Pro-poor Economic Growth and Environmentally Sustainable Development
Poverty and Environment Initiative (PEI)

Mapping Study of P-E Related Innovative Local Best Practices and Local Private Funding Opportunities
Bukoba Rural District

2014
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Bukoba Rural District

UNDP-UNEP Poverty-Environment Initiative
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1.0 INTRODUCTION AND BACKGROUND INFORMATION

1.1 Introduction

The economy of Tanzania is substantively dependent on natural resources such as land for agriculture and water, forestry and fisheries. It is estimated that over 74 percent of the population is engaged in agriculture as a source of their daily income (URT 2014). Consequently, the rural poor disproportionately depend on the availability of natural resources for their subsistence and livelihoods. Lately, huge deposits of natural gas have been discovered in Tanzania and the country continues to undertake exploration of oil.

Environment and poverty in Tanzania are inextricably interlinked to the extent that people who depend directly on natural resources for their livelihoods tend to be poorer in material terms (Mascarenhas 2000; Yanda et al, 2003). Whether working in agriculture, forestry or fisheries or relying on small scale extraction to make out a living, the returns from their labour are subject to environmental factors. Even relatively small weather variability can make a difference between a high crop yield and crop failure. Whether in rural or urban Tanzania, poverty tends to force people to degrade the natural resources they depend upon. Forests are cut down to provide fuel or building materials and cooking, thus exposing the land to the vagaries of nature.

Therefore, the sustainable management of these resources and the best use of revenues that is necessary to maintain or increase the economic benefits generated from these resources is paramount. Through initiatives of wanting to establish structures and programmes that successfully integrate poverty, environmental and gender concerns, the Government of Tanzania has taken a number of policy and programme initiatives to ensure the country’s improved management of the environment and natural resources (ENR) sector. This initiative includes UNDP/UNEP supported Pro-poor Growth and sustainable environmental - Tanzania Program. The programme aims at increasing the contribution of the environment and natural resources to national development goals, including poverty reduction, sustainable economic growth and the broader achievement of MDGs at both national and local levels.

1.2 Background to the Pro-Poor Growth and PEI Tanzania Programme

The Tanzanian population is about 45 million people according to the 2012 census, with about 29 percent living below the basic needs poverty line whereas the food poverty line amongst the population stood at nearly 10 percent (9.7) (NBS, 2013).
However, discrepancies in terms of poverty at district level are alarming and raise major concern on the development front. Much of the investments in natural resources are discussed and appraised at national level with marginal involvement and benefits to the communities. The Government has reconfirmed the critical importance of localization programme by way of scaling-up participation of the key players at local levels i.e. staff at the District Council Headquarters, Ward and Village levels (where majority of the poor, marginalized and vulnerable groups live), in planning, budgeting, implementation and monitoring of their development agenda. At local level, from one area to another, based on specific realities, the level of development is variable. Key results are associated with the initiatives by the Local Government Authorities (LGAs), Non-State Actors (NSAs) including Private Sector, and other champions such as farmers, traders, fishermen, and livestock keepers. Despite limited results on the ground from the development initiatives, the country experiences successful best practices on the ground. However those best practices are area-specific, mostly not well known but are also not replicated because of lack of their integration into the District Development Plans (DDP) and budgeting as well as non-availability of alternative funding such as private funding framework at the local level.

In Bukoba Rural or example, Cage Fishing; Production of Fish Fingers, development of Tree Nurseries, distribution of tree seedlings for planting, promotion of tree planting and processing of primary agricultural products can make good examples. The mapping study is meant to establish the current status of Bukoba Rural District council in terms of focusing more on enhancing national and district (LGAs) capabilities to mainstream (and implement) environmental sustainability, poverty reduction, gender and climate change issues (i.e. PEI components) into development plans and develop better architecture for financing the interventions and financial management in Tanzania.

1.3 **Context and Objectives of the Study**

The PEI Tanzania programme aims to strengthen existing planning, budgeting, monitoring at national, sector and local level with key partnership and stakeholders involved in areas of Poverty, Environment, Gender and Climate Change Initiatives. As noted earlier, the PEI Initiative is a three-year programme which is implemented from 2014 to 2017, with the coverage of six pilot districts namely, Bunda, Nyasa, Ikungi, Sengerema, Ileje, and Bukoba Rural. A number of surveys such as Mbelle 2013, Lokina et al 2013 and Mashindano et al (2014) have already been conducted in the selected districts to analyze and compile baseline information which will serve as a basis for measuring results and achievement of the project targets and goals. These surveys were also meant to identify benchmark and standards that can be used as indicators to monitor and evaluate the progress of the current projects.
The mapping of Bukoba Rural District has mainly focused on three major components. These are (a) the mapping up of poverty-environment-gender related innovative local best practices to be mainstreamed into future local district agenda and budgeting; (b) mapping up of the local private funding opportunities to support the implementation of future development agenda in Tanzania; and (c) generating the baseline data for the ongoing project sites in the sampled districts.

1.3.1 Objectives of the Study

The overall objective of this study is to map out the most relevant PEI based local innovative best practices and lessons learnt for possible replication elsewhere in future sustainable development endeavors, at local and national level in Bukoba Rural District Council through their mainstreaming into DDPs and district budgets. The private funding opportunities for the District will also be explored.

1.3.2 Specific Objectives

(a) Map out all PEI best practice initiatives (innovations) in Bukoba Rural District across different sectors. Focus should be on the PEI related innovations or the best practices on the implementation and execution modality of programmes;

(b) Identify constraints to scale-up those initiatives from localized areas to local and national wide level i.e. examine if and to what extent are the approaches, services and interventions replicable across Tanzania and in various contexts;

(c) Propose a list of the best practices that have proven impact on people to be scaled up and related indicators to measure impact when the replication is done, and recommend a strategy with a short medium and long term frame to scale-up those P-E best practices in line with national development agenda, sectors policies and local policies;

(d) Identify the appropriate local and national development agenda to conduct the mainstreaming process; and

(e) Identify most appropriate private funding framework to support the scale-up process both at local and national level consistently with national priorities and development goals, and propose a Monitoring and Evaluation (M&E) system to track changes overtime.
1.4 Layout of the Report

This mapping report for Bukoba Rural District Council is divided into 5 main sections. Section one offers an introduction and the overall background information of Tanzania’s poverty-environment nexus and the UNDP support programme, together with rationale and objectives of the study. Section two outlines briefly methodology of the Bukoba Rural mapping study and its scope. The third section provides an overview of the socio-economic profile for Bukoba Rural District. Section four offers an in-depth discussion of the study findings while the final section five presents the conclusions and recommendations.
2.0 METHODOLOGY

2.1 The Study Area and Scope

This study was conducted in Bukoba Rural District, Kagera Region where the study team visited the District Headquarters, Kagera Development Trust Fund (KADETFU) in Bukoba town, and 7 communities of Bukoba Rural. These communities are Kyema Village (Katerero Ward); Kyamlaile Village (Kyamla Ward); Butelankuzi Village (Butelankuzi Ward), Kanazi Village (Kemondo Ward); Kijongo Village (Kaibanja Ward); Rubale Village (Rubale Ward); and Mulahya in Kasenene Village.

These villages were selected to pilot the project on Pro-Poor economic Growth and Sustainable Environmental Development, the Poverty and Environmental Initiatives (PEI Initiative) because of poverty prevalence, gender disparities, the trends of the environmental degradation and climate change impacts, as well as opportunities to reduce poverty through sustainable management of domestic natural resources, climate change adoption and gender mainstreaming. Only 7 villages were sampled and surveyed in anticipation that other villages will be rolled out during the coming phases of the programme. In addition to high levels of poverty, environment degradation and gender issues, the selection of villages was also motivated by an active presence of complimentary interventions and local actors’ readiness to engage in PEI Initiatives as well as a real need to fulfill gaps in terms of strategic planning for development. In Bukoba Rural, complementary initiatives include the Access to Information (ATI), MDGs Acceleration Framework (MAF), Tanzania Social Action Fund (TASAF) and the activities implemented by Kagera Development Trust Fund (KADETFU). Based on the initial work and achievements in the selected project sites, PEI Initiative is planning to support a scale up project in selected villages of Kanazi, Kijongo, Kyamlaile, Rubale, Mulahya, and Kasenene.

2.2 The Approach

2.2.1 Data Types and Data Sources

In Bukoba Rural District data was collected through literature review (desk review) of the relevant documentation, interviews with individual stakeholders and Focus Group Discussions (FGDs). The mapping survey included identification of various successful initiatives in the district, the current status (situation analysis) of selected indicators namely, income levels, major economic activities, number of beneficiaries (women, men etc), the status of natural environment, gender and ecosystem. Other indicators included climate change, local banks, microfinance services, housing, communication, mobile phone, food security, farmers association, women and youth groups, Community Radio, Ward Agricultural Resource Centers (WARCs), poverty,
funding mechanism and available options, and social protection etc. In other words, information collected was mainly on project sites (or location), the community surrounding the project, project partners, project operations, challenges facing the projects etc.

### 2.2.2 Sampling and Data Collection Methods

As noted earlier, to accomplish this mapping study information was collected from the official District reports, District Council Heads of Departments (Management of the District Council) and Community leaders (where the project sites are located) FGDs. These were sampled using a purposive sampling method because the survey targeted these respondents. This information was collected using interview checklists for District Council’s Heads of Department FGD, individual heads of department and Community Leadership FGDs.

A comprehensive literature review was also undertaken. Review of literature was particularly intended to clearly understand the programme in terms of the project objectives, design, implementation, scope, coverage, project targets and goals, but also understand the planning and budgeting procedure (including funding and resource mobilization) used by various projects in the district. Literature review was also helpful in terms of drawing lessons from experiences of other countries implementing PEI.

### 2.2.3 Sample Size

While at District Headquarter a total of 9 Heads of Departments or units were interviewed out of a total of 19 units, at community level 48 community members and leaders were consulted in Focus Group Discussions (FGDs) (See also Table 2.1). While two FGDs were held at the District Headquarters, additional FGDs were organized at each community where the projects were identified. For the district FGDs the following Heads of Departments were involved: District Executive Director (DED), District Planning Officers (DPOs), District Agricultural, Irrigation and Cooperatives Officer (DAICO), District Livestock and Fisheries Officers (DLFOs), District Land and Natural Resources Officer (DLNRO), District Environmental and Sanitation Officers (DESO), District Community Development Officer (DCDO), District Human Resources Officer (DHRO), and District Legal Officer (DLO). At community level FGDs the following were involved: Ward Executive Officers (WEOs), Village Executive Officers (VEOs), Village Chairmen, Village Extension Officers, and a few community members.
For individual interviews at the District Council Headquarters the following were consulted individually: District Planning Officers (DPLOs), District Agricultural, Irrigation and Cooperatives Officer (DAICO), District Livestock and Fisheries Officers (DLFOs), District Land and Natural Resources Officer (DLNRO), District Environmental and Sanitation Officers (DESO), District Community Development Officer (DCDO), District Human Resources Officer (DHRO), and District Legal Officer (DLO).

While participants of the district FGD were selected purposively, community FGD members were randomly sampled. Note also that, where the group has women and men, women were sampled separately from men to ensure gender balance.

Table 2.1: Number of Respondents

<table>
<thead>
<tr>
<th>Sn</th>
<th>Village and Ward</th>
<th>Project</th>
<th>Number of Respondents</th>
<th>Type of Consultation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Bukoba Rural District Council</td>
<td></td>
<td>18</td>
<td>2 FGDs</td>
</tr>
<tr>
<td>1</td>
<td>KADETFU</td>
<td>Bukoba FM Radio</td>
<td>1</td>
<td>Individual Interview (KADETFU CEO)</td>
</tr>
<tr>
<td>1</td>
<td>Kyema Village (Katerero Ward); Kyamlaile Village (Kyamlaile Ward); Butelankuzi Village (Butelankuzi Ward)</td>
<td>Ward Agricultural Resource Centers (WARCs) and Cassava Processing</td>
<td>11</td>
<td>2 FGDs</td>
</tr>
<tr>
<td>2</td>
<td>Kanazi Village (Kemondo Ward)</td>
<td>Fish Farming, and Cage Fishing</td>
<td>1</td>
<td>Individual Interview (Group Leader)</td>
</tr>
<tr>
<td>2</td>
<td>Kijongo Village (Kaibanja Ward)</td>
<td>Pineapple Farming - Ms Maimuna Abubakar (Champion)</td>
<td>3</td>
<td>FGD</td>
</tr>
<tr>
<td>5</td>
<td>Rubale Village</td>
<td>Sunflower Processing Machine</td>
<td>8</td>
<td>FGD</td>
</tr>
<tr>
<td>6</td>
<td>Kasenene Village</td>
<td>Fish Farming</td>
<td>4</td>
<td>FGD</td>
</tr>
<tr>
<td>6</td>
<td>Kasenene Village</td>
<td>Kazi Kwanza Beekeeping Group</td>
<td>2</td>
<td>FGD</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>48</td>
<td></td>
</tr>
</tbody>
</table>


3.0 OVERVIEW OF THE SOCIAL ECONOMIC PROFILE OF BUKOBA RURAL DISTRICT

3.1 Location and Topography

Bukoba Rural District is situated on the greater East African plateau, beyond the steep cliffs along the western shores of Lake Victoria, in the Kagera Region, Western Tanzania. The District is located at an altitude of between 1,200m to 1,300m above sea level. Its coordinates are 1°19'60" S and 31° 30'0" E or 1.3333 and 31.5 (in decimal degrees).

Figure 3.1. A Map of Bukoba Rural District Council

Bukoba Rural District has a total geographical surface area of 2,849km². About 2,549km² (89.5 percent) is covered by dry land that includes 1,045km² of arable land, 879km² of forests and rocks, and 620km² of grazing land. The remaining 300km² (10.5 percent) is covered by water (see table 3.1). The current area under cultivation is estimated to be 79,600 Ha (14.8 percent). Apart from the towering
presence of Lake Victoria, Bukoba Rural District is endowed with other water sources that include Lakes Ikimba and Kajunge and perennial rivers such as Ngono, Kiabaramba, and Kagera.

Much of Bukoba Rural District is hilly terrain with thick tropical vegetation including forests and wide-open grasslands. The District is divided into two agro-ecological zones. First is the lake shore and islands. This zone enjoys the highest rainfall in the area with annual precipitation ranging from 1400mm to 2000mm.

