and high altitude	Maize, tea, bananas, beans, finger millet, cardamom and sisal.
59,500	Once per year. Greater than 1,000mm. Growing season Nov-April	Medium soil fertility, high water holding capacity and medium to high altitude	Maize, tea, bananas, beans, finger millet
13,800	Once per year. Greater than 600mm. Growing season, March-May	High soil fertility, high water holding capacity and medium altitude	Bulrush millet, sorghum

Source: Samki and Dewan, "Ecological Zones of Tanzania", 1981

□ **Large Scale Crop Production:**

Large scale crop production is confined to tea and sisal. Sisal production, however, has greatly reduced over the last few years and the former sisal estates are overgrown and are a hiding place for vermin which are a major problem and concern to smallholders farming nearby lands. The tea estates are located in the East Usambara Mountains where 1,680 hectares are under tea production.

□ **Small Scale Crop Production:**

In 1998 there were approximately 102,000 hectares being cultivated by smallholders. The principal technology in use is the hand hoc (over 90% of smallholders). The major crops being produced are as follows:

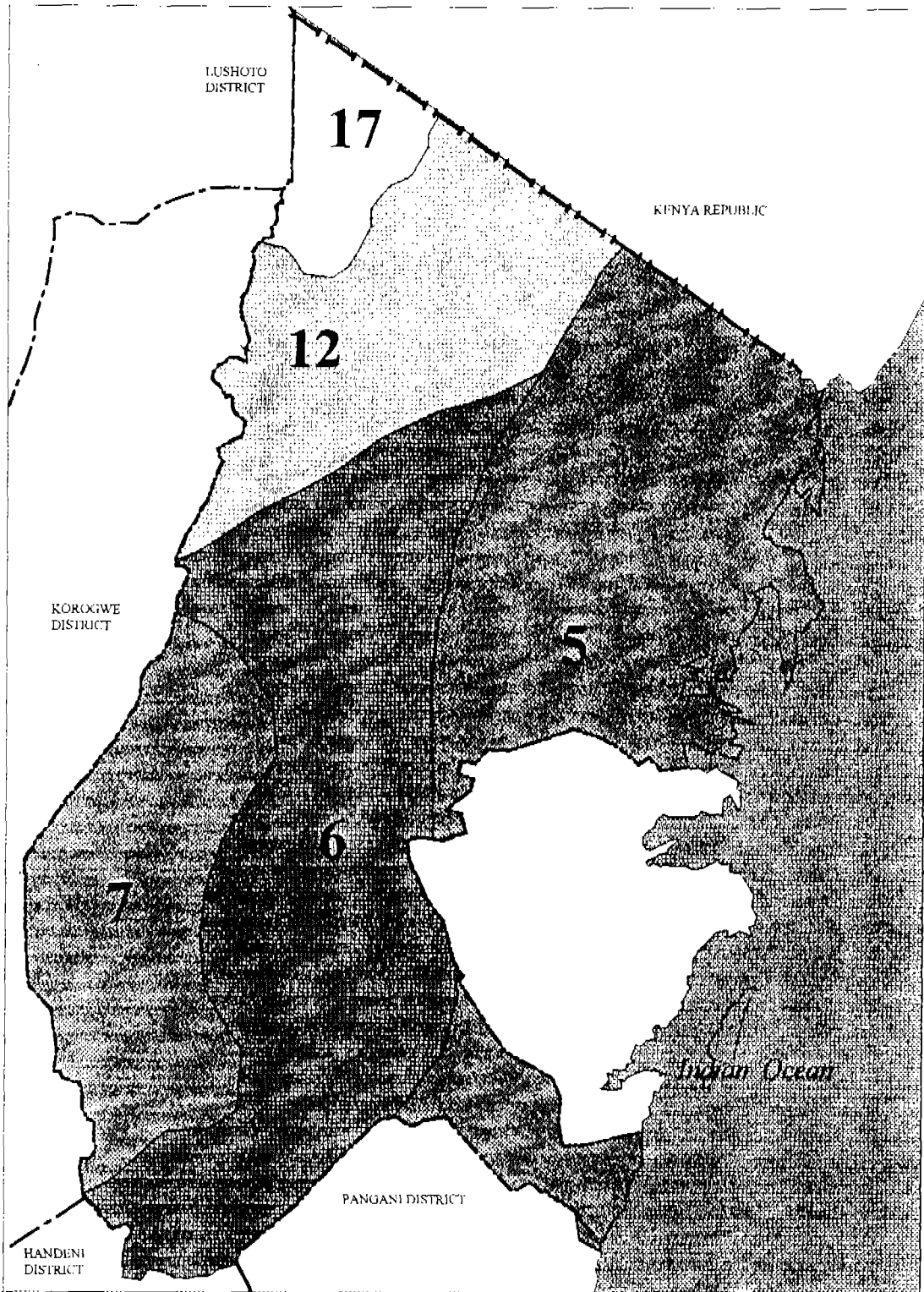
Small Holder Crop Production in Muheza District (selected years):

Crop	1990/91		1992/93		1994/95		1997/98		1998/99	
	Ha.	Tons	Ha.	Tons	Ha.	Tons	Ha.	Tons	Ha.	Tons
Coffee	300	150	300	150	300	150	170	70	176	70
Coconut	9,500	1,250	9,500	12,500	9,500	12,500	38,200	57,400	38,240	57,400
Cashew	2,000	1,300	2,040	1,300	1,900	1,800	1,700	2,140	1,768	2,140
Oranges	6,700	6,200	6,700	6,200	8,000	8,770	7,000	6,560	6,500	6,960
Bananas	900	7,600	6,500	6,500	6,500	6,500	6,500	6,500	6,700	6,720
Cassava	12,500	27,600	10,100	30,300	13,100	36,200	13,700	45,600	24,300	80,700
Paddy	200	200	1,700	1,400	1,400	1,400	4,200	5,100	4,300	5,200
Legumes	300	200	300	200	1,500	2,100	2,100	500	600	300
Maize	22,000	19,000	30,040	30,000	28,700	18,400	28,670	33,900	32,200	48,300
Totals		63,500		88,550		87,820		157,770		207,790

Source: District Agriculture and Livestock office records






Over a ten year period there has been significant increase in the overall food crop production. Nearly all of this increase involves essential food production rather than the traditional cash crops such as cashew nuts. There is a large potential for citrus fruits both in terms production and as a cash crop. The potential of oranges is not being realised due to several factors among which is the quality of the germ plasm and bad roads hindering moving the crop to markets.

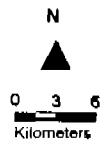
Overall, Muheza District has the capacity to meet the food requirements of its people and carry a surplus. This surplus, however, is invariably quickly sold by the producers for cash and at later times in the year many families experience food shortages. From the table above it can be seen that there has been a significant increase in the areas under coconut, cassava, paddy and maize cultivation. This is not a case that large areas of previously unused land has entered production. Rather, it reflects the fact that sisal production has drastically decreased and that former sisal estate land is being unofficially



MAP NO.7.1 MUHEZA DISTRICT: AGRO-ECOLOGICAL ZONES

LEGEND

-  Low altitude, low soil fertility, low water holding capacity
two rainy seasons (above 1000mm)
-  Low altitude, low soil fertility, medium water holding capacity
two rainy seasons (above 1000mm)
-  High altitude, medium soil fertility, high water holding capacity
two rainy seasons (above 1000mm)
-  High altitude, medium soil fertility, high water holding capacity
one rainy season (above 1000mm)
-  Medium altitude, high soil fertility, high water holding capacity
two rainy seasons (above 600mm)



used by smallholders. (Many of these smallholders do not have tenure for the land they are now cultivating).

Though Muheza District has significant agricultural potential, much of this is not being realised. As already mentioned, citrus production has great potential, but marketing difficulties and the quality of the tree stock needs improvement. Agricultural produce marketing co-operatives are functioning very poorly due to poor management. Many producers sell their produce to middlemen who buy in bulk at very low prices to the producer. Lack of land tenure is a major disincentive for smallholders to develop land and to plant permanent crops. The effectiveness of crop extension services is limited by a lack of basic equipment and a less than satisfactory working relationship between extension officers and farmers.

□ **Livestock:**

There are two main systems of livestock keeping in Muheza District: traditional free grazing and the stall feeding system which is mainly practised in the highland areas and in the areas in the south of the District. Free grazing is important in the northern part of the District where rainfall is low and soils are not very suitable for crop production.

