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
Ileje District
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Ileje 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. Recently, 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 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 the 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 (DDPs) and budgeting as well as non-availability of alternative funding such as private funding framework at the local level.

The mapping study is meant to establish the current status of Ileje 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 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 Ileje 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 Ileje District council through their mainstreaming into DDPs and 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 Ileje 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 Ileje District mapping report 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 the methodology of the Ileje mapping study and its scope. The third section provides an overview of the socio-economic profile of Ileje 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 Ileje District which is located in Mbeya Region where the District Council and 6 communities in the district were also visited. These are Itumba Town where Bweluhhi Company Limited and the Integrated Rural Development Organization (IRDO) have been identified as potential implementing partners (IPs) for Community Radio; Ikombe Village in the periphery of Ileje District Headquarter where phase one of Ilulu Irrigation Scheme is under construction; Ishanta Village where the team visited Jikomboe Beekeeping Youth Group and the fish farming project; and Isongole Village in Isongole Ward where the team visited two women groups namely Tuweze and umoja Women Associations. Other communities visited by the team include Mbebe Village in Mbebe Ward where Sasenga Irrigation Scheme and Ward Agricultural Resource Center (WARC) projects have been recommended; and IRDO.

These communities were selected to pilot the project on Pro-Poor economic Growth and Sustainable Environmental Development (the Poverty and Environmental Initiatives (P-E-G Initiative)) because of high level of poverty, 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.

It was found from the survey that human, social, physical capital, and the interventions by Ileje District Council (or lack of them) all play a significant role in improving community living standards, but that the relatively poor are harmed more by social as well as economic shocks such as weather variability, fall in cash crop prices, pest and disease infestation of food crops and livestock. In addition, it was found that people who had inadequate information, knowledge and those who are inadequately educated and unskilled face more constraints in diversifying the livelihood sources.

Given the high levels of poverty in Ileje, there is a view that it is important to develop and implement local policies and strategies that will get people out of absolute poverty. There is also a need to adopt participatory and joined-up approaches in the development of by-laws, regulations, strategies and projects. The natural environment in Ileje District has also been facing continuous stress. For example, pressure on forests has progressively escalated, and ecological degradation is evident, including forest destruction, poor management, and environmental degradation. This has led to negative impacts on marginal communities that depend
on forests and forest products. The underlying causes of deforestation are many and complex, but include the following key drivers:

- Harvesting of forest products such as timber and logs for trade. This includes heavy dependence by resource-poor households on cash income from the sale of forest products, such as charcoal, honey, wild fruits, and firewood; and commercial production of firewood and charcoal as an alternative source of income to meet urban energy demands. Note that the demand for firewood for brick making and curing tobacco is also high. With few exceptions, most of the fuel wood used in the District is collected free from indigenous woodlands or farmlands which is more or less regarded by many actors as a common or open access resource.
- Expansion of agricultural land through clearance of vegetation cover for small-scale subsistence farming leading to loss of vegetation, largely due to increasing populations and trade.
- Migrants from the neighboring Malawi, Zambia and other districts surrounding Ileje.

Disruption of the ecosystem not only impairs capacity of the natural environment to support life and livelihoods of the present generation, but also denies future generations of the opportunity to access and utilize productive resources.

Thus, 6 communities were therefore 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. Based on the initial work and achievements in the selected project sites, PEI Initiative is planning to support implementation of projects in the 6 selected communities and Ileje Town.

2.2 The Approach

2.2.1 Data Types and Data Sources

In Ileje District data was collected through literature review (desk review) of the relevant documentation (collected from the District Council and other sources), interviews with individual stakeholders and Focus Group Discussions (FGDs). As noted, 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 natural environment, gender and ecosystem. Other indicators included climate change, local banks, microfinance services, housing, mobile phone, food security,
farmers association, women and youth groups, Community Radio, Ward Agricultural Resource Centers, poverty, funding mechanism, and social protection etc. In other words, information collected was mainly on institutional and legal frameworks, 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

To accomplish the 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 listed in Table 2.1 are located) FGDs. FGD members at community level (Community Leaders) and the District Council (Heads of Departments) were sampled using a purposive sampling method because the survey targeted these respondents. However, community members who participated in the community FGDs were randomly sampled. The information was collected using interview checklists for District Council’s Heads of Department and Community Leaders FGD, as well as individual heads of department.