The zone is characterized by undulating rolling plains having soils rich in yellow – red sandy clay, with low available nutrients. The second zone is the lowland zone which includes lowlands at 1,100m to 1200m above sea level. These are flat plains with occasional ridges. The soils are of complex patterns. Black-grey clays dominate with low natural fertility.

**Table 3.1 Land and Water Area Distribution in Bukoba Rural District**

<table>
<thead>
<tr>
<th>Bukoba Rural District</th>
<th>Land area (km²)</th>
<th>Percent of total surface area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arable land</td>
<td>1,045</td>
<td>36.67</td>
</tr>
<tr>
<td>Forests and rocks</td>
<td>879</td>
<td>30.85</td>
</tr>
<tr>
<td>Grazing land</td>
<td>620</td>
<td>21.76</td>
</tr>
<tr>
<td>Water</td>
<td>300</td>
<td>10.53</td>
</tr>
<tr>
<td>Total</td>
<td>2,849</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Bukoba Rural District, 2014
3.2 Climatic Condition

Being just south of the equator and within the climatic influence of Lake Victoria, Bukoba Rural District experiences even temperatures, with minima and maxima of 20°C and 30°C respectively, although it can drop to 10°C at night. Nonetheless, there has been a notable rise in ambient temperature in the last four decades.

Across much of Bukoba Rural District the climate is bimodal, with two rainy seasons, the long rains starting in March and lasting through until June and the short rains running from around October/November until December/January. Generally, prior to 1980s, these two seasons have been relatively stable and predictable, but recently, the seasons have become unstable and unpredictable due to the effects of climate change.

On average, the rainfall ranges from 800mm to 2,000mm per annum. During the rain seasons it usually rains mainly in the morning. According to the District authorities, the wetter areas of the District around the Lake Victoria basin i.e. Bugabo, Kyamtwala and Katerero; tend to become wetter. The Ibwera and Kishogo wards in the central Division of Katerero are experiencing average rains (average annual rainfall 500mms to 1000mm) which come in a single season, while the Kyamulaile and Kaibanja Wards are experiencing decreasing rainfall, in comparison with three decades ago. On the other hand, the droughts are periodically affecting and becoming more frequent in the western wards such as Ruhunga in Rubale and neighboring areas of Katerero Division.

3.3 Political Administration

Administratively, the District comprises of 4 divisions, 27 wards, and 92 villages (see table 3.2).

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Rubabo</th>
<th>Kyamtwale</th>
<th>Katelelo</th>
<th>Rubale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wards</td>
<td>Rubofu</td>
<td>Katoma</td>
<td>Bujugo</td>
<td>Ruhunga</td>
</tr>
<tr>
<td></td>
<td>Kishanji</td>
<td>Karabaigane</td>
<td>Kemondo</td>
<td>Mugajwale</td>
</tr>
<tr>
<td></td>
<td>Kaatya</td>
<td>Maruku</td>
<td>Katelelo</td>
<td>Butulage</td>
</tr>
<tr>
<td></td>
<td>Buendangabo</td>
<td>Kanyangareko</td>
<td>Ibwerera</td>
<td>Izimbya</td>
</tr>
<tr>
<td></td>
<td>Nyakato</td>
<td>Mikonyi</td>
<td>Nyakibimbili</td>
<td>Kibilizi</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Kishogo</td>
<td>Rubale</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Kashalu</td>
<td>Kikomelo</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Kaibanja</td>
<td>Butelankuzi</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Kyamulalie</td>
</tr>
</tbody>
</table>

Source: Bukoba Rural District, 2014
According to the 2003 National Census, Bukoba Rural District is composed of 90,502 households and a population of 395,130 people, with an annual population growth rate of about 1.8 percent. The population density is between 3,000 and 3,500 per village. The average household size is 4.4 persons living on mixed banana-coffee farms of between an eighth and a quarter of a hectare. Bukoba Rural District Council headquarters are based outside the district council geographical area and are being hosted in Bukoba town, Bukoba Municipal Council.

3.4 Socio-economic Conditions

(a) The District Economy

The economy of Bukoba Rural District, like that of many other districts in the country, is mainly dependent on agriculture, particularly subsistence agriculture. The other mainstay of the economy is fishery and livestock keeping. Other engaging economic sectors in the district include tree cultivation for firewood, charcoal, and timber production; honey and beeswax production; tourism; small and medium scale industrial activities; large scale industries (sugar, tea, coffee, and fish processing, and mining); and trade. Others include processing and trade in minerals and pebbles and rocks from hillsides and variety of rocks including volcanic sedimentary and igneous.

Figure 3.3: The Economy of Bukoba Rural District: Livestock and Fisheries

The principal food crops grown include banana, cassava, sweet potatoes, maize, beans, rice, sorghum, and millet. The main cash crops are coffee, tea, sunflower seeds, vanilla, and horticultural crops. The average farm size per peasant household ranges from 1 to 5 acres. The main fish species found in rivers and lakes include Nile Perch, Tilapia, Sardine, Catfish, Enfurufuru, Mboju, Gogogo, and Kamongo. Some of these fish species such as Tilapia are grown in fish ponds, in the rapidly growing fish farming subsector.
The main livestock kept include cattle (mainly Ankole breed and Short Horn Zebu), goats (Alpine, Saanen, and Toggenburg), sheep, and chicken. Bukoba Rural District Council has about 40,000 cattle that are mainly grazing in the plains of the “rweya” grasses suitable for animal food. Livestock keeping especially of cattle and goats was found to be very important as it serves as a precautionary savings to the people of Bukoba Rural District, especially farmers and selling livestock, mainly goats. This is an important coping strategy adopted by many in the eventuality of household economic distress. Of recent times, there appears to be a growing interest for dairy cattle and zero grazing. Consequently, facilitation of availability of dairy cattle is a policy option. Chicken rearing is also practiced but to a lower scale for household meat and eggs production. The district GDP is around TZS130.4 billion with the per capita income of TZS 450,000 (USD281). Bukoba Rural District has budgeted and allocated TZS 29,000,000 which will be used to establish an updated District GDP and therefore per capita income. This exercise will be undertaken in collaboration with the Kagera Regional Secretariat and the National Bureau of Statistics (NBS).

(b) Forestry

The majority of households in Bukoba Rural District are engaged in harvesting firewood, poles and charcoal making for domestic and commercial use (Razack et al 2013). In addition, households collect wild vegetables and medicinal plants. A large proportion of the firewood collected is available for home use and the remaining is sold for cash income.

The harvesting of trees for charcoal making and consumption of firewood as main source of energy is high as more than 95 percent of the households use biomass as a main source of energy. This has led to excessive degradation and deforestation. The uplands and hills are left without vegetation cover due to massive felling of trees for charcoal making, burning of bricks for building, timber and poles for housing. As noted, almost all respondents indicated to have harvested firewood for energy in cooking. About 64 percent of the households reportedly use both charcoal and firewood. Harvested poles are used mainly for house construction and partly for the market.
3.5 Energy Sources and Homestead Conditions

The high dependence of households on wood resources for energy and house construction is the main driver of changes in land cover in Bukoba Rural District. It was further observed that availability of firewood has been declining in the recent past compared with the distant past. Small percent of households own cyprus plantations which they use as a source of energy. In general, households are said to spend longer trips in collecting firewood but getting less per trip. Villagers spent up to five hours searching for firewood. As an alternative source, households tend to use crop residues and grass as energy sources. In most areas, it was reported that residues from cassava and dried sisal plants were used for cooking as an alternative to using firewood. The main sources of lighting during night are kerosene lamps and battery powered torches. Fewer households use electricity and candles as source of lighting.

The main energy source found in Bukoba Rural District is biomass (firewood and charcoal), kerosene, crop residues, disposable batteries, petrol and diesel powered generators and photovoltaic solar panels. Only a minority (less than 2 percent) of the households are connected to the national grid for electricity although, currently, the national Rural Energy Agency (REA) is undertaking a programme in the District to connect the majority of villages in the District. Wood is also needed for such things as fuel for industries like brick and brew making and other processing activities such as drying of fish.

Another potential source is biogas for cooking and lighting, taking into consideration the large stock of livestock in Bukoba Rural District. The PV solar panels (standard 14 W amorphous silicon that feed into a lead-acid battery) are also making inroads in off-grid rural communities by supplying modern energy services that are used in homes, healthcare, education and other services, and supporting entrepreneurs in creating sustainable businesses.
The houses are built from wooden poles/mud walls, earth floor matted with scalable special grass (*obunyasi*), and roofed with corrugated iron sheets. An average household has a 60-100 square meters front house, with two to four 9-10 square meters bedrooms and a 10-20 square meters living room. The house is divided into two parts; the front part is called *omulyango* and is mainly for entertaining guests and other family activities, mainly by men.

The rear part of the house is called *amwanya* and is mainly for activities done by women. In addition, there is an outside 40-60 square meters house that serves as a kitchen, processing, and keeping small livestock like goats, sheep, and chicken. Pigs and cattle are always kept separately.

### 3.6 Transport, Communication and Poverty

Bukoba Rural District is well served by most of the major telecommunication networks in the country. Airtel, Vodacom, Tigo and Zantel are providers that have access to Bukoba Rural District. It is estimated that over 60 percent of people have mobile phones and are used mainly for communication basis but also business facilitation. Internet connectivity and access is limited. The determinants of household welfare and poverty in Bukoba Rural District are numerous and complex, ranging from individual and household to community and the social characteristics and the relative importance of these factors varies across the District. To a large extent, poverty is linked with declining quality of education; poor initial conditions; inability to generate or take advantage of income generating opportunities because of low awareness and access to information in Kihaya or Kiswahili; increasing population density; declining culture and trust; increasing degradation of environment; overexploitation of natural resources assets; inadequate innovation; and never ending shocks (including those from climate change effects) for a person to move out of poverty.

### 3.7 Gender Issues

Gender roles in Bukoba Rural District households and communities are mainly based on traditional cultural values. Women are involved in all household issues, including looking after the family welfare, upbringing of children, fetching water,
collecting fuel wood, preparation of local brew (one of the livelihood sources), preparing food and are now also involved in the production sectors of the district. The central role of women in the Bukoba Rural District households and communities in improving the livelihoods and the district economy is recognised. Recently, the society is witnessing a gradual transformation of gender authority and productivity to women. This includes women engaging in off farm income generating activities and new economic opportunities such as various agricultural and natural resources activities, for example, crop and trees cultivation, processing including making local brew (*orubisi, omunanasi, enkonyagi*), trading in different merchandise, and formation of women groups aimed at protecting their interests and helping each other in terms of advice, developing right ideas and planning, organizational development, cooperation in execution of the jointly planned activities, enhancing perseverance in hard times, and raising capital.
4.0 DISCUSSION OF THE STUDY FINDINGS

4.1 Identification of PEI Project Sites

4.1.1 Preamble

A number of sites have been identified for interventions under the PEI initiatives by Bukoba Rural District Council in collaboration with the Economic and Social Research Foundation (ESRF). A total of 10 project areas have been identified for implementation in the District (See Table 4.1).

These are 1 Kagera Community Radio; 2 Ward Agricultural Resource Centers (WARCs) at Butelankuzi and Kyamulaile Wards; Fish farming (both fish ponds and cage fishing) at Kemondo, Lakes Ikimba and Kajunge; Production of Fish Fingers; Mobile Kilimo; A number of training programmes (to be organized at a later stage for champions in Bukoba Rural District); agricultural farming - sunflower, cassava and fruits (Rubare, Kyamulaile and Kaibanja wards); and lastly 1 beekeeping project at Kyamulaile and Bugabo ward.

These sites were identified by the research team in collaboration and agreement with the Bukoba Rural District Council. A set of selection (project sites) criteria were tabled and discussed for each identified project. These criteria and the type of project are presented below:

(a) Kagera Community Radio

The project site is at Kibeta Village and a building to house the radio is ready. This is a suitable site in terms of frequencies and radio signals which allows clear broadcasting needs. KADETFU is the identified Implementing Partner (IP). KADETFU is an established NSA not only in Kagera region but the whole of Lake Zone.
It has a long reputable track record of collaboration with the District Council and has already been issued with a broadcasting license by TCRA. Kagera Community radio is expected to facilitate economic activities in the district for example in terms of dissemination, education, knowledge and information sharing.

Extension officers for example will use radio to disseminate new agricultural technology and therefore promoting technological uptake, action alert etc.

(b) Ward Agricultural Resource Centers (WARCs)

The site criteria for establishing these resource centres are first the availability of a building that will be easily accessible by the majority of users such as farmers. The centres should also be established where electricity is available, where possible, or where other alternative energy sources can be installed. They should also be in areas where producers can access markets for their agricultural and fishing products. With this in mind, Butelankuzi and Kyamulaile villages have been selected. Like Kagera Community radio, the WARCs are expected to facilitate implementation of economic activities in the district for example in terms of information sharing, market information, education, knowledge. Extension officers for example will use the WARCs to disseminate agricultural related information, action alert etc. Livestock and Fisheries Officers can also make use of WARCs to disseminate information related to poultry and fishing respectively.

(c) Agricultural Farming

Three (3) agricultural farming sites have been identified due to their strategic and potential location for agriculture but also because of their potential to scale up as there exists initial developed infrastructure like the sunflower processing machine and the existence of best practices and innovative champions. In these selected
sites, PEI project will scale up or make a contribution by taking a project a step forward or completing it. With this in mind, Rubare, Kyamulaile and Kaibanja wards have been selected.

(d) Beekeeping

This project has been identified at Bugabo ward due to its strategic location and potential for environmentally friendly projects of planting trees and beekeeping but also for the agro forestry industry in Bukoba town and its conducive climatic conditions. Bugabo ward is crucial in order to protect the catchment areas.

4.1.2 Agricultural Farming

(a) Promotion of Sunflower

There are 2 agricultural crops from the MAF project that should be scaled-up and continued, namely: Sunflower being cultivated at Rubare and Butelankuzi wards, and Cassava at Kyamulaile ward.

Sunflower was recently introduced in the 2012/2013 season and well received by the majority of farmers at Rubare ward. Under the MAF project, farmers were given Jupiter seeds for cultivation. Unfortunately, the pilot farmers failed to yield any substantial production simply because many of them lacked the relevant training for cultivating sunflower but also the Jupiter seeds that were received were purchased from the free market in Mwanza by MUKPAR and apparently had expired after staying too long in the store. In the following season, farmers received proper training with some progressive farmers taken to Singida before embarking on farming sunflower and were given the same Jupiter seeds now purchased from Singida.