There are no accurate figures for livestock numbers in Muheza District. It is estimated that the numbers of indigenous cattle have dropped from nearly 50,000 in 1984 to around 25,000 in 1995. This figure has remained more or less constant over the last five years. With no proper animal market in Muheza District, livestock keepers do not get competitive prices for their animals. In addition there is a loss of revenue to the District Council. Furthermore, support services for livestock keepers are very limited due to a lack of equipment, especially animal disease diagnosis equipment and functioning animal dips. The three veterinary offices in the District cannot cater for the number of people requiring their services. Only one of 12 animal dips is functioning, and the one that is functioning is far from the main concentrations of livestock.

□ **Dairy Cattle:**

Whilst the number of indigenous cattle has decreased, dairy cattle breeds have been introduced and their numbers have increased to 2,248 in 1999. Over the last ten years dairy farming has become increasingly important as a source of income. The growth of dairy farming has been greatly assisted by the Tanga Dairy Development Programme (TDDP). The TDDP provides credit to dairy farmers under the *Heifer in Trust* scheme (HIT). This scheme operates by providing farmers (women and men) with an in-calf heifer. If there is a female calf, this animal is to be reared until she becomes pregnant and it is then given to a newly participating farmer in the scheme. Male calves are sold (to a maximum of 3) and the cash received returned to the programme to a value of an in-calf heifer at the time when the farmer started participating in the scheme. In doing this the farmer is said to have paid his or her HIT credit.

Although dairy cattle keeping is relatively new in Muheza District, there are already four dairy co-operatives established by the farmers themselves.

7.1.2.2 Natural Resources:

□ **Fishing:**

Sea fishing is an important source of livelihood for people living in the 18 coastal villages of Muheza District. Data concerning actual fish production is uncertain. Day catch figures from 6 of the 18 villages show much variance over the last 6 years. Significant increases in 1995 and 1996 were possibly “assisted” by the illegal use of dynamite. Under the Tanga Coastal Zone Conservation and Development Programme (TCZCDP) and stringent patrols by the marine police dynamite fishing has been stopped. The fall in fish catches since 1996 are due both to the curtailment of dynamite fishing and the damage to the environment caused by the dynamiting. Catches for 1999 are similar to those of 1994 indicating a return to sustainable use of fish resources. Total fish catches for 1999 are between 600 and 700 metric tonnes.

Fish farming was once extensively practised through stocking ponds and dams on sisal estates. With the collapse of the sisal industry many of these ponds have silted up and have become unsuitable for fish farming. There has been some revival of fish farming in Amani division.

□ **Seaweed Farming:**

Seaweed farming has recently been introduced. An indicator of the potential of seaweed can be seen in that in 1998 seaweed generated revenues for the District Council that were more than 50% of the revenue generated from forest products.

□ **Forest Resource Utilisation:**

There are more than 38,000 hectares of forest reserve in Muheza District. These are in addition to the East Usambara Catchment Forest, a unique area of rain forest that is managed jointly by the East Usambara Catchment Forest Conservation Project, the nearby communities and the District Council.

Despite monitoring and conservation initiatives, encroachment of forest reserves is occurring. Demands for firewood and illegal charcoal production are taking their toll. Shifting cultivation and the clearing of new areas of land for farming is exposing already fragile soils to degradation. Loss of trees has most serious impacts in the north of the District.

There is some commercial planting of teak on former sisal estate lands. However, it will be some years before the teak can be harvested.

□ **Mining:**

Sapphire, ruby, green tourmaline and turquoise gemstones are mined in the dry and sparsely populated northern part of the District. The presence of gemstones has attracted little investment. Most of gemstone mining is done using traditional methods and the stones are mainly sold in bordering Kenya. There are many potential environmental problems caused by uncontrolled mining and the pits left behind by mining activities.

□ **Donor Investments in Natural resource Management:**

In Muheza District there are considerable investments by donors in natural resource management and conservation. The donors include FINNIDA, EU, NORAD, SIDA and Ireland Aid. The focus of these donor investments is primarily on forest conservation, marine resource management and mangrove conservation. Whereas the inputs from these donors is of inestimable value, their activities are concentrated in the immediate coastal area and the East Usambara Mountains in the west of the District. The co-ordination of sustainable natural resource management in the rest of the District relies upon the limited resources of the District Natural Resources department.

7.1.2.3 Lands:

Land use in Muheza District is overseen by the Lands department. A sizeable amount of the more productive land (more than 40,000 hectares) is owned by tea and sisal estates. Most of the sisal estates have ceased production and the land is lying idle. Landless farmers, many of whom were former sisal estate workers, have cleared small plots to plant seasonal crops. They do not, however, have tenure to the land and are thus discouraged from planting permanent crops such as oranges, coconut and cashew nuts, crops which have high potential for cash crop earnings.

7.1.2.4 Trade and Industry:

There is very little manufacturing in Muheza District. Other than informal furniture making, some small-scale metal fabrication and the processing of tea on the tea estates, there is no industry as such in Muheza District.

Wholesale trade in Muheza District is poorly developed and confined to the larger centres of Muheza and Maramba towns. The vast majority of retail traders buy their stocks in Tanga Municipality.

Retail trade focuses on supplying basic commodities and services to an agricultural community. Many of these traders are operating on narrow profit margins. An analysis of retail license holders conducted by the District Trade department shows that many retail

traders operate only for a short time suggesting that they are unable to profitably sustain their businesses. Trade office inspectors identify lack of basic financial management skills and problems of access to credit, especially for women, as the main reasons for the failures of small businesses. The majority of business license holders are males. Of the 999 business licenses in 1999 (a drop from 1,118 in 1996), 630 were for shops and kiosks.

From an employment point of view wholesale and retail trade in 1999 provided employment for 1,970 people. This figure includes both sole proprietors and employees. The figure of 1,970 is insignificant when compared to a total district population of approximately 270,000 people.

7.1.2.5 Co-operatives:

The history of co-operatives in Muheza District show that no fewer than 3,780 have been formed at one time or another. In June 1999 only 25 were functioning. Eleven of these are Savings and Credit Co-operatives with all but one of the remainder being Agricultural Produce or Dairy Farming co-operatives. Greatly under-resourced, the District Co-operatives department has not been able to effectively audit their performances. Available evidence shows that many of the 25 'functioning' co-operatives are performing poorly due to lack of basic administrative and financial management skills. The potential of co-operatives to help market crop production and maximise returns to farmers is not being realised.

7.1.3 Agriculture/Livestock, Natural Resources, Lands, Trade and Co-operatives – The Problems:

Low agricultural production/poor farming systems:

Most smallholders cannot afford chemical inputs that might help improve crop yields. Many farmers are unaware of how locally available inputs can be used to their advantage. Extension services are under resourced. Extension officers cannot effectively provide necessary services to farmers. In some areas already poor soil fertility is made worse by exposure of the land through uncontrolled clearance of the natural vegetation cover. In the case of fruits, farmers are using strains that are of poorer quality. In the mountains top soils are lost by erosion. Crop yields are also affected by irregular rainfall patterns. Germination might be delayed and seed lost. Lack of rain at crucial times of crop maturation result in low yields.

Agricultural/Livestock diseases:

Most smallholders cannot afford chemical inputs to control crop diseases and many farmers are unaware of how locally available inputs can be used to their advantage. Extension services are under resourced and extension officers cannot effectively provide necessary advisory services to farmers. Animal diseases, especially those borne by ticks, are common. In the District there is only one out of twelve animal dips functioning and

this is far from the main concentrations of livestock. Due to lack of diagnostic equipment animal diseases go undetected. Many young animals die before they mature.

Crop pests and vermin:

Crops are very vulnerable to vermin/pests. Much abandoned former sisal estate land harbours vermin. Efforts to control vermin are unco-ordinated.

“Shortage of land”:

As such there is no real shortage of land in Muheza District. There is, however, a problem of land tenure. Many smallholders are working land that technically belongs to the former sisal estate owners. There is also a problem of un-demarcated village boundaries, a problem that results in dispute and lack of clarity as to who has rights of land occupancy.

Crop marketing difficulties:

Bad roads and the ineffectiveness of most agricultural produce co-operatives result in farmers having difficulties marketing their produce. Very often farmers are forced to sell at low prices to middlemen. This is particularly the case of citrus fruits.

Lack of money/capital for business:

Small traders, especially women, have difficulty getting credit to finance development of their businesses. Many small enterprises thus fail and economic growth in the District is hindered. Incomes remain low and widespread poverty continues.

7.2 Agriculture/Livestock, Natural resources, Lands, Trade and Co-operatives – The Strategy:

7.2.1 Overall Objective:

- **Quantity and Quality of agricultural and natural resource products increased and improved sustainably.**

7.2.2 Anticipated Results:

- Result 1. Increased and improved crop and livestock production.**
- Result 2. Improved sustainable use and conservation of natural resources.**
- Result 3. Improved performance and output from agricultural produce co-operatives and small traders.**
- Result 4. Greater security of tenure for smallholders and more effective utilisation of land.**

7.2.3 Overview of Agriculture/Livestock, Natural resources, Lands, Trade and Co-operatives Results:

Total number of activities: 31

Result 1. Increased and improved crop and livestock production.