A comprehensive literature review was also undertaken. Review of literature was particularly intended to clearly understand the Pro-Poor Growth programme in terms of the project objectives, design, implementation, scope, coverage, project targets and goals, but also understand district institutional framework, legal framework, the planning and budgeting procedure (including funding and resource mobilization) used by various projects in the district.

2.2.3 Sample Size

While at District Headquarter one FGD of 18 members was organized and a total of 8 individual Heads of Departments were interviewed, at community level 44 community members and leaders were consulted in Focus Group Discussions (FGDs) (See also Table 2.1). For the district FGDs, the following Heads of Departments and their assistants participated in the FGDs: Ag District Executive Director (DED), 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). At community level FGDs the following were involved: Ward Executive Officers (WEOs), Village Executive Officers (VEOs), Villages Chairmen, Village Extension Officers, and some community members.
For individual 8 interviews 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 and community leaders 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 equal representation and 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>Ileje District Council</td>
<td>PEI Initiative</td>
<td>18</td>
<td>FGD</td>
</tr>
<tr>
<td>2</td>
<td>Itumba Town</td>
<td>Ileje Community Radio</td>
<td>3</td>
<td>FGD</td>
</tr>
<tr>
<td>3</td>
<td>Mbebe Village in Mbebe Ward</td>
<td>■ Ward Agricultural Resource Center (WARC)</td>
<td>3</td>
<td>FGD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>■ Sasenga Irrigation Scheme - Paddy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Ileje District</td>
<td>Mobile Kilimo Platform</td>
<td>1</td>
<td>Individual Interview</td>
</tr>
<tr>
<td>5</td>
<td>Ikombe Village</td>
<td>Ilulu Irrigation agriculture for maize and horticultural farming</td>
<td>5</td>
<td>FGD</td>
</tr>
<tr>
<td>6</td>
<td>Ishenta Village, Ndola Ward</td>
<td>■ Jikomboe Beekeeping Group</td>
<td>8</td>
<td>FGD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>■ Fish Farming</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Isongole Village, Isongole Ward</td>
<td>■ Maize and horticulture</td>
<td>25</td>
<td>FGD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>■ Processing Plant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Integrated Rural Development Organization (IRDO)</td>
<td>Horticulture and Poultry Farming</td>
<td>3</td>
<td>FGD</td>
</tr>
<tr>
<td>9</td>
<td>All Project Sites</td>
<td>Training Programmes</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>66</strong></td>
<td></td>
</tr>
</tbody>
</table>
3.0 OVERVIEW OF THE SOCIAL ECONOMIC PROFILE OF ILEJE DISTRICT

3.1 Location and Topography

Ileje District is one of the eight (8) districts of Mbeya Region, occupying the South – Western part of the region. The District lies between latitudes 9° 14' and 9° 37' South and longitudes 32° 80' and 33° 45' to the East. It is bordered by Kyela District to the East, Rungwe District in the North – East, Mbozi District in the North – West and Mbeya District in the North. Songwe River in the South marks the boundary with the Republic of Malawi.