A total of 46 farmers, of which 5 are women, received 1kg of seeds each, enough to plant an acre of land although many of them prepared less farm land, estimated at between a quarter to an acre as sunflower is labour intensive. The Council has also purchased a tractor whereby a farmer pays TZS 80,000 (including Arrows) per acre. A total of 15.5 acres at Rubare have been cultivated for Alizetti, of which small
farmers (peasants) own 5 acres. There is also a processing machine already purchased under the MAF project but is yet to be installed at the village office in Rubare. This process has encountered a lot of bureaucracy. The ward government is now looking at the possibility of finding a business person to rent the machine so that farmers can start to harvest and process their goods as soon as possible.

(b) Cassava

Another crucial area identified for agricultural farming is Cassava. After the advancement of a number of progressive farmers at Kyamulaile ward, notably Mr. Iddi Nkubuye and Ms. Cecilia, a number of other farmers have shown greater willingness to engage and participate in farming the crop. Initially farming approximately an acre, Mr. Nkubuye has now cultivated 2 acres of Cassava and has been able to buy a new farm land of 7 acres. He has also built a modern quality house and expanded his coffee shop business. Both Mr. Nkubuye and Ms. Cecilia were assisted with Meremeta seeds from MARUKU where seeds produced by the farmers were bought and taken to Urambo.

Due to the success of these 2 Cassava farmers, there are now 10 more farmers this season who have cultivated Cassava and have helped erode the perception/notion among farmers at Kyamulaile that MAF project was there to rob them of their ancestral land! This is a testament to the fact that Cassava can uplift the livelihoods of ordinary farmers and that there is greater awareness and involvement of cultivating the crop. Cassava does not entail a farmer to have huge tracks of land (as many farmers in the district are small land owners and therefore allows them to rent small pieces at a time) but also involves low storage costs.

(c) Fruit Farming

Another crucial area of intervention identified is fruit farming. There is a farmer from Kyema village who attends Nane Nane every year and brings up to 3,000 pineapples to the market. At Kijongo village in Kaibanja ward, Mrs. Maimuna Abubakari is a progressive farmer where she together with her family cultivates pineapples on a 4 acre farm with the potential of expanding it to 7 acres in the near future. The pineapple perennial farm started in 1998 and Mrs. Abubakari has since been selling her products at Nane Nane in Bukoba town, Mwanza and Musoma. And value addition is present at Muleba where there is a small processing machine and packaging is being done by Mali Juice.
4.1.3 Fish Farming

Bukoba Rural District Council has identified Mr. Ahmed Mbae, a former government employee who retired early in 1997, as a champion in the fishing and poultry sectors. Mr. Mbae who is located at Kanazi village in Kemondo ward was initially forced into the Poultry business due to the absence of feeds for his first passion, fishing, and is now into the second phase of his project of farming fish and poultry. According to Mr. Mbae, 65 percent of chicken waste is fish feed. For example, Tilapia depends on it by 85 percent. He has built 2 large chicken huts and has an Incubator purchased at TZS 3.5 million (including transport cost to Bukoba from Dar-es-Salaam) on his 3.5 acre farm. His target is to keep up to 3,000 chickens capable of producing 1,000 eggs per day (TZS 300 per egg). That amounts to TZS 9 million a month, generating a profit margin of around TZS 4.5 million. Mr. Mbae’s main focus though is not poultry but fish farming. He has constructed 2 main 1,200m² fish ponds that can house up to 5,000 fishes each, only 300 metres from the lake. Mr. Mbae argues that his farm can generate higher returns than a 100 acre ordinary farm by combining poultry, fish farming and fish feeds. He is currently in the process of weighing his options of purchasing a Floating Fish Feed Felet machine from China at a cost of USD 6,400.

Developing Fish Fingers for the fish farming sector is another promising area of intervention that has been identified. Farmers groups are yet to be involved in this specific area of Fish Fingers although there is a willingness to participate. Cage fish farming, though currently absent, is more suited at Lake Ikimba than Lake Victoria where fish pond farming is more common at Kemondo ward. Lake Kajunge at Rubare Ward can also be an ideal place for Cage Fishing.

4.1.4 Livestock Keeping

Livestock keeping in Bukoba Rural is relatively limited compared to other robust livestock keeping districts like Bunda in Mara region. For example, the total livestock stock in Kagera region is estimated at 150,000 only while in Bunda district alone it is over 600,000! However, poultry is a prominent agricultural activity for farmers in Bukoba Rural where the majority of people engaged in this activity are women. If the intention is economic empowerment of women, relative to men, then poultry keeping be targeted and supported due to the sheer numbers of women involved.

At Kyamulaile ward where poultry is more advanced, farmers in groups under the MAF project were given 20 chickens each. A total of 160 chickens were handed out to farmers. Some groups managed to expand their stock but others struggled. The main challenge facing farmers is the availability of chicken feeds in that there are no shops nearby: one has to travel all the way to Bukoba town to purchase a 25kg bag
(Tsh.17,500) of feeds. Transport cost alone is Tsh.10,000. Kyamulaile ward has therefore been identified as a potential site for indigenous chicken rearing.

### 4.1.5 Environment Conservation and Beekeeping

The many functions of the natural environment (both use and non-use value) calls for prioritizing environmental conservations in terms of direct interventions such as forestation and indirect through awareness raising and finding local solutions. As an integrated solution, it has been envisaged that beekeeping should be encouraged and supported at villages near forest reserves.

Agro forestry business in Bukoba Rural is high and the huge demand for wood has led to farmers planting trees in arable land due to the absence of a comprehensive district land use management plan. Land use plans have been completed in only 6 villages out of a possible 92 and each village plan costs approximately TZS 6 million. Pine tree market has in fact moved from Iringa to Bukoba town where it has subsequently reduced the running cost of a business person engaged in the industry by TZS 5 million. Pine seedlings should therefore be encouraged for planting not only at Bukoba town, where most of the vitalu are found, but also in villages. At Muleba, the Council has managed to finalise its district land use plan with support from MKURABITA. The completion of land use plans will assist in the conservation of natural forests from being invaded by farmers.

Tree planting should also be integrated with Beekeeping as the latter helps to hinder deforestation. At Bugabo ward, where it receives the highest amount of rainfall in the district that encourages the growth of Caritas trees (favoured by Bees), there is a farmers association that is engaged in Beekeeping.

### 4.1.6 Ward Agricultural Resource Centres (WARCs)

There are two established resource centres at Butelankuzi and Kyamulaile under the MAF project but farmers are still facing challenges in the access to relevant and timely information. Extension officers need further training so that links between the wards and Council are strengthened. The resource centre at Kyamulaile is being managed by an extension officer who to a great degree spends more time in the farms than the centre itself. The centre has a TV and computer but does not have a UPS, scanner or printer.

The resource centre is currently using Solar energy and is yet to make the transition to electricity (TANESCO). The building at Kyamulaile has already been wired and needs 8 poles to be connected to the main TANESCO line passing nearby. The resource centres are equipped with extension resources (books, pamphlets etc) but
there is a demand for them to be translated from English to Kiswahili for easy access and understanding. This can be done at the Council level by extension officers.

In terms of customers visiting the centre at Kyamualile for news, it was established that the numbers have gone down. The main reason for this is because the centre is opened to the public in the evening (when the extension officer is back from the farm) and thus tends to limit people who reside afar. And because of the evening opening hours, attendance is predominantly men as this time coincides with “madikodiko” time i.e. time for women to be at home preparing dinner and looking after their children!

### 4.1.7 Farmers’ Associations and Microfinance Institutions (MFIs)

In respect to farmers’ associations/groups, farmers in Bukoba Rural District have organized themselves in small groups of not more than 20 people. At Kyamualile ward, for example, there are 7 registered associations organized around their main agricultural activities, namely: KIAMAU (cassava), TUJIENDELEZE and TUINUANE(cassava, maize, beans), BIKORWAENGEZI (maize, livestock keeping), ABAGAMBOKAMU (poultry), MUAMKO (livestock keeping, SACCOS, cassava), and a women only group called MKIZA (SACCOS). According to the Kyamulaile ward executive officer, it is only MKIZA and TUJIENDELEZE that are performing as per their registration regulations.

Selected groups and SACCOS will be offered entrepreneur training and how to manage a business start-up capital. This will be done under the capacity building programmes which are part of the PEI initiatives. The training programmes are partly intended to raise awareness on the importance of formulating mutually beneficial economic groups for farmers.

### 4.2 Mapping of Relevant Local Initiatives

The process to identify project sites has been described in 4.1. This process commenced with setting the criteria for selecting projects and project sites. Thereafter, during the interactions with Bukoba Rural District Commissioner (DC), District Executive Director (DED) and District Planning Officer (DPLO), the projects and respective sites were identified in collaboration with ESRF.

#### 4.2.1 Criteria and Indicators for Evaluation of the PEI Projects

Monitoring and Evaluation (M&E) is important in determining the direction and impact of the project. In general, the PEI project aims at improving the livelihoods of the people through economic growth, sustainable environmental management,
mitigation and adaptation of the impacts of climate change, gender mainstreaming and empowerment. The focus of M&E tool therefore needs to be on how to track and assess implementation and impact of the projects to be implemented in Bukoba Rural District under Pro-Poor Economic Growth and Sustainable Environmentally development project. In other words, this M&E tool is meant to observe how the values of different performance indicators against stated goals and targets change overtime. Monitoring and Evaluation help to identify the causal link between the project and resulting measurable outputs, impacts and outcomes. Thus, while monitoring helps track down whether the intervention is being implemented as planned and whether it is achieving its objectives; evaluation or impact evaluation helps identify the causal link between the intervention or project implementation and the impact or outcome. Note that, assessing impact indicators is more difficult than monitoring goals and targets. The monitoring questions are therefore related to monitoring goals and targets (whether the project or intervention is implemented as planned and/or achieving its objectives, while evaluation questions are pegged to impacts and outcomes.

As noted in Table 4.1, a total of 10 project areas have been identified for implementation in Bukoba Rural Districts (See Tables 2.1 and 4.1). Implementation of a progressive monitoring and evaluation of the PEI projects identified in Bukoba Rural District will use the following M&E framework. Data collection and therefore M&E will be undertaken once every year.
<table>
<thead>
<tr>
<th>Sn</th>
<th>Project Name</th>
<th>Project Site</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Kagera FM Radio (Kagera Community Radio)</td>
<td>Kibeta Village</td>
<td>Feasibility Study, License, Certificate of Incorporation, and the Studio House have been finalized. The process to procure radio or studio equipments and installation of the equipments are also completed. The radio is running.</td>
</tr>
<tr>
<td>2</td>
<td>Ward Agricultural Resource Center (WARC)</td>
<td>Kyema Village (Katerero Ward); Kyamlale Village (Kyamlale Ward); Butelankuzi Village (Butelankuzi Ward)</td>
<td>All WARCs need more equipments and capacity building capacity building.</td>
</tr>
<tr>
<td>3</td>
<td>Mobile Kilimo</td>
<td>Bukoba Rural District</td>
<td>This is meant to strengthen production and marketing of agricultural products.</td>
</tr>
<tr>
<td>4</td>
<td>Cage Fishing</td>
<td>Kanazi Village (Kemondo Ward)</td>
<td>Intends to establish a Cage Fishing project.</td>
</tr>
<tr>
<td>5</td>
<td>Training Programmes (Bankable Projects and Capacity Building Training)</td>
<td>Kyema Village (Katerero Ward); Kyamlale Village (Kyamlale Ward); Butelankuzi Village (Butelankuzi Ward) Kanazi Village (Kemondo Ward) Bukoba Rural District (Officials) Kijongo Village (Kaibanja Ward) Rubale Village Kasenene</td>
<td>This is mainly targeting leaders of the Associations, Project managers and champions.</td>
</tr>
<tr>
<td>6</td>
<td>Fish Farming - Mr Ahmed Mbae (Champion)</td>
<td>Kanazi Village (Kemondo Ward)</td>
<td>Requires Fish Feeds machines and Sex Reversal Technology, among other requirements. Training is therefore inevitable.</td>
</tr>
<tr>
<td>7</td>
<td>Fish Feeds and Fish Fingers Machines - Mr Ahmed Mbae (Champion)</td>
<td>Kanazi Village (Kemondo Ward)</td>
<td>Requires Fish Feeds and Fish Fingers machines to produce and supply standard fish feeds and fish fingers to other producers. Training is therefore necessary.</td>
</tr>
<tr>
<td>8</td>
<td>Pineapple Farming - Ms Maimuna Abubakar (Champion)</td>
<td>Kijongo Village (Kaibanja Ward)</td>
<td>This activity requires training and a processing machine, among other requirements.</td>
</tr>
<tr>
<td>9</td>
<td>Cassava processing Machine</td>
<td>Kyamlale Village (Kyamlale Ward)</td>
<td>Some Cassava Processing machines were purchased under MAF Project - but have not been installed.</td>
</tr>
<tr>
<td>10</td>
<td>Sunflower Processing Machine</td>
<td>Rubale Village</td>
<td>A processing machines was purchased under MAF Project - but have not been installed.</td>
</tr>
<tr>
<td>11</td>
<td>Beekeeping - Kazi Kwanza Group, Kasenene</td>
<td>Kasenene</td>
<td>Capacity Building in Beekeeping, and procurement of Beekeeping facilities.</td>
</tr>
<tr>
<td>12</td>
<td>Fish Farming - Jithada Group, Mulahya Village</td>
<td>Kasenene</td>
<td>Capacity Building in Fish Pond Construction and fish farming in general.</td>
</tr>
</tbody>
</table>
As the integral part of the monitoring and evaluation process, overall project goal; the objective; output; activities; outcome and performance indicators; means of verification, baseline data and targets have been specified (Table 4.2 and the Appendices). Note that, implementation of the activities is important for the project to realize the desired outputs. Likewise, the realized outputs are necessary for the project to attain the spelt out project objectives. It is only when all the activities are successfully implemented; expected outputs and respective project objectives are realized, the overall goal of the project can be achieved.

A number of indicators for evaluation of the PEI Projects have been identified (See Tables 4.2, the Appendices and the baseline information in section 4.3.2 below). The indicators range from establishment of projects, number of beneficiaries, income generation, and creation of opportunities such as employment, skills development. Others include, access to loans, resource mobilization, improved communication, and project inception (See also Tables 4.2 and the Appendices). Note that, section 4.3.2 presents some qualitative indicators as well as the respective baseline information. M&E is a project on its own which will be implemented against all other projects to establish performance of the selected projects. Data for the monitoring and evaluation will be collected once a year during the three project period.