The 12 activities of this result focus on enabling farmers to improve crop and livestock production. This is approached through the provision of appropriate training for farmers and extension officers, and to improving the health of livestock. Measures will be taken to tackle the problem of vermin. In addition, there is a focus on helping develop the considerable citrus fruit production potential of the District by helping make available improved strains of tree seedlings. Furthermore, efforts will be taken to promote contour farming to prevent loss of soils in the highland areas.

Result 2. Improved sustainable use and conservation of natural resources.

The 12 activities of this result strongly focus on natural resource management and conservation. In addition community forestry will be promoted. Support will be given to improving the capacity of the Natural Resources department to more effectively carry out its functions.

Result 3. Improved performance and output from agricultural produce co-operatives and small traders.

The 4 activities of this result focus on enabling agricultural produce co-operatives and small traders function effectively.

Result 4. Greater security of tenure for smallholders and more effective utilisation of land.

The 3 activities of this result focus on give security of land tenure to landless farmers, expanding the capacity of the Lands department, and surveying and demarcating village boundaries to eliminate disputes and permit effective use of the land.

7.3 Implementation:

The implementation of the activities will be undertaken in full collaboration with communities and development partners. Where any construction work is involved, agreements with communities will be made whereby they have the maximum active input to implementation. Decisions to undertake works at specific locations will only be made after the maximum participation of the community has been confirmed. This participation is a key to successful implementation.

The costs of most major asset purchases and technical training expertise will be provided by donors. District personnel costs will be borne by the Local Government, supported by the Central Government.

The management of the implementation of the Agriculture/Livestock, Natural Resources, Lands, Trade and Co-operatives activities will be co-ordinated by the respective Heads of Departments. The Heads of Departments will be supported by their senior departmental staff. Donors will also have immediate technical and advisory responsibility for the implementation of the natural resource management and conservation projects (East Usambara Catchment Forest Conservation Project, the Mangrove Management Project and the Tanga Coastal Zone Conservation and Development Programme). The Marine Police will share in conducting marine patrols.

7.4 Factors Ensuring Sustainability:

All of the activities are in keeping with established agricultural, natural resources, lands, trade and co-operatives policies of the Government of Tanzania.

The technologies to be used in the construction works are appropriate to the local situation. Local skills will be used and built upon. These practised skills will serve to enable the communities to maintain structures.

All components involving construction will be undertaken in a way that does not adversely affect the environment.

The activities are in direct response to the aspiration of the communities and are in keeping with societal norms. The activities are designed to respond to the strategic gender needs of women and men. All initiatives involving farming training will be attentive to establishing a gender balance. There is agreement that there be a gender balance in decision making involving planning and implementation.

All actions undertaken will be within the management capacity of the implementing agents whether they are at community level, at District Council level or at donor level. Capacity building components are included among the activities.

Economic benefits to the community will arise through the contributions to the economy of better skilled farmers, small traders, co-operative personnel, and users of natural resources. The District Council, with support from Central Government, will continue to support the costs of extension workers providing ongoing support to farmers and natural resource users.

7.5 Monitoring and Reporting:

Monitoring and evaluation will be conducted in ways that will involve the maximum participation of stakeholders.

The status of each activity will be reported upon on the completion of each sub-activity/activity, quarterly and annually. The relevant Heads of department will delegate to the appropriate senior officer responsibility for submitting a report. Each report will be reviewed by the relevant Head of Department before forwarding to the Planning department. An individual record will be kept at the offices of the relevant Head of Department and the Planning department.

Where an activity is being implemented on a participatory basis, such as the renovation of a health facility, the Village Government will be requested to submit a written report independent of the district executive's report(s).

Agriculture, Natural Resources, Lands, Trade and Co-Operatives

Sub-Logframe

Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Core Objective: Improved and equitable access to socio-economic services and increased production.	By the end of 2002: <ul style="list-style-type: none"> ➤ 15% increase in the percentage of people who have access to a quality health facility within 5km of their home. ➤ 20% increase in the average class 7 exam mark for boys and girls. ➤ 30% increase in agricultural and natural resource products. 	Annual Public Health Care reports and District Water engineers reports. District education office exam records. DALDO and DNRO office reports	Health sector reform programme continues to be implemented. Favourable climatic patterns.
Intermediate Objective: Quantity and Quality of agricultural and natural resource products increased and improved sustainably	<ul style="list-style-type: none"> ➤ 15% increase in the gross CESS collection. ➤ 5% increase in the use of village woodlots as the primary source of firewood. ➤ 6,000 hectares of former sisal estate land being developed by smallholders with tenure for the land 	District Treasurer's office records. District Natural resource office records. District Lands' office records	Favourable climatic patterns.
Results			
3.1. Increased and improved crop and livestock production	<ul style="list-style-type: none"> ➤ 25% increase (average) per hectare in the production of maize. ➤ 20% increase (average) per hectare in the production of cassava. ➤ 10% increase (average) per hectare in the production of citrus fruits. ➤ 150 farmers applying newly learned skills in citrus disease and pest control. ➤ 5% reduction in calve mortality. ➤ 20% increase in the numbers of animals being sold at controlled markets. ➤ 3 refurbished and fully operational animal dips. 	District Agriculture and Livestock office records.	Favourable climatic patterns.
3.2. Improved and sustainable use and conservation of Natural Resources	<ul style="list-style-type: none"> ➤ Progressive increase of 50% per annum of illegal natural resource harvesting. ➤ 20 new village woodlots established and being maintained by communities. 	District Natural resources' office records.	Favourable climatic patterns.
3.3. Improved performance and output from agricultural produce Co-Operatives and small traders	<ul style="list-style-type: none"> ➤ 20 Co-Operatives showing a 20% increase in turnover and profit. ➤ 20 Co-Operative societies with closed, audited accounts for the year 2001. ➤ 10% increase in the percentage of business licence holders renewing their licences for a period of 3 or more years. ➤ 20% increase in the gross number of business licence holders. ➤ 20% increase in the number of female licence holders. 	Audited accounts' records at the District Co-Op department offices. District Trade office records. District Trade office records. District Trade office records	Favourable climatic patterns.
3.4. Greater security of land tenure for smallholders, and more effective utilisation of land for agriculture	<ul style="list-style-type: none"> ➤ 4,000 landless farmers and smallholders having been given security of tenure for land previously worked without tenure. ➤ 90% of newly allocated former sisal estate land being effectively developed. 	District Lands' office records. District Lands' office records.	

Result Line 3.1: Increased and improved crop and livestock production

Activities	Inputs/Mean	Costs (Tsh)	Remarks
3.1.1 Support the use of locally available chemical inputs	Costs of 59 One-day "On Site" seminars for 20 farmers per site: Allowances, materials, transport	11,500,000	Part funding (32%) to 2001 from MoA/ NAEP Phase II
3.1.2 Pilot 'contour farming' project in one mountain village.	Study tour organisation costs, leveling and measuring materials, tools.	4,000,000	
3.1.3 Support establishment of village citrus micro-nurseries.	Training costs: Allowances, local travel,	2,500,000	
3.1.4 Support the rehabilitation and maintenance of "Mother Tree" nursery at Songa.	Tools, pesticides, labour, inspection costs	2,600,000	
3.1.5 Support the promotion of 'Block Farming' for 5 villages.	Costs of 6 field trips: Bus hire, allowances, stationery	885,000	
3.1.6 Support the establishment of a more effective district extension service.	Training costs: working equipment, motorcycle, materials, venue costs, transport, allowances.	112,000,000	Part MOA supported to the end of 2001.
3.1.7 Promote village based vermin control techniques.	Organisation costs, local travel, lunch allowance	3,600,000	
3.1.8 Provide more effective livestock extension services	Training costs 13 extension officers (TDDP). Costs of animal marketing information seminars at 9 selected villages to raise awareness of opportunities to increase profits (1,150,000). Costs of 30 1-day seminars on overgrazing and environmentally sustainable stocking levels (3,600,000). Costs of monitoring in 30 villages compliance with bylaws concerning stocking levels (580,000). Costs of livestock officers attending national seminars/workshops (1,200,000). Costs of improvement to Machimboni animal market (6,700,000). Costs of constructing new animal market at Horohoro (6,700,000)	21,930,000	TDDP contribution additional
3.1.9 Repair 3 animal dips (Mwakijembe, Duga and Gombero)	Construction materials, construction costs, supervision costs	5,700,000	
3.1.10 Support livestock disease control measures.	Microscopes (4), reagents, 2,000 blood slides, 30 syringes, 2,000 needles, 3 stethoscopes, 10 measuring tapes, coolboxes.	10,600,000	
3.1.11 Provide cross-breeding services to indigenous cattle and chickens.	Cost of the procurement and placement of 25 boran bulls for cross-breeding purposes (2,400,000). Procurement of 2,000 Rhode Island Red cockerels for subsidised sale to farmers (4,700,000). Supervision, monitoring and evaluation costs (200,000)	7,300,000	
3.1.12 Support client oriented crop and livestock research to help enhance production and create income generating opportunities for farmers.	Stakeholder mobilisation costs, transport costs, research costs, information dissemination costs, consultancy costs, office support costs	63,000,000	EZCORE (2000-2001) supported
		245,615,000	