Ileje District can be divided into three agro – economic zones, namely; the North Eastern Highlands, Central Zone and Highlands Zone. The North – Eastern Highlands lies between 1,500 and 1,600 meters above sea level, with temperatures ranging between 160 and 200 C with annual rainfall ranging from 900 to 1,200mm. It has clay soil, which is relatively fertile, allowing cultivation of crops such as coffee, pyrethrum, maize and potatoes. The second is a Central Zone which lies between 1,300 and 1,500 meters above sea level and it is largely occupied by Bulambya Division. The zone has temperatures ranging from 260 – 320C and receives annual rainfall of 750 – 1,000 mm per annum. The soils of the zone are sandy and relatively poor but suitable for annual crops such as maize, finger millet, groundnuts and beans. The Highlands lies between 1,600 and 2,500 meters above sea level. It receives average annual rainfall of between 1,500 and 2,000mm. Temperatures range between 180 and 220 C.

The total geographical surface area of Ileje District is 1,908km². The District has 1,016 sq km of arable land out of which 104,000 ha are suitable for agriculture. Currently, only 78,000 ha (75 percent) of the area is under cultivation (see table 3.1). Meanwhile, 2,250 ha are suitable for irrigation, out of this only 1,230 ha were under irrigation in the 2013/2014 crop season. There are a number of potential rivers suitable for tapping water for Irrigation. The district target is to have 1,560 ha under irrigation in 2014/2015.

Table 3.1 Resource Potential in Ileje District

<table>
<thead>
<tr>
<th>Sn</th>
<th>Natural Resource</th>
<th>Existing Potential (ha)</th>
<th>Natural Resource Utilization ha</th>
<th>%</th>
<th>Idle Resources ha</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Arable land</td>
<td>104,000</td>
<td>78,000</td>
<td>75</td>
<td>26,000</td>
<td>25</td>
</tr>
<tr>
<td>2</td>
<td>Forestry</td>
<td>89,000</td>
<td>57,000</td>
<td>64</td>
<td>32,000</td>
<td>36</td>
</tr>
</tbody>
</table>

Source: Department of Agriculture, Irrigation & Cooperative – Ileje District Council 2014
Although, land is a major macro-economic resource and indicator for most poor communities, Ileje District is only capable of exploiting 54.7 percent of the total potential land for irrigation agriculture. This signifies the under utilization of this resource for development. The main food crops cultivated in Ileje are maize, paddy, beans, sweat potatoes, groundnuts and millet. Cash crops include coffee, pyrethrum, cardamom, and sunflower. With exception of sunflower, all of these cash crops are perennial.

3.2 Climate and Political Administration

Ileje District has a bimodal rainfall pattern which consists of short and long rainfalls. The short rains starts in October and reaches its peak in December and ends in January. The long rains starts in February and ends in May. As mentioned earlier, Ileje District is divided into 3 agro-economic zones, namely: the North Eastern Highlands, Central Zone and Highlands Zone. Rainfall patterns arrange on average between 750 and 2,000mm annually with temperatures not below 16°C and not higher than 32°C on average.

Administratively, Ileje District was created as a fully fledged district with effect from 1975. Before then, the District was part of Rungwe District. The area was then found to be too big to remain under the same political administration under as it was hampering the delivery of quality administrative services. The District, governed through District Council established in 1984 by Local government Act No. 7 (District Authorities) of 1982, is run on a hierarchy of 31,113 households, 317 hamlets, 71 villages, 18 wards, and 2 divisions. In terms of democratic representation, the district has 1 electoral constituency which is under one Member of Parliament, 18 elected councilors and 6 special seats councilors. Out of all the 18 elected councilors, only one hails from the opposition parties. The Council headquarters is Itumba, located about 147 kilometres from Mbeya city, turning off the TANZAM highway at Mpemba on rough road for about 54 kms before reaching Itumba; which is also about eight kilometres from the border with the Republic of Malawi.