### 4.2.2 Project Implementation

The projects listed in Table 4.1 were identified by the survey team in collaboration with officials of Bukoba Rural District Council, and the President’s Office - Planning Commission with the assistance of UNEP and UNDP. The project must be executed within Bukoba Rural District; it must be a priority in the respective community (in terms of benefiting as many people as possible, with notable impacts); and must address any of the four challenges namely the environment, gender, poverty or climate change.

While UNEP and UNDP are expected to provide the initial funding, Bukoba Rural District Council is expected to mobilize resources in future in order to sustain and replicate the best practices or projects. Also important to note is the fact that, ESRF and Bukoba Rural District Council will be responsible for coordination, monitoring and evaluation during the project period (three years). In addition, to the aforementioned players, a number of other actors will be involved in the project implementation. These are the Non-State Actors (NSAs) operating in the district (NGOs, CSOs, etc), champions in the respective wards and villages such as Women Groups, Youth Groups, Farmers Groups, and individual champions.

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1. Only one M&E table for the Kagera Community Radio Project is presented in section 4.3 to enable readers follow and understand the discussion. The rest of the M&E Frameworks are presented in the appendices. See also section 4.3.2.
Expertise and/or skills are among the critical requirements for the success of the projects. The government support, commitment and political will of the leadership in Bukoba Rural District, Kagera Regional Authority, and the National Leadership, and commitment of the people are equally important if these projects are to make notable impacts in the respective communities. Strategic interventions or projects which are proposed in this report, can only make meaningful impact when there is a robust implementation framework and/or timetable with a clear roadmap as well as monitoring and evaluation. Thus, other important criteria for success include the following:

(i) **Project Timeframe**

The timeframe provides timeline in terms of when to start and what to start with, and when to finish. The given timeframe needs to be respected and the interventions must be implemented within the agreed time period. One does not have to make it too ambitious, but it is important that the timeframe is realistic. All the proposed projects in this programme will be implemented within the three years project lifetime i.e. 2014 – 2017. Each individual project will have its own timeframe to be specified at a later stage. Implementation of the projects in Bukoba Rural District will commence the first quarter of 2015.

(ii) **The Actors**

As pointed out earlier, it is important to show clearly the roles and responsibilities of different actors or players who will be engaged in the execution of the projects. Note that, implementation plan will need responsible and committed people to make it successful. Bukoba Rural District Council, Private Sector, ESRF, Kagera Community Radio, Community Leaders, Community members etc are such key players.

(iii) **Resources**

Any strategy and/or project must be financed. Resources must therefore be mobilized and therefore the resource envelop must be known. The resource envelop shows what it takes in terms of financial resources to implement the projects. This is an expensive plan which may not be successful if the resources are not forthcoming. The Funding options for these projects show that, in addition to UNEP and UNDP, Twiga Bancorp, the DPs; the District Council, Community members, and Private Sector have an important financing role. These are necessary pre-requisites to bear in mind.
(iv) **Monitoring and Evaluation**

Monitoring and evaluation must be one of the components of the implementation framework. The District Council must therefore ensure that these projects are successfully implemented i.e. the project results are realized, and the benefits are widely spread and number of beneficiaries are increased. There is also a need to reveal in advance the expected outputs. This will among others motivate actors as well as community members. It will also help to measure the extent to which the interventions have been successful.

Note also that, a successful project will be identified as the Best Practice for other villages, Wards and District Councils to learn. Efforts will be made to ensure that villages, wards and Local Government Authorities draw lessons from successful projects (Best Practices).

(v) **Government Commitment and Political Will**

Implementation of some of the strategic plans in Bukoba Rural District are negatively affected by persistent conflict of interests, whereby political interests (individual and short terms) undermines economic interests and therefore economic gains which are long term in nature. This claim is evidenced by the fact that unlike economic decisions, in many cases political decisions are primarily for personal interest and stature rather than the interests of the people. These decisions have always been in conflict with technical decisions. Such conflict of interest presents a serious draw back to the successful implementation of DDPs in Bukoba Rural District. Unless there is government commitment and political will, the proposed projects will never make a meaningful progress.

(b) **Implementing Partners**

Considering the nature and scope of the programme, it is necessary that after identifying the development problems and potential projects in the area, to identify possible collaborators and from them choose implementing partners whom can collaborate in implementing the identified projects. Bukoba Rural District Council and ESRF are among the key players. However, in addition to the District Council and ESRF, it is strongly recommended that Kagera Community Radio (KADETFU), and Kagera NGOs Network (KANGONET), be part of the collaborators (IPs) given their involvement and experience in Bukoba Rural District where they work.
4.3 Monitoring and Evaluation (M&E) System for Tracking Changes of the PEI Projects

4.3.1 Monitoring and Evaluation Framework

As pointed out earlier, a total of 10 project areas have been identified in Bukoba Rural District (See Table 4.1). A successful project implementation will require an overall project goal; the objective; output; activities; outcome and performance indicators; means of verification, baseline data and targets are spelt out, among others. While Table 4.2 presents the Monitoring and Evaluation (M&E) Frameworks for Kagera FM Community Radio project, the appendices have presented the M&E Frameworks for the remaining project areas identified in Bukoba Rural District. Data for the monitoring and evaluation will be collected once a year during the three project period. The paragraphs below outline the use of Monitoring and Evaluation Tool.

(a) Describing the Monitoring Tables

M&E Tables present the necessary components of the Monitoring and Evaluation systems for the selected projects in Bukoba Rural district. The first column defines four important variables namely, the overall goal, objectives, outputs and activities. As pointed out earlier, overall goal spells out the ultimate destination the projects intend to reach. This is a broad objective set by the project implementing consortium. The objectives define small goals which the projects have to achieve to be able to meet the overall goal. Below each objective the matrix shows a number of expected outputs. These are requisite outputs which the project has to produce to be able to meet the spelt out objectives and therefore the overall project goal. Note that for the outputs to be produced, some activities must be implemented. Thus, a set of activities have been presented under each output.

The second and third columns of the matrix present performance indicators and means of verification respectively. Indicators are specific empirical measures required to monitor progress towards achieving the overall project goal such as number of beneficiaries; completion of the radio station; access to information and knowledge; trade and business creation etc.

The project objectives can therefore be monitored by assessing performance indicators. Means of verification are used to confirm the monitoring findings, while the baseline data shows the current situation (the situation before project implementation), and the targets show the destination (where the community around the project wants to go).
<table>
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<tr>
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</thead>
<tbody>
<tr>
<td><strong>Overall Goal</strong></td>
<td>Is to make the community of Bukoba Rural District access information and knowledge needed for development</td>
<td>Established Community Radio in Kagera Rural District</td>
<td>Establishment of Kagera FM Community Radio</td>
<td>0 (None)</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of people accessing information and knowledge through Kagera FM Community Radio</td>
<td>Operating (broadcasting) of Kagera FM Community Radio</td>
<td>0 (None)</td>
<td>205,468</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of men (and women) accessing information and knowledge through Kagera FM Community Radio</td>
<td>Accessing information and knowledge through Kagera FM Community Radio</td>
<td>0 (None)</td>
<td>395,130</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of people creating trade and businesses through Kagera FM Community Radio</td>
<td>Trade and Business creation</td>
<td>0 (None)</td>
<td>205,468</td>
</tr>
<tr>
<td><strong>Objective 1:</strong></td>
<td>To improve access to and information sharing among the people of Bukoba Rural District and the neighborhood through radio programmes</td>
<td>Number of people of Bukoba Rural accessing and sharing information and knowledge through Kagera FM Community Radio</td>
<td>Accessing information and knowledge through Kagera FM Community Radio</td>
<td>0 (None)</td>
<td>395,130</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of men (and women) of Bukoba Rural accessing and sharing information and knowledge through Kagera FM Community Radio</td>
<td></td>
<td>0 (None)</td>
<td>205,468</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td>Kagera FM Community Radio infrastructure and its facilities installed and functioning</td>
<td>Complete set of radio infrastructure and facilities Radio Studio</td>
<td>Installed Radio infrastructure and facilities A functioning Radio Studio</td>
<td>0 (None)</td>
<td>1</td>
</tr>
<tr>
<td>The Activities:</td>
<td>Community Radio license obtained; Feasibility study conducted; Site for Community Radio identified; the Studio and Radio Equipments procured and installed; Staff Recruitment completed; Community Radio running.</td>
<td>Community Radio license Feasibility study Site for Community Radio Full Studio (with Radio Equipments) Key Staff of Kagera FM Community Radio Community Radio</td>
<td>Availability and implementation of the following: Community Radio license Feasibility study Site for Community Radio Full Studio (with Radio Equipments) Key Staff Kagera FM Community Radio Community Radio</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>

Note: Data values are rounded to the nearest thousand.
Fulfillment of these preconditions is inevitable if the project has to achieve intended objectives and goals.

(b) Other Components of the Monitoring System

To ensure adequacy and effectiveness of a monitoring system, a number of minimum requirements must be fulfilled. First is the availability of relevant data. Data for all the specified indicators must be collected and analysed to be able to make a meaningful monitoring of the projects. There are important actors who must be available, and a number of activities which must be performed for a monitoring system to be effective. The actors and activities needed include data producers (data collectors); data analysts (data analysis); Data and analysis users (dissemination and feedback); decision makers (make relevant decisions and changes); and stakeholders (beneficiaries of services, NSAs and community members etc). Whenever data is collected, the key questions used during the baseline study must be repeated. After data collection and analysis, the findings must be compared to the findings and/or status of the project during baseline, to be able to make conclusions on performance and direction of the project.

(c) Major Objectives of Monitoring

As pointed out earlier, monitoring is a crucial tool for 4 major reasons or purposes:

(i) **Effective Management:** If actual implementation diverges from planned implementation, monitoring provides evidence and can gauge the magnitude of the problem that need to be identified and solved.

(ii) **Policy Transparency:** NSAs, community members and LGAs are entitled to information related to policy formulation, financing, and implementation of various projects in the district, which can adequately be generated through an efficient monitoring system.

(iii) **Democratic Accountability:** NSAs, community members and LGAs are entitled to know whether project expenditure matches budget allocated for the project. If there is a mismatch, they have the right to know the reasons.

(iv) **Feasible and realistic Target Setting:** It is very difficult to know what is possible to achieve in the future without knowing what has been possible to achieve in the past. It is only possible to know what has been achieved in the past and set new targets through monitoring.
(d) **Possible Challenges during Implementation**

There are many actors in the value chain, performing many activities. The following are typical challenges likely to come across:

- Roles badly defined
- Lack of coordination between the different actors thus, the problem of duplication, competition, gaps etc
- Difficulty in accuracy and reliability of some information
- Difficulty in accessing/availing information
- Lack of relevance of some information
- Long delays in production of information (lead times)
- Lack of use of data by users (doesn’t know about them, receive them too late, receive a format which is not adapted, lack of confidence, etc.)

### 4.3.2 The Baseline Conditions

Table 4.2 and the appendices have mainly presented quantitative baseline data for the specified indicators. This section presents qualitative indicators and the associated baseline information. Broadly, the qualitative indicators include gender, the natural environment, climate change, poverty profile and livelihood. Other indicators defined broadly are communication (and information) as well as irrigation.

(a) **Gender Status**

Cultural values are the main driving forces of gender roles in Bukoba Rural District. Women are mainly involved in all household issues including looking after family warfare, child upbringing, fetching water, preparing food and farming of annual crops (pulses, groundnuts, etc) or horticultural crops in distant communal or family farm plots outside the main banana-coffee farm. The activities of men are slightly different. Men are involved in activities such as farming of banana and coffee farm, fetching firewood for energy, cultivation of perennial crops and trees, livestock keeping, hunting, house construction and maintenance, preparation of banana brew and spirits, representing the family, sale and trade of produce and allocation of resources, and other activities that need muscle power. But recently, communities in Bukoba Rural District are witnessing a rising small group of men whose occupation is to drink local brew or coffee from morning to night and leave all family responsibilities in the hands of the wife. Some are saying that these are natural parasites accelerating poverty and the communities need to study the causes of this behaviour and fight against it. Furthermore, communities are observing a gradual transformation of gender authority and productivity where in some areas women have started to take more responsibility and authority. This includes women engaging in off farm income generating activities and new economic opportunities such as various agricultural and natural resources activities (e.g. crop and trees cultivation), processing including making local brew, trading in different merchandise,
and formation of women groups aimed at protecting their interests and helping each other in terms of advice, developing right ideas and planning, organizational development, cooperation in execution of the jointly planned activities, enhancing perseverance in hard times, and raising capital.

The interviewed women groups were of the view that to accelerate the progress of women, there is need to empower women through education and training in entrepreneurship, group and association development, business orientation and training, enterprise development, and processing, packaging and marketing, and availing low cost start and operations capital. Currently, some women and women groups are paying between 20-30 percent interests on a monthly loan of TZS 50,000 to 500,000.

With recent deteriorating local economic conditions, women have become more innovative, mobile and entrepreneurial and have added cash earning activities, including value addition, to their already heavy workload, thus becoming the cornerstone of livelihood of households, but then with sometimes serious health and productivity consequences.

Another difficult is producing many children because of lack of family planning knowledge or their husband forcing them to produce so many children as a sign of prestige/honour. The stakeholders would like men and women to be trained in family planning and educated on the disadvantages of a big family and advantages of a small family (should be made clear with practical examples). Women have recently begun buying land and inheriting land from their parents and this is slowly changing the popular beliefs and perceptions about women, and their role in the society. In other words, there is a steady increase in awareness and gender balance and reduction in gender violence in the communities of Bukoba Rural District. Some women are even buried on their own land.

Other respondents reported that some gender gaps still exist, for instance the degree of marital control exercised by husbands is still high. Likewise, Gender Based Violence (GBV) is still a serious problem facing women in Bukoba Rural District. In
the case of spousal violence, GBV level in Kagera (Bukoba Rural District) stands at 47 percent which is higher than Sengerema and Nyasa Districts. In view of the above, gender awareness raising, education, and mainstreaming should continue in the district.

(b) The Natural Environment and Climate Condition

Being just south of the equator and within the climatic influence of Lake Victoria, Bukoba Rural District experiences even temperatures, with minima and maxima of 20 and 30 degrees Centigrade, respectively, although it can drop to 10°C at night. Nonetheless, there has been notable rise in ambient temperature in the last four decades.