Result Line 3.2: Improved sustainable use and conservation of Natural Resources

Activities	Inputs/Means	Costs (Tsh)	Remarks
3.2.1 <i>Manage catchment forests</i>		1,686,000,000	<i>EUCFP/GoT/EC supported</i>
3.2.2 <i>Promote community forestry</i>		375,000,000	<i>EUCFP/GoT/EC supported</i>
3.2.3 <i>Promote eco-tourism at Amani nature reserve.</i>		1,185,000,000	<i>EUCFP/GoT/EC supported</i>
3.2.4 <i>Conduct survey of endemic flora and fauna species in the catchment forests</i>		225,000,000	<i>EUCFP/GoT/EC supported</i>
3.2.5 <i>Manage mangrove forests</i>		144,000,000	<i>EUCFP/NORAD GoT supported</i>
3.2.6 Support the establishment of 6 village tree nurseries	Tools, transport costs for forest soil + sand + manure, labour, seedlings, potting bags, supervision costs, allowances	5,000,000	
3.2.7 Support establishment of an effective natural resources extension service	Training costs 7 staff, twin-cab pickup, 2 motorcycles, 7 bicycles	26,000,000	In conjunction with CD activity
3.2.8 Conduct schools' (30 schools per year) and community natural resource conservation awareness programmes	Preparation of trainers and programme, materials, transport costs, local travel, allowances.	26,400,000	In conjunction with TCZCDP (24MTsh for marine conservation education inschools)
3.2.9 <i>Support establishment of fisheries and mangrove management area from Kizingani to Jasini</i>	<i>Extension workers, materials, allowances, transport, meeting costs</i>	294,000,000	<i>TCZCDP/MMP supported</i>
3.2.10 <i>Conduct marine patrols</i>	<i>Costs of running boats and vehicles</i>	72,000,000	<i>TCZCDP, Tanzanian Navy supported</i>
3.2.11 <i>Initiate use of alternative fishing gear</i>	<i>Materials, experimental costs</i>	90,000,000	<i>TCZCDP supported</i>
3.2.12 <i>Promote fish culture</i>	<i>Training costs, transport</i>	300,000	<i>Anglican Diocese supported</i>
		4,128,700,000	

Result Line 3.3: Improved performance and output from agricultural produce co-operatives and small traders.

Activities	Inputs/Means	Costs (Tsh)	Remarks
3.3.1 Support the effective functioning of co-operatives in Muheza District.	Training costs: Materials, allowances, trainers costs, local travel.	4,500,000	
3.3.2 Conduct quarterly Audits of 8 Co-operative Societies	Allowances, local travel	4,600,000	
3.3.3 Provide supports to small traders to enable them to become more effective business people	Financial management, accounting and accessing credit training costs. Training follow-up information sharing seminar costs. Monitoring and advisory services' costs.	4,300,000	
3.3.4 Support the inspection of business license holders	Travel costs and allowances	2,000,000	
		15,400,000	

Result Line 3.4: Greater security of tenure for smallholders and more effective utilisation of land.

Activities	Inputs/Means	Costs (Tsh)	Remarks
3.4.1 Support the surveying and allocation of 1,500 5-acre blocks of former sisal estate land for allocation to landless farmers and smallholders.	Survey team allowances, Beacon making machine, Making of beacons, labour, local travel Drawing board and stool, drawing paper, Stationery, 2 filing cabinets, 7 boxes of suspension files, meetings allowances	8,500,000	
4.2 Support expansion and capacity of the District Lands department.	Recruitment costs	460,000	
4.3 Survey and demarcate 25 village boundaries.	Materials, transport, allowances, casual labour,	5,625,000	
		14,585,000	

Chapter 8 Community Development and Works:

8.1 Background:

8.1.1 Government Policy:

Government of Tanzania policy recognises that the primary agents of social and economic development are the people themselves. Since the re-introduction of Local Government in 1984 a Community Development department has been an established feature of local government administration. Community Development departments are responsible for enabling social and economic development at household and community levels through facilitating communities identify community needs and plan appropriate responses to those needs. *Community Development Policy* (1996), places special emphasis on helping eradicate poverty, encouraging small group businesses, responding to the needs of women and children, mobilising people to expand and develop rural infrastructure. *Construction of Better Housing Policy* (1997) adds a further emphasis of facilitating people improve the quality of their lives at household level through the construction of better housing.

In Local Governments the Works department complements the rural infrastructure and improved housing development objectives of the Community Development department. There is a recognition of the necessity of enabling people access social services and economic opportunities if poverty and exclusion is to be overcome.

8.1.2 Community Development and Works in Muheza

8.1.2.1 Community Development:

The social and economic environment for most residents in Muheza District is far below what is desired.

- Mud and wattle is the common form of house construction.
- More than 40% of all households do not have any toilet facilities.
- Up to 50% of the population of Muheza District depend on ponds, rivers and dams for water.
- All 640.8km of district and feeder roads are classified as “earthen”. There are 138.5km of regional roads in Muheza District classified as “gravel” and 31km classified as “asphalt”.
- Schools and other social infrastructure is poorly provided for.
- “Bad roads”, and the difficulties of access is identified by the people themselves as one of their greatest problems.
- There is no female *elected* councillor serving on Muheza District Council.
- Only 32% of all representatives serving at Ward and Village levels are female. A majority of these are appointees. (Government election policy requires that 25% of all Village Government members be women).

Notwithstanding poverty, gender imbalances and many other difficulties, communities have been undertaken numerous community projects focused on improving social infrastructure at community level. Assistance was provided by the GTZ supported *Village Development Programme* (VDP) in partnership with the Community Development department of Muheza District Council. Unfortunately not all planned community projects were successfully implemented due, in large measure, to a lack of anticipated matching funding on the part of the communities. The VDP ceased operation in December 1998.

Supported by Ireland Aid there has been a renewal of assistance for community based micro-project development and implementation. A major emphasis is placed upon maximising community participation in needs identification, prioritisation of needs, and planning of community projects. Effective village Project Implementation Committees and Ward Development Committees are critical to the successful implementation of community based development initiatives.

8.1.2.2 Works:

A primary responsibility of the Works department (Ujenzi) is the maintenance and rehabilitation of District and feeder roads. Maintenance and rehabilitation of regional roads is the responsibility of the Regional Roads Engineer.