According to the 2012 Population and Housing Census of August 2012, Ileje District has 124,451 inhabitants of which 58,463 (47 percent) were male and 65,988 (53 percent) were female with the annual birth rate of 1.5 percent. The average family size was 4 members per household. The 18 wards of Ileje District exhibit wide differences in terms of size and population characteristics. Ileje District is predominantly inhabited by the Ndali, Lambya and Nyiha tribes as well as Nyakyusa and Malila tribes.
3.3 Socio-economic Conditions

Majority of inhabitants of Ileje District are predominantly agriculturalists with agriculture being the main pillar of the District economy. The District economy mainly depends on the agricultural sector because more than 90 percent of the people depend on crop cultivation and livestock keeping as their main economic venture. Unfortunately, the agricultural sector has been negatively affected by a number of factors such as climatic condition (rain fed agriculture) and poor physical infrastructures (roads). Due to compilation of these 2 main factors, among others, the performance of the agricultural sector has been constantly poor, and likewise affecting negatively, the District economy. The average farm size per peasant household ranges from 2 to 3 acres.

Other economic activities include; small scale businesses, cross-border businesses and livestock keeping. Small scale businesses include, among others, shops and food stalls. The District has an advantage of bordering the Republic of Malawi, giving it an opportunity of cross-border trade although the border was recently closed and moved to Kyela and Tunduma Districts. There is one official crossing point, the bridge; with immigration departments of the two countries on each side (this bridge was built by Malawi). However, due to poor security people have been crossing illegally at any point along the course of River Songwe.

In terms of district gross domestic product (DGDP) figures from 2000/2001 (the latest district level data), about 31.4 percent of the District’s inhabitants live below the basic needs poverty line (compared to Mbeya regional incidence of 23.8 percent; though slightly better than the national average of 35.7 percent). The depth of poverty in Ileje District is the highest of the 8 districts in Mbeya region. The per capital income was also estimated at TZS 182,500 per annum by 2000/01.
With respect to social indicators, Ileje District has at least one government owned primary school in each administrative ward. During 2011/12, a total of 2,201 pupils (1,213 girls or 55.1 percent and 988 boys or 44.9 percent) were selected to join secondary school. The selection rate is equivalent to 44.4 percent. The District has a total of 21 secondary schools of which 19 are privately owned, enrolling 5,861 students. Ileje District is served by two hospitals, one health centre and 23 dispensaries, making a total of 26 health service delivery points. Common diseases include malaria, worms, sexually transmitted diseases and HIV/AIDS.

3.4 Energy Sources and Homestead Conditions

Like many other districts in Tanzania, Ileje suffers from energy shortages of many sorts. The District has no sustainable energy sources. This is despite the fact that Kiwira Coal Mine is located within the District. In fact, it is only recently that Kiwira Coal Mine has started paying taxes (mrahaba) to Ileje District Council. This was previously being paid to Rungwe District Council! The population of Ileje is predominantly dependent on biomass (firewood and charcoal) and kerosene as a major source of energy (estimated at 90 percent). With the exception of town centres where electricity and the use of solar is evident, many villages are not yet connected to the national grid.

Efforts are underway by Ileje District Council in collaboration with the private sector through Bweluhu Company Ltd to construct a mini hydro-power station at Bweluhu. Preliminary work has already been completed, including visibility study, environment impact assessment (EIA), letter of intent between TANESCO and the Council and an operation license has been issued by EWURA. The project has already sought funding from POWER AFRICA (through the Obama financing initiative). The hydro-power station is expected to produce 4.7 Mega Watts.

The majority of houses in Ileje District are built from wooden poles/mud walls, earth floor matted with scalable special grass, and roofed with corrugated iron sheets. Upscale houses (60 percent) are built from biomass–fired bricks, with cement floors, and roofed with corrugated iron sheets. There are very few patches of houses built and roofed with grass. The majority of residents in Ileje District have 3 meals a day.

3.5 Transport, Communication and Poverty

The main mode of transport for residents of Ileje District is by road. The road network is passable throughout the year. Currently, Ileje District has a total road length of 974.57km of which 254km is regional road network managed by TANROADS while the remaining 720.57km is managed by the District Council. The rough road is poorly supported by bridges, some of which get swept away during the rainy season due to
floods. As a result of this frequent flooding, inhabitants of Ileje District are facing infrastructural constraints in terms of the movements of people and goods from the District to the rest of Mbeya region and the country in general in addition to discouraging potential investors.