Across much of Bukoba Rural District the climate is bimodal, with two rainy seasons. On average, the rainfall ranges from 800mm to 2,000mm per annum. Much of the Bukoba Rural District is hilly terrain with thick tropical vegetation including forests and wide-open grasslands. The District is divided into two agro-ecological zones. First is the lake shore and islands. This zone enjoys the highest rainfall in the area with annual precipitation ranging from 1400mm to 2000mm. The zone is characterized by undulating rolling plains having soils rich in yellow – red sandy clay, with low available nutrients. The second zone is the lowland zone which includes lowlands at 1,100m to 1200m above sea level. These are flat plains with occasional ridges. The soils are of complex patterns. Black-grey clays dominate with low natural fertility.

The ecosystems challenges facing Bukoba Rural District includes increasing pressures on resources as a result of rapid increase of population growth (1.8 percent), agriculture and livestock intensification characterized by progressive reduction in farm sizes, and unsustainable land use and management practices. Land and freshwater resource base, associated biodiversity and population livelihoods and food security are threatened by land degradation, declining productivity capacity of croplands and rangelands, deforestation and encroachment of agriculture into wetlands.
Others include, tremendously increase of unplanned settlements including developments on hazard-prone lands such as steep slopes, flood plains, and river valleys; improper use of pesticides, herbicides and other industrial chemical inputs used in the agricultural sector; agricultural runoffs containing biomass and residues of plant nutrients, mainly nitrogen and phosphorus, is causing water and soil pollution. The main issues in the livestock sector are: inadequate access to fodder/feed and overstocking leading to overgrazing and degradation of grazing pastures and biodiversity.

In the natural resources sector the main challenge is the illegal harvesting and unsustainable utilization of natural resources such as forest products (charcoal, fuel wood, timber etc); frequent slush burning to clear land for crop cultivation and for increasing soil nutrients; uncontrolled burning of vegetation including natural forests; encroachment into water catchments and marginal areas of cropland such as steep slopes and fragile soils; reduction in the use of crop rotations and fallows.

In the fisheries subsector, the main challenges include, overfishing in rivers and Lake Victoria, and unsustainable/ illegal fishing including use of inappropriate fishing gears (e.g. use of beach seine nets- Kokoro and use of fishing nets with mesh size of below 2 inches or using nets with mesh below 8 mm for dagaa), and chemicals not only destroy habitats, but also lead to loss of biodiversity and decline in fish quality, quantities, and product safety. Another challenge is climate change. Climatic change which is also happening in Bukoba Rural District. On the one hand there is more erratic rainfall in the March to June rainy season, bringing drought and reductions in crop yields and plant varieties; on the other hand the rainfall, especially in the later rains towards the end of the year, is reported as coming in more intense and destructive downpours, bringing floods and soil erosion.
In some areas of Bukoba Rural District climate change is undermining health, well-being, and food and nutrition security (e.g. increasing incidences of malaria, water borne diseases, and livestock and crop pests and diseases). For instance, cattle diseases, such as tick bone and Rift Valley fever, are caused by heavy rainfall after long dry seasons. Another typical indirect effect on health is the proliferation of banana wilt disease that spread in Bukoba Rural District from Uganda at the beginning of 2000. Many farmers have suffered destruction of their banana plantations by bacterial wilt disease and there is a rising concern in Bukoba Rural over the livelihoods of banana farmers and the population relying on bananas as a staple food and cash crop.

Like many other districts in Tanzania, Bukoba Rural District suffers energy shortages of many sorts. The district has no sustainable energy sources. The main energy sources are biomass, charcoal, kerosene, disposable batteries, petrol and diesel powered generators and photovoltaic solar panels. Only a minority (less than 2 percent) of the households are connected to the national grid. The population mainly depends upon biomass – firewood, charcoal and crop residues to meet their basic daily needs for cooking and heating water. Wood is also needed for such things as fuel for industries like brick and brew making and other processing activities such as drying of fish. Some areas of the district have been particularly badly deforested, as the energy demand rises with population growth and weak tree planting programs. Thus, Bukoba Rural District may see an alarming reduction in vegetation cover in the near future. Recently, there is a fast growing number of private tree planting initiatives and forests (trees that mature from 10 to 20 years as a long term investment; some of these investments are made by Bukoba Rural residents residing in other regions of Tanzania and overseas). Nonetheless, there is a need to caution villages to retain a good percentage of their piece of land for growing short term crops and grass for livestock which will ensure trees for wood fire, and enough food and feed. The respondents revealed that planting trees is a good investment; if one plants trees for a child who is in standard one, then he is assured of financing for
her/his best University education. But on the down side, some people use large pieces of land for planting trees and little is remaining for food, grazing livestock, and production of other annual crops, and when they are short of cash or food or fail to pay for school fees, etc, they end up selling their pre-mature trees at a loss.

(c) The District Economy, Poverty Profile and Livelihoods

Some of the information on the district economy, housing and poverty has been presented in chapter three. The main economic activities in Bukoba Rural District are crop cultivation; fisheries; livestock keeping; trees cultivation for firewood, charcoal, and timber production; honey and beeswax production, tourism, small and medium scale industries activities, large scale industries (sugar, tea, coffee, and fish processing, and mining) and trade.

The climate in Bukoba Rural District is conducive for cultivation of food and cash crops. The principal food crops grown include bananas, cassava, sweet potatoes, maize, beans, rice, sorghum, and millet. The main cash crops are coffee, tea, sunflower seeds, vanilla, and horticultural crops. The average farm size per peasant household ranges from 1 to 5 acres.

The main livestock includes cattle (mainly Ankole breed and Short Horn Zebu), goats (Alpine, Saanen, and Toggenburg), sheep, and chicken. The district has about 40,000 cattle that are mainly grazing in the plains of grasses suitable for animal food. Livestock keeping especially of cattle and goats was found to be very important as it serves as a precautionary savings to farmers and selling livestock, especially goats is an important coping strategy adopted for a sudden shock and even for an anticipated shock.

The houses are built from wooden poles/mud walls, earth floor matted with scalable special grass and roofed with corrugated iron sheets. An average household has a 60-100 square meters front house, with two to four 9-10 square meters bedrooms and a 10-20 square meters living room. In addition, there is an outside house of 40-60 square meters that serves as a kitchen, processing, and keeping small livestock like goats, sheep, and chicken. Pigs and cattle are always kept separately. A significant amount of houses are roofed with special grass, indicating ecological lifestyles. Upscale houses are built from biomass-fired bricks, with cement floors, and roofed with corrugated iron sheets. An average household owns basic furniture (wooden tables, chairs, and beds), aluminum, clay or plastic kitchenware, kerosene lantern, and a cell phone. Upscale households also have a bicycle, a radio, 14-21 inch TV, and own solar panels for lighting. In areas with grid electricity, electricity is used mainly for lighting. More than 95 percent of households use biomass-generated fire for cooking.
The determinants of household welfare and poverty in the Bukoba Rural District are numerous and complex. It emerged from interviews that poverty in the district is linked with declining quality of education; poor initial conditions; inability to generate or take advantage of income generating opportunities because of low awareness and access to information in Kihaya or Kiswahili; increasing population density; declining culture and trust; increasing degradation of environment; overexploitation of natural resources assets; inadequate innovation; and never ending shocks (including those from climate change effects) for a person to move out of poverty.

**Figure 4.8: Housing Standards in Bukoba Rural District**

Different factors play a significant role in improving community living standards, but that the relatively poor are harmed more by shocks such as weather variability, fall in cash crop prices, and pest and disease infestation of food crops and livestock. In addition, it was found that people who had inadequate information, knowledge and those who were inadequately uneducated and unskilled face more constraints in diversifying out of unprofitable activities. The results also revealed subtle insights into the relationships between gender and poverty. Given the high levels of poverty in the Bukoba Rural District it is important to develop and implement local policies and strategies that will get people out of absolute poverty. The respondents also emphasized the importance of participatory and joined-up approaches in the development of by-laws, regulations, strategies and projects.

**(d) Information and Communication**

Information and communication is one of the obstacles facing Bukoba Rural District despite the fact that mobile phones have made significant improvement in information sharing and communication. There is inadequate information at all levels especially to farmers, e.g., for improving farm productivity, profitability and diversification; post harvest management of crops and animal products; markets; available training opportunities; inputs; basic financial management, available grants, subsides, soft loans, unleashing investments, nutrition, etc.
Bukoba Rural District has three Ward Agricultural Resource Centers and three Community Radios. Both the WARCs and radios serve the entire district and a few neighbouring districts. However, a newly established Kagera Community radio and the WARC operate with a series of challenges in the areas of expertise, production, poorly developed road network to access the remote rural areas, transport, content development, equipments etc.

The poor communication and access to information have affected connectedness in Bukoba Rural. Remoteness and decreased market access by communities living in areas without a reliable road to the main road, was found to significantly stifle agricultural growth, e.g. lack of feeder roads to the main road forces farmers to sell their produce at throw away prices.

(e) Marine Environment

To a large extent, the fishing sector in Bukoba Rural District needs to be modernized so that it adopts new and environmentally friendly fishing technologies. Promotion in the use of modern fishing facilities such as engine-powered modern fishing boats (trawlers, seine) is paramount given the fact that shallow water do not have enough stock of fish anymore following destruction of fish hatcheries. Nile Perch harvest is also dwindling due to over and illegal fishing while sardines are on the rise. The fishery sector is facing a huge environmental challenge from the use of poison, beach seine and other illegal small fishing nets.

Establishing and strengthening security through Beach Management Units, fisheries farmers groups as well as capacity building especially in production, processing and packaging are crucial steps to address this problem. Establishing and construction of fish collecting centers/markets and cold storage facilities (rooms, vans) at main collection points (preferably at Kemondo, Lakes Ikimba and Kajunge) are equally
fundamental. Construction of fish ponds where rivers flow into lakes should be supported and encouraged. And in the promotion of fish ponds and cage fishing, there should be the construction of demonstration plots for knowledge development as well as developing fish fingers for the fish farming sector. Farmers groups are yet to be involved in this specific area of production of fish fingers although there is a willingness to participate. The above entry points should be channeled through identified champions like Mr. Ahmed Mbae in collaboration with fisheries farmers’ groups/associations.

(f) **District Council Collaboration with Non State Actors (NSAs)**

Unlike in the past, collaboration between the government and Non State Actors in Tanzania has improved significantly during the past 20 years in the spirit of participatory approach. The government is now working very closely with the NSAs in formulating the national policies, planning, budgeting, strategies, programmes and projects. This is true at all government administrative levels namely the Central Government, Regional Secretariat, District Council, Ward, Village and Street Government. In Bukoba Rural District Council the NSAs are encouraged and involved in all the district development processes such as, formulation of the district strategic plans, district social economic profiles, district investment profiles and plans, DDPs and budgeting. For example, during the district planning and budgeting process, NSAs are involved fully through the District Stakeholders’ Assembly (or meeting) to discuss and give their views on the DDPs and budgeting.

All NSAs operating in Bukoba Rural District are required to not only register with the District Council, but also submit their Annual Work Plans and Progress reports to the Council etc.

The main challenge related to this collaboration is that the level of NSAs participation and involvement is still very low because very few NSAs abide to these regulations. According to the DPLO in Bukoba Rural district, some of the NSAs do not have trust to the Council. The interviewed NSAs for example claim that although they interact with the District Council, they have the feeling that district Council is not supportive enough to make NSAs confident with the council. Most NSAs are still not confident with the District Council authorities i.e. they are still not very sure and would not therefore dare to fully trust the District Council.

4.4 **Mainstreaming Upcoming Local and National Development Planning Agenda**

4.4.1 **Enhancing Agricultural Productivity**
Agriculture and in particular the farming of alizetti, cassava and fruits has been earmarked as a major entry point that will produce big results in terms of enhancing productivity and income of people in Bukoba Rural District. Agriculture is a very low capital or input intensity activity, using relatively low farm inputs such as fertilizers and improved seeds. Subsequently, agriculture has persistently registered lower productivity and a lower growth rate than other activities such as services, thus affecting negatively the pace towards poverty reduction. Poorly developed marketing arrangements are exacerbating the problem even further.

The major productivity enhancing factors which require scaling up are therefore productivity improvement through the promotion of the use of fertilizers and mechanisation, processing, marketing, storage and irrigation projects (in order to reduce dependence on rain and be able carry on with farming activities throughout the year). Other entry points include the use of non-chemical fertilizers, enforcement of bylaws guarding against encroachment of river sources and banks and the shores of Lake Victoria, so as to protect water sources.

The PEI project needs to help Bukoba District Council at Rubare ward to reduce and/or eliminate the bureaucracy that has engulfed the installation of the alizetti processing machine. The machine has been purchased but there is a delay in the construction of a village building that will house the machine. Villagers have already made their contribution in terms of building bricks and other aggregates. As a result of the delay in installing the processing machine, the farmer with 7 acres of alizetti has opted to write a letter to the village/ward government requesting to be given hand processing machines!

4.4.2 Fishery

To a large extent, the fishing sector in Bukoba Rural District needs to be modernized so that it adopts new fishing technologies. Promotion in the use of modern fishing facilities such as engine-powered modern fishing boats (trawlers, seine) is paramount. Unfortunately, Nile Perch harvest is now dwindling due to over and illegal fishing while Sardines are on the rise. The fishery sector is also facing a huge environmental challenge from the use of Beach Seine and other illegal small fishing nets. For example, according to the National Fisheries Act, net specifications on Lake Victoria should be 6 inches while on rivers 3 inches. But the practice currently is that these nets are 4 and 1 inch respectively. Establishing and strengthening fisheries farmers groups is crucial as well as capacity building especially in production, processing and packaging. Establishing and construction of fish collecting centers/markets and cold storage facilities (rooms, vans) at main collection points (preferably at Kemondo, Lakes Ikimba and Kajunge). Construction of fish ponds where rivers flow into lakes should be supported and
encouraged. And in the promotion of fish ponds and cage fishing, there should be the construction of demonstration plots for knowledge development as well as developing Fish Fingers for the fish farming sector. Farmers groups are yet to be involved in this specific area of Fish Fingers although there is a willingness to participate.

The above entry points should be channeled through identified champions like Mr. Ahmed Mbae in collaboration with fisheries farmers’ groups/associations.

### 4.4.3 Livestock Keeping

One of the common activities in the district is commercial indigenous poultry keeping. Various breeds that are resistant to diseases have been developed. This activity is common to households and groups as well and is mainly the domain of the majority of women. Farmers’ groups should be supported and trained in modern ways of keeping these animals. Demonstration plots should be encouraged and supported to improve poultry keeping especially through group formations.