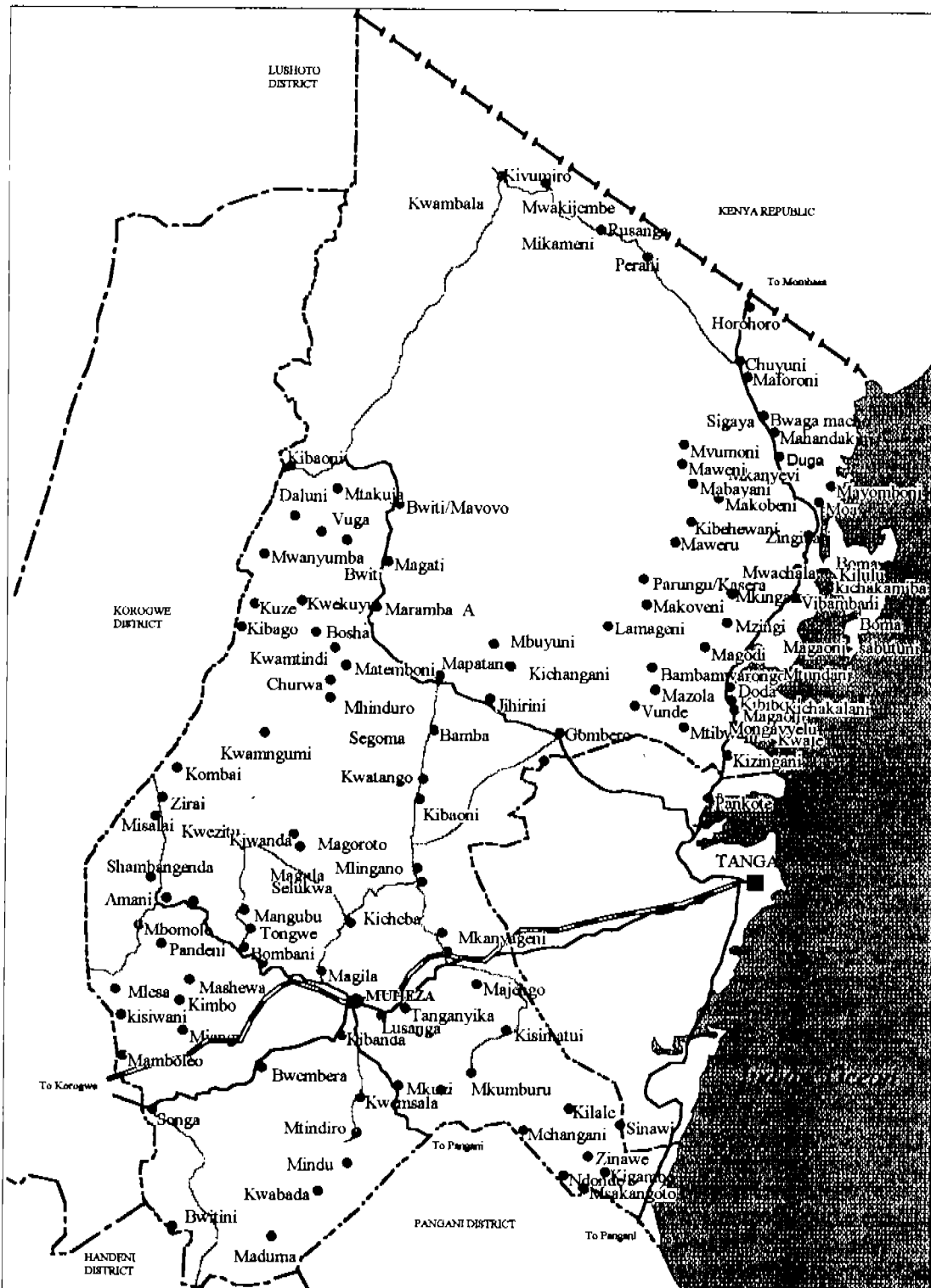
Roads in Muheza District:

	Classification and length (km)			Length (km)	Evaluated condition 1999(km)		
	Asphalt	Gravel	Earthen		Good	Fair	Poor
Trunk	31	44	-	75	31	44	-
Regional	-	94.5	-	94.5	10	53.7	30.8
District	-	-	391.3	391.3	-	31	360.3
Feeder	-	-	249.5	249.5	-	-	249.5
Totals	31	138.5	640.8	810.3	41	128.7	640.6

Source: "*Topography, Road Network, Health Facilities and Farming systems of Muheza District*", March 2000

Most of the regional, district and feeder roads are associated with the former sisal estates. The sisal estates undertook to maintain many roads in order to facilitate movement of sisal fibre to Tanga and Dar es Salaam. With the collapse of the sisal industry, the maintenance of roads has suffered greatly, especially the feeder roads.

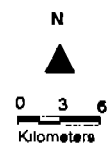
There is no heavy road maintenance equipment available to the district Works department. The only light road maintenance equipment available to the department is one tipper lorry. Road maintenance equipment is normally hired. Efforts to maintain road maintenance using community labour have been made, but this has not been systematic.



MAP NO.11.1 MUHEZA DISTRICT- ROAD CONDITION AND ACCESSIBILITY

LEGEND

- | | | | |
|-----------|--------------------|---|------------------------|
| ————— | Asphalt Road | ■ | Tanga Municipal Centre |
| - - - - - | Gravel Road | ● | Muheza District Centre |
| | Earth Road | • | Village Centre |
| ————— | Railway | | |
| - - - - - | District Boundary | | |
| | Municipal Boundary | | |



Started in 1999, the Village Travel and Transport Programme (VTTP) has begun facilitating communities respond to the problems of access to social and economic services and opportunities.

Lack of basic equipment frustrates the Works department to effectively monitor and provide technical advice for building construction.

8.1.3 Community Development and Works – the Problems:

“Bad roads”:

“Bad roads” was one of the most frequently raised problems raised by communities in all areas of the District. Many roads are impassable during the rains. The poor condition of roads isolates communities and deters private transporters from providing services. People frequently have to walk long distances to access health and other services. Farm produce cannot easily be moved to markets. Citrus fruits, for example, are left rotting because there is no effective means of transporting them out of the immediate area. There is no all weather cross radial road between the southern and northern parts of the District. Typically it is necessary to travel into Tanga and then back out again in order to journey from one part of the District to another.

Lack of real participation in community decision making:

Whereas cultural traditions greatly shape who exercises power in a community, there has only been limited efforts to develop awareness of this problem. Planning at village and ward levels is frequently conducted by a few without giving a wide cross section of the people the opportunity to express their needs and influence decision making. Women and youth are particularly marginalised in this way. Community development projects are only partially or never implemented because there is little ‘ownership’ by the people. There is an additional problem of a lack of capacity by community development officers in facilitating community participation in needs identification and community development planning.

Lack of money/capital for small businesses:

This is a problem most experienced by women and youth. Though not explicitly identified by people, there is also a problem of a lack of basic financial management skills. This secondary problem has a direct impact on the ability/inability to obtain credit.

Poor quality housing:

Whilst the quality of housing is directly related to peoples’ financial circumstances, the skills of many village based artisans (fundis) are limited to traditional construction methods. The same basic materials used in building construction could be more effectively used if new and different building techniques were used.

8.2 Community Development and Works – The Strategy:

8.2.1 The Overall Objective:

- **Equitable empowerment of women and men in building up and sustaining their social and economic lives.**

8.2.2 Anticipated results:

- Result 1: Greater and more equitable empowerment of women and men in decision making and planning at village and local government levels.**
- Result 2: Greater participation of community members in the social and economic life of their communities.**
- Result 3: Improved roads and access of communities to services.**

8.2.3 Overview of Community Development and Works' Activities:

Total number of activities: 14

- Result 1: Greater and more equitable empowerment of women and men in decision making and planning at village and local government levels.**

The 3 activities of this result focus on promoting gender balanced participation of people in community needs identification and decision making. Though gender sensitivity and gender balance is mainstreamed in all activities of this strategic plan, it is considered vital to specifically address the issue of gender awareness and gender balance through appropriate training for village and ward committees (similar gender awareness training was provided for councillors during the preparation of this plan). Participatory Rural Appraisals (PRA's) will be conducted and the action planning of community development projects will be facilitated. Training will be provided for community development officers to improve their participation and communication skills.

- Result 2: Greater participation of community members in the social and economic life of their communities.**

The 5 activities of this result focus on facilitating the implementation of community development projects and on enabling people, particularly women and youth, to participate more equitably and more fully in the economic life of their communities. Special attention will be given to enabling people access credit for small enterprises, and to sustaining such enterprises through improving basic financial management skills.

- Result 3: Improved roads and access of communities to services.**

The 9 activities of this result focus on maintaining/rehabilitating roads, and on improving the quality of housing and social infrastructure. The maintenance and rehabilitation of roads will be primarily undertaken using labour based methods. Special training for district officers will be provided in labour based road construction and maintenance techniques. Road construction and maintenance training will be provided for local petty contractors. Training in low cost improved housing construction techniques will be provided for village fundis. Additional to training of personnel, the capacity of the Works department will be increased through the provision of light equipment and necessary tools.

8.3 Implementation:

The implementation of the activities will be undertaken in full collaboration with communities and development partners. Where any construction work is involved, agreements with communities will be made whereby they have the maximum active input to implementation. Decisions to undertake works at specific locations will only be made in the light of already identified community needs and after the maximum participation of the community has been established. This participation is a key to successful implementation.

The costs of most major asset purchases and technical training expertise will be provided by donors. District personnel costs will be borne by the Local Government, supported by the Central Government.

The management of the implementation of those activities not concerning road maintenance/rehabilitation and monitoring of social infrastructure construction will be co-ordinated by the Community Development Officer. Road maintenance/rehabilitation and the monitoring of social infrastructure construction will be co-ordinated by the District Roads Engineer.

The construction of social infrastructure will be carried out as much as possible through the Muheza District Community Micro-Project Fund. Communities who have already prioritised the provision of schools' facilities have already been facilitated to plan their project. In some cases implementation has already begun.

Without jeopardising the rights of all to have access to essential services and an improved quality of social life, primary consideration will be given to those areas most in need.

8.4 Factors Ensuring Sustainability:

All of the activities are in keeping with established community development and rural infrastructure policies of the Government of Tanzania.

The technologies to be used in the construction works are appropriate to the local situation. Local skills will be used and built upon. These practised skills will serve to enable the communities to maintain roads, social infrastructure and private housing.