The Mpemba-Isongole stretch has currently been earmarked to be upgraded to tarmac while the road from Isongole heading into Itumba is now being finalized to tarmac status and construction is ongoing. The education and health sectors in the District have been hit the hardest due to these infrastructural constraints. For example, teachers and nurses residing at Ibaba village have to travel 65km to the centre of Itumbi for their basic needs such as salaries etc. The motorcle (bodaboda) fare from Itumba to Ibaba is TZS 30,000 one way!

In terms of radio communication, national networks are being heard in Ileje District as well as radios from Malawi. At Isongole ward, a community radio from the neighbouring district of Mbozi called Ilasi Radio can also be heard. Ileje District is also being served by most of the major telecommunication networks in the country although communities face challenges in recharging their phones due to shortage of electricity. It is estimated that 60-70 percent of people has mobile phones and are used mainly for communication and business facilitation although the percentage tends to be higher in commercial centres such as Itumba and Isongole.

The main cause of poverty in Ileje District is the limited access to regional as well as national and international markets. It was also established that inhabitants of Ileje District tend to suffer from witchcraft beliefs which in turn become detrimental to production in particular and development in general. In other areas, the severe dry landscape of the lowlands in the district that receive less rainfall also contributes to poverty, but also low productivity due to the use of old technologies as a means of production such hand hoe, limited access to agricultural input etc, and the low numbers of processing and milling machines.

3.6 Gender Issues

Gender roles in Ileje District households and communities are divided along traditional cultural values with women involved in all household issues, including looking after the family welfare and utility, upbringing of children, fetching water, collecting fuel wood, preparation of local brew (one of the livelihood sources) preparing food and working in production sectors of the district. Like other parts in the country, women in Ileje District are faced with challenges caused by a number of factors including the following:
a) Inadequate provision of efficient credit facilities for women
b) Lack of appropriate technologies to simplify their work and thus reduce the workload women face
c) Lack of appropriate skills and knowledge for undertaking specific economic activities
d) Traditional and cultural barriers that marginalize women
e) Unutilized local resources available within communities

One good example that can amplify clearly the immense challenges being faced by women in Ileje District is the fact that land ownership is mainly held by men (70 percent) while the majority of people involved in production are mainly women (60 percent). The interviewed women groups were of the view that to accelerate the progress of women, there is need to empower them through education and training in entrepreneurship, formulation of groups and associations, business orientation and training in enterprise development, processing, packaging and marketing, as well as availing them with low cost start up capital.

In view of the above, gender awareness rising, education, skills development, capital supply etc are inevitable if women are to make meaningful contribution to the development of the district.
4.0 DISCUSSION OF THE STUDY FINDINGS

4.1 Identification of PEI Project Sites

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>Ileje District Council</td>
<td>PEI Initiative</td>
<td>18</td>
<td>FGD</td>
</tr>
<tr>
<td>2</td>
<td>Itumba Town</td>
<td>Ileje Community Radio</td>
<td>3</td>
<td>FGD</td>
</tr>
<tr>
<td>3</td>
<td>Mbebe Village in Mbebe</td>
<td>Ward Agricultural Resource Center (WARC)</td>
<td>3</td>
<td>FGD</td>
</tr>
<tr>
<td></td>
<td>Ward Sasenga Irrigation</td>
<td>Scheme - Paddy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Ileje District</td>
<td>Mobile Kilimo Platform</td>
<td>1</td>
<td>Individual Interview</td>
</tr>
<tr>
<td>5</td>
<td>Ikombe Village</td>
<td>Ilulu Irrigation agriculture for maize and horticultural farming</td>
<td>5</td>
<td>FGD</td>
</tr>
<tr>
<td>6</td>
<td>Ishenta Village, Ndola</td>
<td>Jikombe Beekeeping Group Fish Farming</td>
<td>8</td>
<td>FGD</td>
</tr>
<tr>
<td></td>
<td>Ward</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Isongole Village, Isongole</td>
<td>Maize and horticulture Processing Plant</td>
<td>25</td>
<td>FGD</td>
</tr>
<tr>
<td>8</td>
<td>Integrated Rural</td>
<td>Horticulture and Poultry Farming</td>
<td>3</td>
<td>FGD</td>
</tr>
<tr>
<td></td>
<td>Development Organization (IRDO)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>All Project Sites</td>
<td>Training Programmes</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>66</td>
<td></td>
</tr>
</tbody>
</table>