Formulation of land use plans to various villages to curb the inflow of livestock from various places and determine the land capacity for livestock keeping in all villages of Bukoba Rural district council.

### 4.4.4 Environment Conservation

Establishing tree nurseries and planting of trees is paramount to environmental conservation in Bukoba Rural District. Environmental awareness among inhabitants in Bukoba Rural District is extremely low. Due to the increase of agricultural activities in the district, there is deforestation as farmers seek more arable land for cultivation. Kishaka Island, for example, which is only 8km from Kemondo, is facing high deforestation. Kyara has been totally deforested together with Kyamawa, Kitwe and Rwansina. There is a lot of land degradation due to the type of farming being employed. Forest/bush fires are also a problem facing the district. In some areas, farm land is under threat from animal invasion, especially Elephants and Monkeys.

Horticultural activities are also contributing to environmental degradation. Horticulture is prevalent along the shores of rivers and lakes and is highly dependent on medicines that are then eroded as residuals into water sources after heavy rains. This is compounded further by the fact that there is overuse of fertilizers, especially Urea, where many farmers go beyond the standard requirement use of 5 grams. More investment is needed in developing more demonstration plots for farmers on the use of medicine and fertilizers in the conservation of biodiversity.
Water Weeds (*Magugu Maji*) is also a huge environmental problem on lakes in the district. They start in Rwanda and enter the lakes through rivers. For instance, it is estimated that water weeds covered 44 ha. of water on River Kagera in 2013/2014 alone. Although this water surface area was reduced to only 2 ha at the end of the financial year, the problem is now on the rise again. Fish ponds also tend to contribute to water weeds if not properly managed. For instance, fish ponds need to be enriched from time to time and when this is done the water is then released into rivers where they in turn speed the growth and pace of Magugu Maji.

It is therefore crucial in creating awareness to the villages on environmental issues and establishing and strengthening villages’ environmental committees. District’s Beach Management Units should also be strengthened. Forestation should go hand in hand with supporting and improving beekeeping activities especially for groups that are currently engaged in beekeeping. Beekeeping was seen as both source of income and playing an important role in conservation of forests. In this regard, beekeeping groups at Bugabo should be supported.

### 4.4.5 Farmers’ Associations and Microfinance Institutions (MFIs)

The main focus should be to offer entrepreneur training and how to manage a business start-up capital to those SACCOS associations already registered but also to raise awareness on the importance of formulating mutually beneficial economic groups for farmers. Initially, partnership should be with TWIGA Bankcorp but with the view of bringing on board private funding. Targeting should be selective to ensure equitable representation.

### 4.5 Mapping of the Alternative Funding Sources

#### 4.5.1 Introduction

Like many other District Councils, one of the challenges which Bukoba Rural District Council has been facing is underfunding of the district plans. There has always been a huge gap between the budget requested and budget allocated to the District Council and the amount of funds released. In addition, many times the process of disbursement has been unreliable and not timely according to the Heads of Department FGDs responses.

(a) **Internally Generated Revenue**

Most of the District Council’s income comes from the Central government allocations. This amounts to more than 90 percent of the total district approved budget. The Council also raises revenue from local sources mainly fees including
taxi registration, bus stands, forestry products, valuation, scaffolding, inoculation and ambulance; Licenses including road, liquor; property taxes and rents; charges including those for refuse collection, cess, hire of vehicles, markets; fines; and others including sale of assets and recovery of public fund. Generally speaking, Bukoba Rural District has a poor and weak local revenue base. The local revenue source contributes less than 10 percent of the total approved budget. This source is getting weaker and weaker with time partly due to the changes or interferences from central government. Some of the revenue is remitted to the Central Government through Tanzania Revenue Authority. Recently, the Parliamentary Committee instructed all District Councils to allocate 60 percent of the local revenue collection for development projects which constrain even further the effective implementation of other council operations and service delivery functions. The challenge here is how to fill the gap as far as internal expenditure is concerned.

(b) The District Budget (Resources from the Central Government)

As pointed out earlier, there has always been a huge gap between the budgets approved by Full Council and the ceiling received from the Central Government. To accommodate the ceiling a number of identified priorities have to be dropped. In many cases this has raised questions at lower levels on the relevance of the planning and budgeting processes (which takes most of their precious time to prepare); since only few (if not any) of their priorities are considered. Note that even those considered in the ceiling, not all are fully implemented. These inconsistencies have tended to demoralize the people at the grassroots especially when they have laboured much to make their contribution ready (mostly in terms of materials and own labour). Disbursement of the allocated and approved budgets is also a daunting, as some of the disbursements are made the last two weeks of the quarter.

(c) The Budget Cycle

The planning and budgeting process in Tanzania is bottom-up. The process starts from the kitongoji or street to the village level, then to the Ward Development Council (WDC) and thereafter to the Full District Council where all ward plans are consolidated into a district plan then submitted to the Ministry of Finance through Regional Secretariat and PMO RALG.

The Ministry of Finance then submits the Ceilings (maximum budget levels per District) to Districts and the Districts review and scale down the budget levels so that they are in line with the Ceilings (some priorities and projects are normally abandoned at this stage). One of the major challenges in the budget preparation cycle is therefore that, the budget ceiling usually come very late, which makes repackaging of the budget estimates already prepared extremely difficult and
therefore not carefully done because of time constrain i.e. it is always done in a rush to try and beat the deadlines, etc.

4.5.2 Need for Alternatives Funding Sources

The Council’s budget is therefore limited given the priorities spelt out in the District Development Plans (DPP). Bukoba Rural District Council must therefore look for additional or alternative options (alternative funding sources) to complement the existing ones, if the DDP is to be implemented successfully. Like many other District Councils, Bukoba Rural District is not traditionally used to take its own initiatives to mobilize resources from alternative sources for the district. The council relies mainly on one funding source i.e. the Central Government which is disquieting and risky. The current Institutional and Legal Frameworks governing the operations of District Councils in Tanzania do not provide space for the district executives become pro-active and mobilize resources for their districts. Throughout, the excuse for underperformance of the District Councils has mainly been budget deficits and late disbursement. Existing opportunities for additional resources have virtually not been utilized.

There is therefore an urgent need for the council to change its approach and become a real player rather than an observer. Bukoba Rural District Council must become pro-active in terms of resource mobilization for the district by exploiting alternative funding sources which are available. This will help the council to bridge a huge budget gap and be able to finance its annual plans for the development of the district. For this to succeed the current Institutional and Legal Frameworks governing the operations of District Councils in Tanzania must be supportive, and the district executives must be motivated to work on alternative funding.

The alternative funding sources which could also benefit the PEI initiatives in Bukoba Rural include direct engagement with Development Partners (DPs); International Organizations; local institutions such as Parastatal Pension Fund (PPF), National Social Security Fund (NSSF), and the National Housing Corporation (NHC), and use of diasporas. Others are bankable or fundable projects; attracting investors in the district; attracting private sector investment capital; effective use of small scale players (entrepreneurs) at community level such as farmers, livestock keepers and fishermen; improve financial management and resource management; and promote tourism in Bukoba Rural District. These are opportunities and potential complementary funding sources which the district has not been able to utilize fully.

(a) Local institutions such as PPF, NSSF, and NHC
A number of local institutions such as Parastatal Pension Fund (PPF), National Social Security Fund (NSSF), and the National Housing Corporation (NHC) have made massive investments in Tanzania. There are cases where these organizations have been looking for areas to invest. Investment requires different strategies, campaigns and diplomacy. The district government executives (with the support of key regional executives) therefore need to be strategic and aggressive. The district government must make it a habit to target potential investors and go out for negotiations with them. The National Housing Corporation (NHC) for example are mandated to provide and facilitate the provision of high quality housing in Tanzania for use by members of the public as residential or commercial buildings. They also undertake massive construction of both residential and commercial estates. Apart from NHC, there are National Social Security Fund (NSSF) and Parastatal Pension Fund (PPF) which are meant to promote investment in real estates, among others. The district government needs to take deliberate initiatives towards utilization of such opportunities by attracting investments in the district. This could successfully be implemented by appointing a powerful negotiation team which will be representing the district in such negotiations.

(b) Diasporas

Studies have testified that a number of investors hailing from different District Councils such as Bukoba Rural District (and Kagera Region) are investing outside their district. Most of the investors under this category are attracted by the friendly investment climate elsewhere. A part from the cultural and economic factors and/or obstacles, majority of the potential investors hailing from this district have lost confidence and trust over the investment climate in Bukoba Rural District. The institutional and legal framework governing investment activities in the district (e.g. Red tapes, bureaucracy, infrastructure) are among the factors mentioned frequently by respondents. Diasporas do not feel that they are part of development process in Bukoba Rural District, Ruvuma Region. Thus, the intimacy and partisanship between the two sides is compromised. The question is – What the district and regional governments should do to better make use of this opportunity. The district and regional government needs to be proactive and attract diasporas as partners in district development. This can be done through mobilization via e.g. a forum of indigenous investors to campaign and lobby and attract them to invest at home. This should be organized by the district in collaboration with regional authority.

(c) Develop bankable or fundable projects

A Bankable Project is also known as a Fundable Project. This is a project or proposal that has sufficient collateral, future cash-flows, and high probability of success, thus it is acceptable by institutional lenders for financing. Bukoba Rural
District Council has not utilized such funding alternatives in the past. Fortunately, there are financial markets all over the world where capital is sold to would be investors with a condition of producing bankable projects. Examples of suppliers of loanable funds in the capital markets are various banks (like CRDB Bank, SELF, Twiga Bancorp, etc), stock exchange, different calls for grant proposals etc. There are many calls for grant proposals which suit a variety of demanders of loanable funds including African governments (Central and Local Governments), NGOs, research and regional institutions.

These are also funding opportunities which are suitable for Bukoba Rural District Council and which could have been exploited by the councils and address the chronic problem of resource gap. There are two important pre-requisites here. First, Bukoba Rural District Council must build the capacity of developing loanable or bankable projects, and secondly, the district staff must cultivate a culture of frequent search for grant opportunities or announcements. To do so, district staff must be motivated and have freedom to pursue these alternative funding sources.

(d) Attracting investors in the district

Bukoba Rural District is blessed with a number of investment opportunities (potential) which have not been utilized. They include marine transport, forestry, and fishing. As noted earlier, there is a need for the Council to change its mindset and attitudes by taking its own measures to mobilize resources and attract investors in the district. This process must begin with preparation of the District Investment Profile and Plan; and District Social Economic Profile. These are useful tools which can be used aggressively to market the existing investment opportunities in the district through a well organized Investment Forum.

(e) Attracting private sector investment capital

Bukoba Rural District Council needs to fully tape the resources from private sector by encouraging the players to participate in implementing the District Development Plans (DDPs). The Council needs to regard Private Sector as Development Partners and acknowledge their contribution towards the District Development. To make them respond positively, the council needs to create an incentive package for them. In the forest sector for example, the District Council should encourage and promote associations of charcoal dealers, license them, give them titles or property rights to own and operate sustainable forest estates for production of forest products such as timber, charcoal and wood fuel on a commercial basis. It is high time now investors are attracted in the area of forest management in a sustainable way. The government need to develop a mechanism where investors will be allowed to own land and invest in reforestation (tree planting) aimed at production of forest products.
for both local as well as external market. Allow the investors to plant the right tree species, using rotational age to ensure continuity and a stable market supply. The demand for energy is readily available. If we can allow hunting blocks, why not charcoal or timber blocks?

(f) **Involve and empower players at community level**

It is reported that poor involvement and therefore absence of active participation of the key players at community level (particularly the LGAs, Ward level and Village level) in both formulation and implementation of national and district plans is the main reason for the dismal performance of Bukoba Rural District Council. Involvement and active participation of the lower level is therefore critical if the impact of DDPs is to be felt. Apart from their involvement and participation, building of their capacity is another factor the district needs to consider. Thus Bukoba Rural District Council must use champions effectively. These are such as small scale farmers, women, livestock keepers, associations (groups) and fishermen.

(g) **Improve financial management and resource management**

Capacity of most District Councils in Tanzania is low. Among the capacity gaps in Bukoba Rural District include skills and competencies of the district staff. For optimal resource mobilization and utilization of the resources, the district must have competent staff for financial management, resource allocation and utilization.

(h) **Development Partners and International Organizations**

There are a number of projects which are implemented by various District Councils in Tanzania, funded by the DPs directly. However, in most cases this is a result of the initiatives by respective District Councils in terms of negotiating with the DPs directly requesting them to finance bankable projects in the respective districts. Bukoba Rural District should also pursue this funding alternative in order to bridge the resource gap which the district has been facing.

These are among the potential complementary funding sources which have not been utilized by Bukoba Rural District Council.

During the survey, significant efforts or contributions by community members
were evident especially in fishing, agriculture, housing, irrigation, beekeeping and WARCs where beneficiaries have constructed descent houses, and other buildings to cater for offices and other official activities. The team visited a few NSAs such as KADETFU and KANGONET who are active players in Bukoba Rural District. Like many other District Councils, this district is not oriented towards its own system of resource mobilization.

As noted earlier, in terms of resources the council relies mainly on the Central Government. Other sources make an insignificant share of the total district budget. There is a need for the council to make use of other potential local revenue sources outlined above which have not been utilized in the past. Also important to point out is sourcing from financial institutions. The council has not fully utilized existing financial institutions mainly due to low LGA capacity and skills to prepare Bankable Projects and submit them for funding. There is therefore a need to support Bukoba Rural District Council in terms of preparing Bankable Projects for the council and present them to the respective banks.

4.6 Scaling up and Replicating P-E Best Practices

As already noted earlier, a total of 10 project areas have been identified for implementation in Bukoba Rural District. The ultimate goal is to identify areas that need improvement and scaling-up for better results and that can be emulated by other communities. In this context scaling up means expanding, replicating, adapting and sustaining successful policies, programs or projects in geographic space and over time to reach a greater number of rural poor communities in Bukoba Rural District. The following proposed measures are expected to improve performance of the projects and resource utilization thus leading to improved livelihoods of people in Bukoba Rural District:

a) Strengthen the microfinance system through support of SACCOS.

b) Support for the development of agro business and multiple value chains, for microfinance through multiple channels, and for women and young entrepreneurs. Training should focus on helping rural entrepreneurs in Bukoba Rural District to identify business opportunities and to help prepare business plans that then can be submitted to TWIGA Bankcorp for financing.
c) Support the development of the small holder irrigation value chain development through training, technical assistance and credit support.

d) Diversification of Smallholder Farming Systems in Bukoba Rural District through cultivation of indigenous trees and support beekeeping initiatives.

e) Scaling up value chains, and especially in terms of access to markets.