All components involving construction will be undertaken in a way that does not adversely affect the environment.

The activities are in direct response to the aspiration of the communities and are in keeping with societal norms. The activities respond to the strategic gender needs of women and men. Certain activities specifically target the strategic gender needs of women.

All actions undertaken will be within the management capacity of the implementing agents whether they are at community level, at District Council level or at donor level. Capacity building components are included among the activities.

Training will be conducted with participants sharing part of the costs. Economic benefit to the community will arise from the improved skills of artisans and petty contractors.

8.5 Monitoring and Reporting:

Monitoring and evaluation will be conducted in ways that will involve the maximum participation of stakeholders.

The status of each activity will be reported upon on the completion of each sub-activity/activity, quarterly and annually. The relevant Head of department will delegate to the appropriate senior officer responsibility for submitting a report. Each report will be reviewed by the relevant Head of Department before forwarding to the Planning department. An individual record will be kept at the offices of the relevant Head of department and the Planning department.

Where an activity is being implemented on a participatory basis, such as the renovation of a health facility, the Village Government will be requested to submit a written report independent of the district executive's report(s).

Any activity being implemented through the Community Micro-Project fund will be monitored at all stages by the appointed Micro-Project Co-ordinator. This co-ordinator will submit an independent report on the completion of the micro-project.

Community Development and Works

Sub-Logframe

Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Core Objective: Improved and equitable access to socio-economic services and increased production.	By the end of 2002: <ul style="list-style-type: none"> ➤ 15% increase in the percentage of people who have access to a quality health facility within 5km of their home. ➤ 20% increase in the average class 7 exam mark for boys and girls. ➤ 30% increase in agricultural and natural resource products. 	Annual Public Health Care reports and District Water engineers reports. District education office exam records. DALDO and DNRO office reports	Health sector reform programme continues to be implemented. Favourable climatic patterns
Intermediate Objective: Equitable empowerment of women and men in building up and sustaining their social and economic lives	<ul style="list-style-type: none"> ➤ The ratio of men to women elected to positions of leadership changed from 2.1:1 to 1.8:1 	District Registry office records.	Continuing government policy on participation of women in leadership.
Results			
4.1. Greater and more equitable empowerment of women and men in decision making and planning at village and local government levels.	<ul style="list-style-type: none"> ➤ Participation rate of women and men in village meetings progressively increased 2000-2002. ➤ The ratio of men to women holding positions of leadership changed from 2.1:1 to 1.8:1 ➤ 80% of villages annually holding the prescribed village assembly meetings. 	District registry records. Village government records District registry records.	
4.2. Greater participation of community members in the social and economic life of their communities.	<ul style="list-style-type: none"> ➤ The number of community planned and implemented projects progressively increased 2000-2002. ➤ The number of women and men participating in registered social and economic groups progressively increased 2000-2002. ➤ 50% increase in the number of women with trading licenses. 	CDO Files and reports Ward registers/CDO files District Trade officers records	
4.3. Improved roads and access of communities to services	<ul style="list-style-type: none"> ➤ Tonnage of agricultural produce (oranges) transported to markets increased by 25% by 2002. ➤ The number of mothers delivering on transit to medical facilities decreased by 20% by 2002. ➤ Cross-radial route Muhca-Maramba open at all times of year and average journey time in the dry season decreased by 100% 	Agriculture and Livestock office records and CESS records. District Health office records. District Road Engineers records.	Favourable climatic patterns. Ministry of Regional Administration and Local government continue to provide support from the national road fund

Result Line 4.1: Greater and more equitable empowerment of women and men in decision making and planning at village and local government levels.

Activities	Inputs/Means	Costs (Tsh)	Remarks
4.1.1 Support the promotion of gender sensitivity among village governments.	Workshop costs	13,000,000	
4.1.2 Support the participation of community members through facilitating PRA's and participatory action planning in 24 villages.	Costs of facilitating PRA's and participatory action planning in 24 villages	8,550,000	
4.1.3 Support the increased capacity of Community Development staff in facilitating and promoting community initiatives.	Costs of refresher training for 15 Community Development staff in communication and participation skills.	750,000	
		22,300,000	

Result Line 4.2: Greater participation of community members in the social and economic life of their communities.

Activities	Inputs/Means	Costs (Tsh)	Remarks
4.2.1 Support village governments in planning and managing of local resources for community projects	Local travel, allowances, fuel	3,600,000	
4.2.2 Provide credit to women and youth to establish small enterprises	Credit funds for womens groups (120,000,000) Revolving credit funds for youth and individual women (4,000,000)	124,000,000	CREW Tanzania supported Ministry of Community Development supported
4.2.3 Support the improvement of basic financial management and accounting skills of women and youth income generating groups.	Costs of financial management and accounting skills training for 300 women and youth from income generating groups.	4,800,000	
4.2.4 Support the improvement of the quality of housing in village communities.	Training costs for 90 people (18 villages) in low cost, improved housing construction.	4,000,000	
4.2.5 Support community micro-projects	Varied inputs	135,000,000	
		271,400,000	

Result Line 4.3: Improved roads and access of communities to services

Activities	Inputs/Means	Costs (Tsh)	Remarks
4.3.1 Maintenance of 156.7km of District roads	Hire of equipment, fuel, transport, supervision and inspection	125,360,000	
4.3.2 Support the improved capacity of the Works department to maintain District and feeder roads.	Towed grader, towed roller, Tipper truck (7T), water bowser, water pump, tractor and trailer, survey rods, road maintenance hand tools, equipment maintenance tools. Training costs for 4 staff in appropriate technology and maintenance (2,400,000). 3 motorcycles for inspection (12,000,000).	80,820,000	
4.3.3 Rehabilitate 48km of District and feeder roads	Road rehabilitation costs (552,000,000). Training costs of 20 local petty contractors.	553,500,000	
4.3.4 Recruit 7 technicians: 2 Road inspector 1 road foreman 1 Mechanical inspector 2 Building technician 1 Architect technician	Recruitment costs: Posting allowances and travel	800,000	(Salaries from Central Government)
4.3.5 Construct 6 bridges	Material, labour, transport, supervision and inspection	73,300,000	
4.3.6 Support the provision of 240M of culverts (600mm diameter)	Material, labour, supervision and transport (12,125,000). Costs of bridge and culvert light equipment (2,825,000)	15,000,000	
4.3.7 Support more effective supervision and monitoring of building construction	Costs of building supervision tools (765,000). Training cost of 2 staff in building construction supervision and monitoring skills. (600,000)	1,350,000	
4.3.89 Support participatory approaches in responding to rural transport needs	Training costs in labour based community track and path maintenance. Demonstration and seminar costs. Purchase of hand tools. Costs of improving community roads, track, path and drainage structures.	80,000,000	NORAD (VTTP) supported
		930,130,000	

Chapter 9 Leadership and Administration:

9.1 Background:

9.1.1 Government policy:

It is Government policy to strengthen local government and peoples' participation in provision of essential services and in directing social and economic development. This strengthening of local government is guided by the Local Government Reform Programme (LRPG) under the direction of the Ministry for Regional Administration and Local Government. Through the LRPG emphasis is placed upon maximising peoples' participation, giving greater autonomy to local statutory institutions, strengthening the capacity of these institutions, and having more effective and transparent local administrations.

9.1.2 Leadership and Administration in Muheza District:

Core responsibilities and principles regarding local government administration and leadership are outlined in Chapter 1 above, sections 1.1 and 1.2.

In Muheza District the District Council is the primary institution directing all decisions of local government. The Council, headed by a chairperson, is comprised of 35 elected councillors (one from each of the District's 35 wards) and 9 appointed female councillors. Though meeting regularly in full council, much of the work of the councillors is conducted in 6 standing sub-committees. Councillors serve in a voluntary capacity.

The administration and implementation of the decisions of Muheza District Council is handled by a District Executive headed by the District Executive Director (DED). Reporting to the DED are 13 sectoral Heads of Departments.

At local level there are 6 administrative divisions and 35 wards. Each ward has a Ward Development Committee (WDC) comprised of elected person from the villages of the ward and key council officers serving in the ward. The function of the WDC is to oversee and co-ordinate development activities within the ward. There are 174 registered villages in the District each with its own elected Village Government. Village Governments have immediate responsibility for overseeing development activities in the village. There are established standing committees for both the WDC's and the Village Governments.

Responsibility for the implementation of all activities lies with the District Executive Director, supported by the sectoral Heads of Departments. Immediate responsibility for all administration lies with three departments: Planning and Control, Finance and Manpower Management. These three departments are overseen by the DED to whom the relevant Heads of Departments report.