A number of sites have been identified by Ileje District Council for interventions under the PEI initiatives. A total of 8 projects have been identified for implementation in Ileje District (See Table 4.1). These are 1 Community Radio; 1 Ward Agricultural Resource Centres (at Mbebe and Itale villages); Mobile Kilimo; A number of training programmes (to be organized at a later stage for champions in the project areas in Ileje District); Irrigation agriculture for paddy, maize and horticulture farming (at Ilulu Irrigation Scheme in Ikombe village); Irrigation agriculture for paddy farming (at Mbebe village); Fish farming (at Ishenta village); and lastly 1 beekeeping project (at Ishenta village). These sites were identified by the research team in collaboration and agreement with the Ileje 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) Ileje Community Radio

This radio will be located at Itumba Town. However, the project site is yet to be confirmed despite the fact that preliminary discussions are ongoing between the District Council and Bweluhli Company Limited but also with IRDO as potential
implementing partner (IP). IRDO is an established NGO in Ileje District that was registered in 2000 with a mandate to operate in Tanzania Mainland. Its main areas of focus are: Sustainable agriculture; Markets and entrepreneurship; and cross cutting issues on good governance and accountability, gender, HIV and AIDS, and the natural environment. The selected site should allow easy access to frequencies and radio signals which also allows clear broadcasting.

Ileje 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), early warning and action alert etc.

(b) **Ward Agricultural Resource Centers (WARCs)**

The site criteria for the establishment of these resource centres are first the availability of a building that will be easily accessible by the majority of farmers. The centres should also be established where electricity is available, where possible, or other alternative energy sources. They should also be in areas where farmers can access markets for their agricultural and fishing products. With this in mind, Mbebe centre at Mbebe village has been identified as meeting these criteria.

This site was formally used as an Oxenization Training Centre (OTC). The centre is along the main road from Mpemba town on the TANZAM highway to Itumba town, about 20km from Mpemba junction. The location offers a number of opportunities, namely: land for agricultural activities; it is close to a reliable source of electricity; the site has a building for agriculture extension officers and other buildings which can support the functions of WARC. This area will serve six (6) wards, namely Mbebe, Chitete, Isongole, Mlale, Itumba and Bupigu covering a total of 20 villages.

Like Ileje 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. Foresters and Fisheries Officers can also make use of WARCs to disseminate information related to forest and fishing respectively.

(c) **Mobile Kilimo**

This is an interactive mobile platform which will be used for multiple purposes such as financial services, networking, information sharing (communication), awareness creation, public and community sensitization, early warning system, action alerts etc.
This will be availed throughout Ileje District as it is estimated that 60-70 percent of people has mobile phones and are used mainly for communication and business facilitation. While E-Agriculture will mainly be used in sites suitable for production of crops, poultry, bee-keeping etc, E-Fishing will be used in sites located along the lake and river shores where fishing activities take place, and E-Forestry will be used in sites with community or village forests. This facility can also be used to curb illegal activities such as illegal fishing or illegal harvesting of forest products in the community.