The Information / Agriculture Resource Centres will be equipped with the necessary computer hardware and software, and their staff will be capacitated to undertake the requirements of the project. The centre will be able to access and analyze information, for which its staff will be trained in the use of ICT to search for information relevant (as per MAF solutions under this project) to communities. Note also that, the PEI initiative will support study visits where beneficiaries from Bukoba Rural District will be supported to visit and learn from best practices in other districts (Sengerema, Nyasa, Bunda, Ileje and Ikungi). Where possible beneficiaries from the five districts will be supported to Bukoba Rural District and learn from any best practice. Within Bukoba Rural District, arrangement will be made to support study visits between Wards and between Villages.
5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusions

This mapping study was undertaken as part of the Pro-Poor economic Growth and Environmentally Sustainable Development project. The project is intended to enhance the national and district capacities to mainstream and implement environmental sustainability, poverty reduction, gender and climate change linkages into district and sector development plans (Agriculture, Forestry and Fishery) and develop related financial mechanisms in Tanzania. This survey is one of other initiatives of the project which is specifically meant to carry out a baseline study in terms of collecting and presenting information and standards that can be used as performance indicators to monitor and evaluate the progress of the selected projects. Evidence shows that Bukoba Rural District is facing the challenges of poverty, gender disparities, the trends of the environmental degradation and climate change impacts. There are therefore opportunities to reduce poverty through gender mainstreaming, sustainable management of domestic natural resources, and climate change adaptation. In addition, the district has complimentary interventions and local actors' readiness to engage in PEI initiatives as well as a real need to fill gaps in terms of strategic planning for development results.

A total of 10 project areas have been proposed in the area of agriculture, environment, gender and climate change. These are Kagera Community Radio; Ward Agricultural Resource Centers (WARCs); M-Kilimo Platform; Tree Nurseries and Tree Planting (forest conservation); Fish Farming; Cage Fishing; Beekeeping; Training Programmes; and Agro-Processing. The project identification was based on project viability in terms of the number of people it serves (beneficiaries); project impacts and the project capacity to address environmental challenges, gender inequality, poverty and the impacts of climate change.

Monitoring and Evaluation (M&E) frameworks for each project have also been proposed where the following variables have been specified, overall goal of the project, objective(s), expected outputs, and activities. Other variables are performance indicators, means of verification, baseline data and the targets.
5.2 Recommendations

One of the criteria for identification and selection of the projects is the evidence that the projects have the capacity to facilitate poverty reduction, improve the quantity and quality of the natural environment, minimize the impact of climate change, and promote gender equality. These are priority challenges which Bukoba Rural District is grappling with. The proposed projects are therefore pertinent and critical for the district’s transformation. Successful implementation of the proposed projects will require support of the Central Government because a number of policies as well as some regulations will need to be amended. In addition, success of these projects will also depend on the requisite support services and commitment by different players. A number of measures are therefore necessary if the PEI projects are to make meaningful impacts in Bukoba Rural District. These interventions or have been presented in three categories. These are recommended projects; specific recommendations which can be managed by Bukoba Rural District Council and be implemented without delay; and another set of recommendations which are generic and relevant to all the District Councils in Tanzania but require some policy regulatory amendment before they can be implemented and make impacts.

5.2.1 Recommended Projects

The following projects have been recommended based on the preceding analysis and discussions. These are the activities which need to be implemented in Bukoba Rural District during this phase or the following phases.

Table 5.1: A List of Recommended Projects in Bukoba Rural District

<table>
<thead>
<tr>
<th>Sn</th>
<th>Project Name</th>
<th>Project Site</th>
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<tbody>
<tr>
<td>1</td>
<td>Kagera FM Radio (Kagera Community Radio)</td>
<td>Kibeta Village</td>
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<td>2</td>
<td>Ward Agricultural Resource Center (WARC)</td>
<td>Kyema Village (Katerero Ward); Kyamlaile Village (Kyamlaile Ward); Butelankuzi Village (Butelankuzi Ward)</td>
</tr>
<tr>
<td>3</td>
<td>Mobile Kilimo</td>
<td>Bukoba Rural District</td>
</tr>
<tr>
<td></td>
<td>• Agriculture</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Forestry</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Fishing</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Cage Fishing</td>
<td>Kanazi Village (Kemondo Ward)</td>
</tr>
<tr>
<td>5</td>
<td>Training or Capacity Building Programmes and Awareness Creation. These will include:</td>
<td>Kyema Village (Katerero Ward); Kyamlaile Village (Kyamlaile Ward); Butelankuzi Village (Butelankuzi Ward) Kanazi Village (Kemondo Ward) Bukoba Rural District (Officials)</td>
</tr>
<tr>
<td></td>
<td>• Training on development of Bankable Projects</td>
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Most of the recommendations for Bukoba Rural District Council are also relevant to other 5 district councils because most of the challenges facing District Councils in Tanzania are the same.
<table>
<thead>
<tr>
<th>Sn</th>
<th>Project Name</th>
<th>Project Site</th>
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<tr>
<td></td>
<td>• Training on Group formation and group dynamics</td>
<td>Kijongo Village (Kaibanja Ward) Rubale Village Kasenene</td>
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<td></td>
<td>• Training of the Communities on PEI</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Training of Bukoba Rural District Council on Resource Mobilization, and Financial management</td>
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<tr>
<td>6</td>
<td>Fish Farming - Mr Ahmed Mbae (Champion)</td>
<td>Kanazi Village (Kemondo Ward)</td>
</tr>
<tr>
<td>7</td>
<td>Fish Feeds and Fish Fingers Machines - Mr Ahmed Mbae (Champion)</td>
<td>Kanazi Village (Kemondo Ward)</td>
</tr>
<tr>
<td>8</td>
<td>Pineapple Farming - Ms Maimuna Abubakar (Champion)</td>
<td>Kijongo Village (Kaibanja Ward)</td>
</tr>
<tr>
<td>9</td>
<td>Cassava processing Machine</td>
<td>Kyamlale Village (Kyamlale Ward)</td>
</tr>
<tr>
<td>10</td>
<td>Sunflower Processing Machine</td>
<td>Rubale Village</td>
</tr>
<tr>
<td>11</td>
<td>Beekeeping - Kazi Kwanza Group, Kasenene</td>
<td>Kasenene</td>
</tr>
<tr>
<td></td>
<td>• Training on Beekeeping</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Financing Beekeeping Groups</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Fish Farming - Jitihada Group, Mulahya Village</td>
<td>Kasenene</td>
</tr>
<tr>
<td>13</td>
<td>Forest Conservation (Tree Nurseries, and Tree Planting):</td>
<td>Kyema Village (Katerero Ward); Kyamlale Village (Kyamlale Ward); Butelankuzi Village (Butelankuzi Ward)</td>
</tr>
<tr>
<td></td>
<td>• Training on the Natural Environment, Climate Change and Forest Conservation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Awareness and sensitization programmes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Financing the IPs</td>
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</table>

Additional project areas include preparation of the District Investment Profile and Plan; District Social Economic Profile; and District Strategic Plan. There is also a need to finance the initiatives to develop the fishing and forest related by laws and the approval process given the environmental challenges the district is facing in agriculture, fishing and forestry sectors.

### 5.2.2 Specific Recommendations for Bukoba Rural District Council

(a) **Integration of PEI components into district planning and budgeting**

The study findings show that in the past PEI components have not been considered as priorities due to limited knowledge of members of these communities on the respective components. This is a calamity which threatens efforts to attain PEI related goals in Tanzania. This intervention can easily be handled by Bukoba Rural District Council on its own through the planning and budgeting process which is bottom-up and it is to a larger extent managed by the council. PEI priorities are relatively new to ordinary people in the villages. Thus, during the Opportunities and Obstacles for Development (O&OD) process, the lower level communities where planning and budgeting process begin (Ward and Village levels) therefore need to be guided by technical experts from the District Council to enable them understand and consider PEI related priorities. In addition, members of the communities must be educated through training and awareness creation programmes.
(b) Resource Mobilization

Like other District Councils in Tanzania, Bukoba Rural District Council has not been a Resource Mobilizer because traditionally the council has been allocated budgets by the Central Government. The current Institutional and Legal Frameworks governing the operations of District Councils in Tanzania do not provide space for the district executives become independent and pro-active to mobilize resources for their districts. Existing opportunities for alternative funding have virtually not been utilized. There is therefore a need for the council to change this attitude so that from now onwards the council considers itself as a Resource Mobilizer. It must be mobilizing resources to complement and bridge the resource gap. Bukoba Rural District Council has a multiple avenues for resource mobilization as follows:

(i) Mobilize Resources from Local institutions such as PPF, NSSF, and NHC

A number of local institutions such as Parastatal Pension Fund (PPF), National Social Security Fund (NSSF), and the National Housing Corporation (NHC) have made massive investments in Tanzania. There are cases where these organizations have been looking for areas to invest. The district government must make it a habit to target potential investors and go out for negotiations with them. These organizations are meant to promote investment in real estates, among others. The district government needs to take deliberate initiatives towards utilization of such opportunities by attracting investments in the district. This could successfully be implemented by appointing a powerful team with negotiation skills which will be representing the district in such negotiations.

(ii) Mobilize Resources from Diasporas

Studies have testified that a number of investors hailing from different District Councils such as Bukoba Rural District (and Mwanza Region) are investing outside their district. Most of the investors under this category are frustrated due to unfriendly investment climate in their district. The institutional and legal framework governing investment activities in the district (e.g. Red tapes, bureaucracy, infrastructure, incentives) are among the factors mentioned frequently by respondents. The district and regional government need to be proactive and attract diasporas as partners in district development. This can be done through mobilization via e.g. a forum of indigenous investors to campaign and lobby and attract them to invest at home. This should be organized by the district in collaboration with regional authority.
(iii) **Develop bankable or fundable projects**

A Bankable Project is also known as a Fundable Project. This is a project or proposal that has sufficient collateral, future cash-flows, and high probability of success, thus it is acceptable by institutional lenders for financing. Bukoba Rural District Council has not utilized such funding alternatives in the past. Fortunately, there are financial markets all over the world where capital is sold to would be investors with a condition of producing bankable projects. There are many calls for grant proposals which suit a variety of demanders of loanable funds including African governments (Central and Local Governments), NGOs, research and regional institutions.

These are also funding opportunities which are suitable for Bukoba Rural District Council and which the District Council needs to utilize and address the chronic problem of resource gap. There are two important pre-requisites here. First, Bukoba Rural District Council must build the capacity of developing bankable projects, and secondly, the district staff must cultivate a culture of frequent search for grant opportunities or announcements. In addition, some degree of independence or freedom is inevitable for the staff to feel responsible.

(iv) **Attracting investors in the district**

Bukoba Rural District is blessed with a number of investment opportunities (potential) which have not been utilized. They include marine transport, forestry, and fishing. There is therefore a need for Bukoba Rural District Council to change its mindset and attitudes by taking its own measures to mobilize resources and attract investors in the district. This process must begin with preparation of the District Investment Profile and Plan; and District Social Economic Profile. These are useful tools which can be used aggressively to market the existing investment opportunities in the district through a well organized Investment Forum.

(v) **Attracting private sector investment capital**

Bukoba Rural District Council needs to fully tape the resources from private sector by encouraging private players to participate in implementing the District Development Plans (DDPs). The council needs to create an incentive package for them. In the forest sector for example, Bukoba Rural District Council needs to develop a mechanism where investors will be allowed to own land and invest in reforestation (tree planting) aimed at production of forest products for both local as well as external market. Allow the investors to
plant the right tree species, using rotational age to ensure continuity and a stable market supply. The demand for energy is readily available.

(vi) \textit{Involve and empower players at community level}

The District Council needs to ensure that key players at grassroots level (i.e. Wards and Villages) are fully involved and actively participate in both formulation and implementation of national and especially district plans. This is the main reason for the dismal performance of Bukoba Rural District Council. Involvement and active participation of the lower level is therefore critical if the impact of DDPs is to be felt. Apart from their involvement and participation, building their capacity is another factor the district needs to consider. Thus Bukoba Rural District Council must use champions effectively. These are such as small scale farmers, women, livestock keepers and fishermen.

(vii) \textit{Improve financial management and resource management}

Capacity of most District Councils in Tanzania is low. Among the capacity gaps in Bukoba Rural District include skills and competencies of the district staff. For optimal utilization of the resources the district must have competent staff for financial management, resource allocation and utilization.

(viii) \textit{Development Partners and International Organizations}

There are a number of projects which are implemented by various District Councils in Tanzania, funded by the DPs directly. However, in most cases this is a result of the initiatives by respective District Councils in terms of negotiating with the DPs directly requesting them to finance bankable projects by District Councils. Bukoba Rural District should also pursue this funding alternative in order to bridge the resource gap which the district has been facing.

(c) \textit{By Laws}

Bukoba Rural District Council is also mandated to formulate bylaws and pass them through PO-RALG for approval before its use. This is an opportunity which the District Council has not tapped. More bylaws should therefore be formulated and pass them through for approval process. Specifically these bylaws should target illegal fishing including a ban to use poison and dynamites. These bylaws should also target illegal harvesting of forest products.
(d) **Capacity Building and Skills Development**

Skills Gap has appeared as one of the major challenges facing District Councils including Bukoba Rural. The District Council must find ways to fill in the gaps of various positions i.e. skills and competencies in the district by scaling up recruitment of personnel and encourage others to apply for training. Likewise, since most community members at grassroot where selected projects will be implemented are not skilled enough, training and sensitization programmes must be designed to build capacity on project management and entrepreneurs.

(e) **Promote Private Forest Associations or Groups**

District Council should encourage and promote associations or groups of forest and charcoal dealers, license them, give them titles or property rights to operate sustainable forest estates for production of trees (and forest products such as timber, charcoal and wood fuel). It is high time now investors are attracted in the area of forest management in a sustainable way. The government need to develop a mechanism where investors will be allowed to own land and invest in reforestation (tree planting) aimed at production of forest products for both local as well as external market. Allow the investors to plant the right tree species, using rotational age to ensure continuity and a stable market supply. The demand for energy is readily available.