9.1.3 Leadership and Administration – the Problems:

Poor planning and implementation capacity:

This problem is particularly acute at ward and village levels. There are many poorly planned community level activities that are not implemented due to a lack of management skills, elected representatives not really understanding their roles, and ineffective Project Implementation Committees (PIC) or no PIC's at all. Furthermore, insufficient or no attention is given by Village Governments and WDC's to involving others in the community, especially women and youth.

A planning and implementation problem also occurs at a District administration level where departmental staff have limited experience in systematic planning, budgeting and activity programming. Many officers do not have the desired levels of qualification and training. One department, Manpower Management, has only one staff member, an acting Head of Department. The Planning office is under-staffed, under-resourced, and under-equipped to fulfil as effectively as possible its responsibilities of co-ordinating all activities of the various departments. In addition, there is poor co-ordination between and among development partners working in the District.

Poorly functioning Village Governments and Ward Development Committees:

In many villages the different statutory standing committees are not functioning. Important issues for the community are not being addressed. There is dissatisfaction with elected leaders and this subsequently inhibits a willingness to participate in addressing community needs.

Poor revenue collection and capacity to ensure maximum financial transparency:

Many revenues are not collected due to a lack of mobility on the part of revenue collection officers and insufficient revenue collection stations throughout the District. Revenue returns are often late thus delaying the implementation of activities. Until recently the Finance department has relied upon a manual system of accounting that does not easily permit prompt and comprehensive analysis of accounts for the purposes financial transparency.

9.2 Leadership and Administration – the Strategy

9.2.1 The Overall Objective:

- **An effective, enabling and transparent leadership and administration.**

9.2.2 Anticipated Results:

- Result 1: Improved planning and implementation of community and departmental plans.**

- Result 2: District administration and accountability improved.**
- Result 3: Improved District Council revenues to support development activities.**
- Result 4: Improved capacity and accountability of community leadership in developing the social and economic life of Muheza District.**

9.2.3 Overview of Leadership and Administration Results:

Total number of activities: 19

- Result 1: Improved planning and implementation of community and departmental plans.**

The 8 activities of this result focus on supporting the planning, implementation and monitoring capacities of district executive staff, Village Governments and Ward Development Committees. Attention will be given to WDC's whose membership is principally drawn from Village Governments. Direct support will be given to enabling the district executive to improve planning, budgeting and activity programming, and to promoting information sharing and better co-ordination among development partners in Muheza District.

- Result 2: District administration and accountability improved.**

The 5 activities of this result focus on improving the skills of district executive personnel, thus contributing to improved administration and accountability.

- Result 3: Improved District Council revenues to support development activities.**

The 3 activities of this result focus on improving the capacity of the Finance department to significantly improve revenue collection.

- Result 4: Improved capacity and accountability of community leadership in developing the social and economic life of Muheza District.**

The 3 activities of this result focus on helping elected representatives at all levels become aware of their responsibilities within the overall vision of the Local Government Reform Programme, and to improving the administrative skills of key people in community level statutory institutions.

9.3 Implementation:

The implementation of the activities will be undertaken in full collaboration with the District Council, Ward Development Committees, Village Governments and development partners. This participation is a key to successful implementation.

The costs of most major asset purchases and technical training expertise will be provided by donors. District personnel costs will be borne by the Local Government, supported by the Central Government.

The District Planning Officer will co-ordinate the implementation of all activities, supported by the District Treasurer and the District Manpower Management Officer.

9.4 Factors Ensuring Sustainability:

All activities are keeping with the Local Government policy of the Government of Tanzania.

Though a vast majority of District Council personnel and a majority of the leadership are male, close attention to gender balance and promoting the strategic needs of women is included in the training and awareness raising.

Whilst certain activities will challenge power structures and present a more inclusive vision of participation, they are nonetheless in keeping with social values. The activities will respond to the strategic gender needs of women and men in a balanced way.

All actions undertaken will be within the management and administrative skills' capacity of the District Council executive staff. Capacity building is major element in most of the activities.

9.5 Monitoring and Reporting:

Monitoring and evaluation will be conducted in ways that will involve the maximum participation of all stakeholders.

The status of each activity will be reported upon on the completion of each sub-activity/activity, quarterly and annually. The relevant Head of Department will delegate to the appropriate senior officer responsibility for submitting a report. Each report will be reviewed by the relevant Head of Department before forwarding to the Planning department (for cases where the activity is not being co-ordinated by the Planning department itself). An individual record will be kept at the offices of the relevant Head of Department and the Planning department.

Leadership and Administration Sub-Logframe

Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Core Objective: Improved and equitable access to socio-economic services and increased production.	By the end of 2002: <ul style="list-style-type: none"> ➤ 15% increase in the percentage of people who have access to a quality health facility within 5km of their home. ➤ 20% increase in the average class 7 exam mark for boys and girls. ➤ 30% increase in agricultural and natural resource products. 	Annual Public Health Care reports and District Water engineers reports. District education office exam records. DAIDO and DNRO office reports	Health sector reform programme continues to be implemented. Favourable climatic patterns
Intermediate Objective: An effective, enabling and transparent administration and leadership.	By the end of 2002: <ul style="list-style-type: none"> ➤ In 40 village communities the established sub-committees (5) and village assemblies will have been meeting according to schedule and will have implemented the decisions taken for the development of their communities. ➤ 90% of the Muheza District Development Programmes operational Plans and Budgets will have been successfully implemented. ➤ District Council accounts will have been audited and closed within 12 months of the completion of each financial year. 	Village government reports in District registry files. Yearly operational plan implementation reports. District audit reports.	A stable political situation. Continuity of key executive staff
Results			
5.1. Improved planning and implementation of community and departmental plans	<ul style="list-style-type: none"> ➤ By 2002 40 villages will have prepared and implemented community based participatory plans compared to 16 in 1999. ➤ By the end of each year (2000-2002) annual development programme operational plans and budgets will have been prepared and ready for implementation. 	District planning department records. District planning department records.	
5.2. District administration and accountability improved	<ul style="list-style-type: none"> ➤ 90% of the Muheza District Development Programmes operational Plans and Budgets will have been successfully implemented. ➤ District Council accounts will have been audited and closed within 12 months of the completion of each financial year. 	Yearly operational plan implementation reports. District accounts audit reports.	Continuity of key executive staff
5.3. Improved District Council revenues to support development activities	By the end of 2002 <ul style="list-style-type: none"> ➤ District revenue collection to have increased by 20%. ➤ Revenue spent on development projects will have increased from 5 % (1999) to 20 % of revenues collected locally. 	District Treasurer's office records. District treasurer's office records.	Favourable climatic patterns
5.4. Improved capacity and accountability of community leadership in developing the social and economic life of Muheza District	By the end of 2002 <ul style="list-style-type: none"> ➤ 80% of village governments will have been presenting to village assemblies their annual reports. ➤ 120 village chairpersons and secretaries will have been trained in village administration and accountability. ➤ In 40 villages the established sub-committees (5) and village assemblies will have been fully functioning. 	District registry records. Training reports of DMMO's office. District registry records.	

Result Line 5.1: Improved planning and implementation of community and departmental plans

Activities	Inputs/Means	Costs (Tsh)	Remarks
5.1.1 Support participatory planning and management of development projects at ward and village levels.	Training costs for WDC's in participatory planning: Allowances, materials, transport (12,600,000) Management and progress reporting workshop costs for village planning and implementation committees (1,500,000)	14,100,000	
5.1.2 Support improving the skills of senior departmental staff in Monitoring and Evaluation	Training costs	4,700,000	
5.1.3 Support improved capacity of planning department.	Recruitment costs of extra planning officer (800,000). Training for one officer in development studies (12,000,000). Training for 3 officers in data maintenance (3,900,000). Training costs for planning officer in participatory planning skills (1,000,000)	13,800,000	
5.1.4 Support improved District data maintenance systems.	Training costs for 3 officers in data maintenance (3,900,000). Costs of 7 3-day workshops for 140 village secretaries and 35 WEO's in keeping village records (3,300,000). Software costs of District database system (400,000)	7,600,000	
5.1.5 Promote networking of development partners working in Muheza District	Development partners meeting costs.	1,720,000	
5.1.6 Support the monitoring function of the District Finance and Planning Committee.	Costs of project site visits (2 per year)	8,000,000	
5.1.7 Support departmental transport requirements for effective implementation of departmental activities.	Costs of purchasing and maintaining 1 motorcycle (4,300,000). Costs of purchasing and maintaining one hardtop "pool" vehicle (27,000,000)	31,300,000	
5.1.8 Support operational planning and budgeting each year	3-day annual planning meeting costs	3,000,000	
		84,220,000	