Njombe, Iringa and Morogoro regions have been practicing this model (Private Forest Programme (PFP), which can be replicated. PFP is a joint programme between the Government of Tanzania and the Finish Government which was launched in January 2014. This programme is initially implemented in the 6 districts of the Southern Highlands. These are Njombe, Makete, Ludewa (in Njombe Region). Kilolo and Mufindi Districts in Iringa Region; and Kilombero District in Morogoro Region. The programme is intended to promote commercial tree planting and sustainable forest management through registered farmers groups.

Formalization of forest products (such as charcoal, fire wood, timber and poles) business or trade through associations or groups will enable the government and other stakeholders to build capacity of these groups through training. These groups can also be used as marketing centers where the Government can easily collect revenues thus enable the National Accounts reflect and raise forest contribution to GDP from the current 3.3 percent which is very much under-estimated.

In addition, the aforementioned proposed interventions are necessary to enable forests play its critical role in the maintenance of the hydrological balance and soil protection. Forest maintain rainfall pattern and prevent water runoff thus, ensuring
appropriate hydrology which is necessary for sustainable water sheds. This is important not only for agricultural development in Tanzania, but also for fishing and marine transport. The forests are also important for recycling and fixing of carbon dioxide which is currently a topical agenda around the world. The direct benefits and spillover benefits are far much higher than what is currently gauged by the National Accounts.

(f) Involvement of Non State Actors (NSAs)

Like other district councils in Tanzania, Bukoba Rural District Council needs to acknowledge the important role which the Non State Actors especially Private Sector and the Civil Society Organizations (CSOs) can play in e.g. resource mobilization and investment, capacity building of the key players in the district, planning and budgeting, as well as implementation of the DDPs. However, NSAs participation and involvement level is still very low because majority of the NSAs are not collaborating and working together with the District Council. There is therefore an urgent need for the Council to put more efforts to mobilize NSAs and involve them in the district development process. To facilitate this initiative the council needs to create a conducive and friendly environment and consider them as partners in development rather than rivals.

5.2.3 Recommendations for Bukoba Rural District Council and the Central Government

(a) Political Will and Government’s commitment

As noted earlier, any investments or project implementation requires sustainable funding. Resources must therefore be mobilized (from all possible sources), adequately and timely allocated. In addition, the project must have competent and skilled personnel working under a well-organized and competent management team. Furthermore, the project needs to operate in a conducive environment with not only support of a surrounding community, but also the government’s commitment and political will.

(b) Monitoring and Evaluation

Monitoring and evaluation must be one of the components of the implementation framework. This tool should be used regularly to follow up and evaluate the project implementation. The necessary steps should subsequently be taken whenever the M&E findings make such suggests. The District Council must therefore ensure that these projects are successfully implemented and reported i.e. the project results are realized and are inclusive.
(c) The District Autonomy

District Councils in Tanzania are not autonomous thus making it difficult for them to prudently plan and efficiently allocate and utilize their resources for development of the respective districts. District technical teams are not free to make key decisions on resource allocation and utilization. Bukoba Rural is not exception to this problem. District plans which are bottom-up are designed and coordinated by technical personnel who are not only the architectures, but also skilled people to undertake the district planning and budgeting processes. However, key decisions and approval of these critical DDP documents are made by councilors (politicians) who are not in many cases acquainted to such technical processes. As if this is not enough, there is no evidence that any of the technical personnel is mandated to vote or influence the final decisions made by councilors. This is a disquieting institutional system which needs to be reformed now. While it is important to ensure that LGAs have the requisite capacity to manage the DDP processes, there is also a need to give them more autonomy and freedom to administer and manage their system.

(d) Political Interferences and Conflict of Interests

Implementation of some of the strategic plans in many District Councils are negatively affected by persistent conflict of interests, whereby political interests (individual and short terms) undermines economic interests and therefore economic gains which are long term in nature. This claim is evidenced by the fact that unlike economic decisions, in many cases political decisions are primarily for personal interest and individual stature rather than the interests of the people. These decisions have always been in conflict with technical decisions. Such conflict of interest presents a serious draw back to the successful implementation of DDPs in the respective districts. Political disagreements affect some of the districts more than others because of the opposition leadership (especially where opposition parties are dominant).

There is therefore a need for Bukoba Rural District to escape from this catastrophe by ensuring that politics observe the set boundaries. Also important to look at is for the government to review and elevate the minimum qualifications of both councillors and Members of Parliaments (MPs) in Tanzania. We need to ensure that political interests don’t override economic and social interests.

(e) Late Disbursement of finances

To squarely address the persistent problem of late disbursement of budgets (which is reportedly exacerbated by delayed revenue collection by the government), the government needs to use any viable and effective means and create a fund enough
to finance a one year LGAs plans in Tanzania. During a one year period the government should guarantee revenue collection sufficient to finance LGAs plans of the succeeding year, thus breaking the current vicious budget circle caused by delays in revenue collection (Cash Budget).

(f) Release of Budget Ceiling

One of the major challenges in the budget preparation cycle is that the budget ceiling usually come very late (when District Councils have already completed their budgets) which makes repackaging of the budget extremely laborious and therefore not carefully done because of rushing to beat the deadlines, etc. The Central Government needs to ensure that, budget ceiling are released well in time to avoid repackaging and rushed budget preparations. Otherwise, it is not only unnecessarily double work to the LGAs but also too much work and demoralizing.

(g) Delayed Budget Approval Feedback

Immediately after the Full District Council, community members (Ward and Village levels) are informed by their councilors and Ward Executive Officers (WEO) on the approved projects. Thus, preparations commence immediately especially in relation to resources contributed by respective communities (Wards and Villages) such as building materials (timber, bricks) and construction, just to learn later that some of the proposed projects have been rejected by the Central Government. This does not only demoralize community members and Local Governments, but also encourages wastage.

(h) Land Use Plan

None of the surveyed district councils have the District Land Use Plan. There is therefore an urgent need to mobilize resources to

- Finance land use survey
- Specify relevant land uses and issue title deeds
- Take concerted efforts of motivating local investors or Land Users including farmers to apply for title deeds (Titling) and make use of land related opportunities afterwards

Land use planning and titling should be made a special project. This will not only reduce the number of land disputes, and increased land under crop, but also facilitate investments and assured collateral to access loan.
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## Appendix A1: Logical Monitoring and Evaluation (M&E) Framework

### Project Name
**Ward Agricultural Resource Centers (WARCs) – Kyema Village (Katerero Ward); Kyamlaile Village (Kyamlale Ward); Butelankuzi Village (Butelankuzi Ward)**

### Indicators
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<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Establishment of a fully equipped WARCs</td>
<td>0 (None)</td>
<td>395,130</td>
</tr>
<tr>
<td>(b) Operating WARCs which is full equipped</td>
<td>0 (None)</td>
<td>395,130</td>
</tr>
<tr>
<td>(c) People of Bukoba Rural District using a fully equipped WARCs</td>
<td>0 (None)</td>
<td>395,130</td>
</tr>
<tr>
<td>(d) Trade and Business creation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Overall Goal
To establish a fully equipped Ward Agricultural Resource Centers (WARCs) which will facilitate information generation and accessibility for development in Bukoba Rural District

#### Objective 1:
To have Ward Agricultural Resource Centers by forming collaborative relationships to facilitate communication, research, education, business development opportunities, promoting sustainable agriculture, and a strong local food systems

#### Output:
Ward Agricultural Resource Centers (WARCs) with the necessary infrastructure and its facilities installed and functioning

#### The Activities:
Identification of sites for WARCs; Construction or Rehabilitation of WARCs; Procurement and installment of the WARCs infrastructure and equipments; Recruitment or identification of the WARCs’ personnel; Operating WARCs

#### Means of Verification
Availability and implementation of the following:
- (a) Sites for WARCs;
- (b) Constructed or Rehabilitated WARCs;
- (c) WARCs’ infrastructure and equipments;
- (d) WARCs’ personnel;
- (e) Operating WARCs
## Appendix A2: Logical Monitoring and Evaluation (M&E) Framework

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Mobile Kilimo Indicators</th>
<th>Means of Verification</th>
<th>Baseline Data (2014)</th>
<th>Targets (2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overall Goal</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To assist farmers, fishermen, breeders and traders to advertise various products and find markets for their products in timely and cost effective ways by connecting them to the markets. Farmers will also receive special education on better farming and animal husbandry as well as proper methods of dealing with challenges of farming in Bukoba Rural District</td>
<td>(a) A working Mobile-Kilimo platform</td>
<td>(a) Established and working M-Kilimo Platform</td>
<td>0 (None)</td>
<td>1</td>
</tr>
<tr>
<td>(b) Number of registered members (Men Vs Women)</td>
<td>(b) Men and Women registration to the Kilimo Platform</td>
<td>0 (None) (0 (None))</td>
<td><strong>TZS 480,000</strong></td>
<td><strong>TZS 1,800,000</strong></td>
</tr>
<tr>
<td>(c) Average Household Income</td>
<td>(c) Income generation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective 1:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To have the Mobile Platform (M-Kilimo) that will facilitate agriculture i.e. production and marketing, fishing, and forest management</td>
<td>(a) One working Mobile-Kilimo platform facilitating agriculture, fishing and forest management</td>
<td>(a) Established and working Mobile - Kilimo serving:</td>
<td>0 (None)</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Agriculture</td>
<td>0 (None)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Fishing</td>
<td>0 (none)</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Forest Management</td>
<td>0 (None)</td>
<td>1</td>
</tr>
<tr>
<td><strong>Output:</strong> A functioning Mobile-Kilimo platform established</td>
<td>(b) A working Mobile-Kilimo platform</td>
<td>Availability and implementation of the following:</td>
<td>0 (None)</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(a) Designed one M-Kilimo platform;</td>
<td>(a) 0</td>
<td>(a) 1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(b) One tested or piloted M-Kilimo platform;</td>
<td>(b) 0</td>
<td>(b) 1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(c) One launched M-Kilimo in Bukoba Rural District</td>
<td>(c) 0</td>
<td>(c) 1</td>
</tr>
<tr>
<td><strong>The Activities:</strong> Designing the M-Kilimo; Testing or piloting the M-Kilimo; Launching the M-Kilimo in Bukoba Rural District</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Appendix A3: Logical Monitoring and Evaluation (M&E) Framework**

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Cage Fishing (Kanazi Village, Kemondo Ward)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Indicators</td>
</tr>
<tr>
<td></td>
<td>Means of Verification</td>
</tr>
<tr>
<td></td>
<td>Baseline Data (2014)</td>
</tr>
<tr>
<td></td>
<td>Targets (2017)</td>
</tr>
<tr>
<td><strong>Overall Goal</strong></td>
<td>Is to introduce a Cage Fishing Culture in selected areas along the Lake Shore in Bukoba Rural</td>
</tr>
<tr>
<td></td>
<td>(a) Cage fish farming in Bukoba Rural District</td>
</tr>
<tr>
<td><strong>Objective 1:</strong></td>
<td>To restock the lake and improve both productivity in terms of fish catch and management of the natural resources (environment) in Lake Victoria - Bukoba Rural District</td>
</tr>
<tr>
<td></td>
<td>(a) Number of Cage Fishing Farms (spots)</td>
</tr>
<tr>
<td></td>
<td>(b) Increased fish catch (productivity) compared to open lake productivity</td>
</tr>
<tr>
<td></td>
<td>(a) Improved Management of the natural environment</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td>Bukoba Rural District with a widespread cage fishing culture</td>
</tr>
<tr>
<td></td>
<td>(a) Number of Cage Fish Farms</td>
</tr>
<tr>
<td><strong>The Activities:</strong></td>
<td>Identify cage fish farming project sites; preparation of the fish cages; preparation of the cage fish farms (spots for cages); Cage Fish Farming</td>
</tr>
<tr>
<td></td>
<td>(a) Fish farming sites;</td>
</tr>
<tr>
<td></td>
<td>(b) Number of fish cages;</td>
</tr>
</tbody>
</table>
### Appendix A4: Logical Monitoring and Evaluation (M&E) Framework

|--------------|-------------------------------------------------------------|-----------------------|----------------------|----------------|
| **Overall Goal**  
Is to train all project beneficiaries on how to prepare Bankable Projects; apply for and administer or manage loans; and project management | (a) Training programme organized (Resource Person; and Training Materials)  
(b) A list of beneficiaries or participants identified (Men Vs Women)  
(c) Training Programme Delivered | (a) Training organization  
(b) List of beneficiaries or participants  
(c) Training Delivery | 0 (None)  
0 (None)  
0 (None) | 1  
15 (15) |
| **Objective 1:**  
To ensure champions in Bukoba Rural District prepare bankable projects; apply for loans from Twiga Bancorp (and other Banks); use the loans for better or improved project management | (a) Number of beneficiaries in Bukoba Rural District (Men Vs Women) able to prepare bankable projects; apply for loans from Twiga Bancorp (and other Banks); use the loans for better or improved project management | (a) Preparation of bankable projects; apply for loans from Twiga Bancorp (and other Banks); use the loans for better or improved project management | 0 (None) | 15 (15) |
| **Output:** Bukoba Rural District with champions who are able to take up these opportunities (i.e. prepare bankable projects; apply for loans from Twiga Bancorp (and other Banks); use the loans for better, improved and productive project management) | (a) Number of champions in the district preparing bankable projects (Men Vs Women);  
(b) Number of champions in the district making applications for loans from Twiga Bancorp (and other Banks) - Men Vs Women;  
(c) Number of champions in the district utilizing loans for better and productive project management (Men Vs Women) | (a) Preparation of bankable projects  
(b) Applications of loans  
(c) Productive utilization of loans | 0 (None)  
0 (None)  
0 (none) | 15 (15)  
15 (15)  
15 (15) |
| **The Activities:**  
Identify a resource person; prepare training modules; identify 30 beneficiaries in Bukoba Rural District for the training; organize and deliver the training; champions’ preparation of bankable projects; loans applications; loans utilization; and improved project results. | (a) Identified resource person;  
(b) Prepared training modules;  
(c) Number of participants identified for the training (Men Vs Women);  
(d) Training organized and delivered;  
(c) Number of loans applications (Men Vs Women);  
(d) Number of loans utilized (Men Vs Women);  
(e) Number of projects with improved results | Availability and implementation of the following:  
(a) Resource person;  
(b) Training modules;  
(c) Participants identified for the training;  
(d) Training programme;  
(e) Loans applications;  
(f) Loans utilization;  
(g) Project improved results | (a) 0  
(b) 0  
(c) 0  
(d) 0  
(e) 0 | (a) 1  
(b) 8  
(c) 15 (15)  
(d) 1  
(e) 12 }