Result Line 5.2: District Administration and accountability improved

Activities	Inputs/Mean	Costs (Tsh)	Remarks
5.2.1 Support appropriate training requirements of council staff.	Training assessment costs. Appropriate training costs	15,000,000	
5.2.2 Support the improvement of Muheza District Council's financial accounting and control system.	Part costs of a computerised financial accounts system ("Platinum"). Training costs of officers.	11,500,000	
5.2.3 Support yearly work appraisals for all council employees	Stationery, files	250,000	
5.2.4 Support District Development programme administration	Office support costs, office furniture, office materials	18,000,000	
		44,750,000	

Result Line 5.3: Improved District Council revenues to support development activities

Activities	Inputs/Mean	Costs (Tsh)	Remarks
5.3.1 Support the co-ordination and supervision of revenue collecting activities	Costs of purchasing and maintaining a vehicle (32,000,000). 35 bicycles for WEO's to carry out their revenue collection duties (3,500,000)	35,500,000	
5.3.2 Support new revenue generating initiatives.	Costs of enacting new and updated bylaws (600,000). Costs of new revenue collection points at Maguzoni, Ngomeni. (500,000)	1,100,000	
5.3.3 Allocate and submit to village governments 20% of the development levy	Accounting materials	500,000	
		37,100,000	

Result Line 5.4: Improved capacity and accountability of community leadership in developing the social and economic life of Muheza District

Activities	Inputs/Mean	Costs (Tsh)	Remarks
5.4.1 Support raising awareness among elected councillors of the Local Government Reform Programme.	Seminar costs, trainers costs, transport costs, materials, allowances	4,500,000	2001
5.4.2 Support 24 two-day leadership training seminars for WDC's with special emphasis on participation and leadership within the Local Government Reform Programme.	Costs of training trainers (3,000,000) Seminar costs: Materials, allowances, local travel (9,600,000)	12,600,000	2001
5.4.3 Support improved village government administration	6 2-day training workshop costs (3,800,000) for 150 village secretaries (25 secretaries per workshop). 6 follow-up 2-day information and experience sharing workshops for the 150 secretaries (3,800,000)	7,600,000	
		24,700,000	

Appendices

Appendix 1

Stakeholder Contributions to the 3-Year Strategic Plan

A. Stakeholder Contribution Analysis by Cluster

All costs in millions of Tsh

Cluster	Total Cost	MDC	Central Gov't	Comm'ty	Donors	
					Ireland Aid	Other
Health and Water	751.315		50.000	20.000		125.990
Education	571.500		24.000	10.000		190.000
Agriculture and Livestock, Natural Resources, Lands, Trade, Co-Operatives	4,404.300		20.000			4,235.160
Community Development and Works	1,225.330		252.000	35.000		200.000
Leadership and Administration	166.120		13.140			
Totals	7,118.565	80.000	359.140	65.000	1,600.000	4,751.150

B. Stakeholder Contribution Analysis by Department

All costs in millions of Tsh

Cluster	Total Cost	MDC	Central Gov't	Comm'ty	Donors	
					Ireland Aid	Other
Health	487.515		23.000	10.000		125.990
Water	263.800		27.000	10.000		
Education	571.500		24.000	10.000		190.000
Agriculture and Livestock	245.615		20.000			163.860
Natural Resources	4,128.700					4,071.300
Lands	14.585					
Trade	6.300					
Co-Operatives	9.100					
Community Development	291.200		12.000	20.000		120.000
Works	934.130		240.000	15.000		80.000
Planning	97.520		13.140			
Manpower Management	20.000					
Finance	48.600					
Totals	7,118.565	80.000	359.140	65.000	1,600.000	4,751.150

Appendix 2

Sustainability Testing (Issues Considered when Testing for Sustainability)

Policy Support:

- Is there established government policies supporting the activity?
- Does the activity clash in any way with established government policies?
- Are there likely to be policy changes that will hinder implementation of the activity?

Appropriate Technology:

- Will the activity be implemented in a way that maximises the use of existing, cost effective technologies?
- Will the activity require the use of new technologies whose introduction may be time consuming and potentially problematic?

Environmental Protection:

- Has the planning of the action taken into consideration potential negative impacts upon the environment?
- Will the activity have any negative impacts upon the environment?

Socio-cultural aspects/gender factors:

- Does the action conflict with cultural values?
- Are there cultural factors that will hinder effective implementation?
- Does the action address strategic gender needs in a balanced and equitable way?
- Will the action have a positive impact upon the strategic gender needs of women?

Institutional and management capacity:

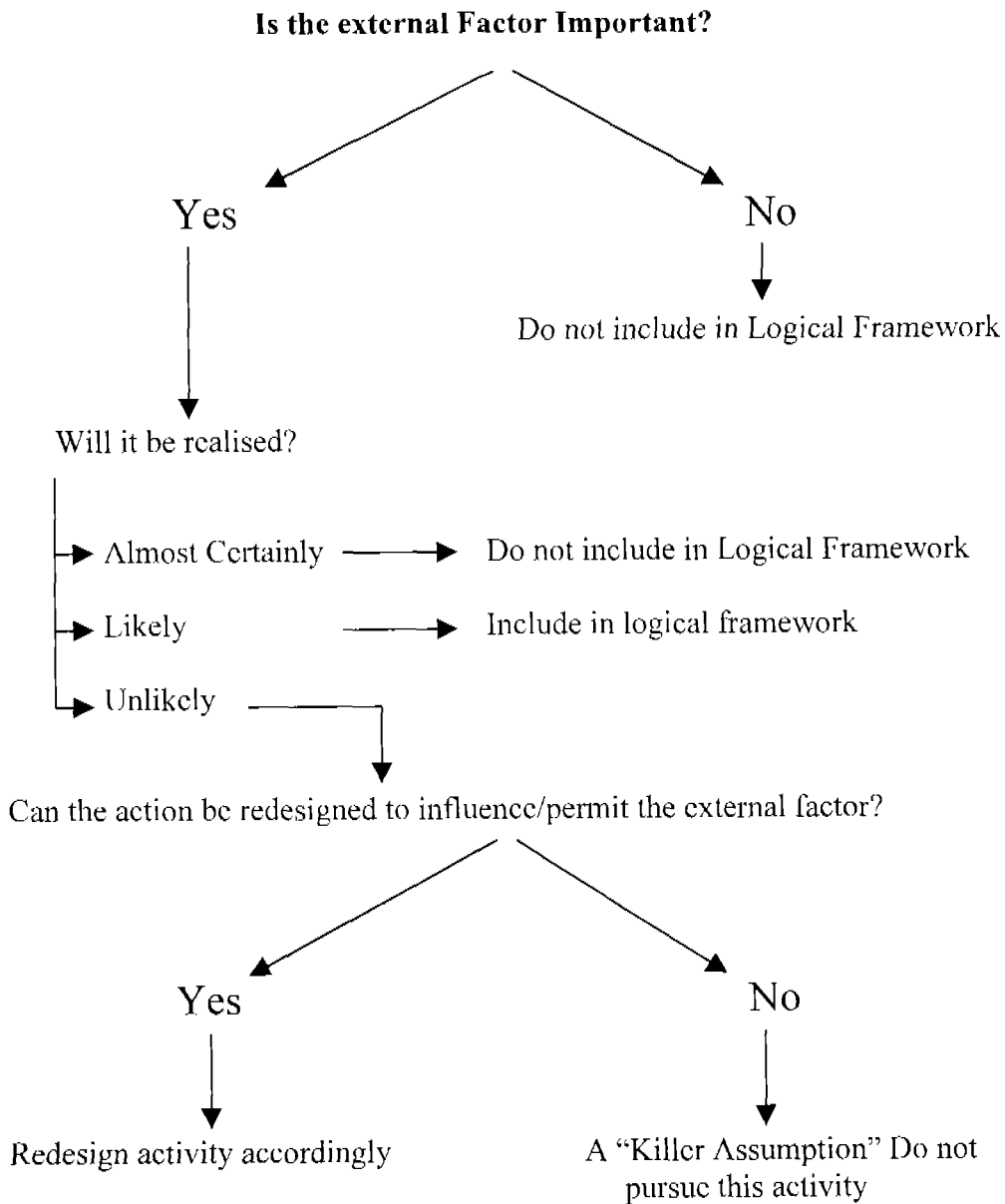
- Is there the institutional and management skills available to effectively implement the action?
- Is there provision for building up and improving institutional and management capacity?

Economic and financial analysis:

- Will the activity be cost effective given the immediate and longer term objectives?
- Are there/will there be systems in place to ensure that the outputs from the activity can be, maintained, sustained (where appropriate) and built upon?
- Will any economic benefits be equitably distributed?

Appendix 3

Identifying Assumptions/Assumptions Testing



Appendix 4

Strategic Activity Programming