(d) Irrigation agriculture for paddy, maize and horticultural farming

Sites for paddy, maize and horticultural farming have been identified due to their strategic and potential location for irrigation agriculture but also because of their potential to scale up as there exists initial developed infrastructure like rubble lining parts of the main canals, head works, and division boxes. In these selected sites, PEI project will scale up or make a contribution by taking a project a step forward or completing it. The project aim will be to upgrade paddy, maize and horticultural farming from being too dependent on rain-fed cultivation to be able to harvest throughout the year. With this in mind, Ilulu Irrigation Scheme at Ikombe village and Mbebe village (only paddy irrigation) have been identified as potential sites.

(f) Fish farming

This project has been identified to be undertaken at Ishenta village, Ndola ward where there is a youth group already engaged in fish pond farming but also because of its potential to scale up.

(g) Beekeeping

This project has been identified and a site at Ishenta village has been confirmed. It has been acknowledged that there is an alarming rate of deforestation in Ileje District especially as a result of upland cultivation for farming activities but also the estimated 90 percent of the population depends on biomass as the major source of energy. Due to this environmental stress from deforestation, unsustainable farming, unsustainable harvesting of forest products etc., a number of beekeeping groups will be identified in the effort to protect forests and plant trees. Ndola ward has been identified as a potential site for these projects.
4.1.1 Agricultural Farming

(a) Irrigation agriculture for paddy, maize and horticultural farming at Ilulu Irrigation Scheme

Focus should be placed on assisting Ilulu Irrigation Scheme to be fully operational as it has the biggest immediate impact on agricultural productivity and mitigation of climate change in the area. With improved agricultural inputs i.e. fertilizers, seeds and implements together with the assurance of irrigation, then productivity of paddy and maize has been rising in Ileje District. For example, farmers cultivating 1 acre of maize who used to get between 5-10 bags are now producing between 15-25 bags per acre.

Currently, the Ilulu Irrigation Scheme is at the off-take level where construction is ongoing in diverting the flow of River Itumba towards the farm areas. Under the construction of MGN Engineering, construction is at the stage of building the head-work which will complete the first phase at a total cost of TZS 158,285,200. Funding for the construction of the scheme is through the District Agricultural Development Plans (DADPs). The Scheme’s potential is 650 ha while the surveyed area is 600 ha.

The length of the main canal is 9.85km and will benefit a total of 6,000 villagers spread over 3 villages, namely Itumba, Ilulu and Isongole. It is estimated that women account for 75 percent of those expected to benefit from the project. The second phase of the Scheme involves construction of the main canal as well as irrigation facilities i.e. excavation is estimated to cost TZS 775,000,000 while the third and final phase covers the construction of rubber lining and farming roads. Originally, this scheme was envisaged by local farmers and irrigation was done traditionally by trying to divert the flow of River Itumba by using logs!

The Scheme is currently being managed by a project management committee that comprises of 10 members of which 4 are women. There is also a Water Users Association that monitors the use of water from River Itumba. The main environmental stress being faced in the valley is at the river embankment where the land is bare. What is needed is the planting of trees, especially Ufobia species, along the embankment so as to arrest the emerging problem. Another environmental
stress is related to the limited knowledge of farmers in using medicines in horticultural farming as residuals from their farms tend to flow back into River Itumba.

(b) **Irrigation agriculture for paddy farming at Mbebe village**

This scheme is actually in Mbozi District and the valley is used by farmers from both Mbozi and Ileje Districts. Started in 2008, the scheme has a potential of irrigating 540 ha from River Hantesia. The scheme has been receiving funding from the Department for International Development (DfID), DADPs and Tanzania-Japan Counterpart Fund. In its sixth phase of construction, the contractor is currently finalizing the rubber lining of 330 metres. This phase will cost TZS 48,000,000. The fifth phase which involved lining of 500 metres was completed at a cost of TZS 100,000,000.

The length of the main canal is 6km and has thus been cemented up to 4km starting from Mbozi town. A man-made dam will be built for water catchment during the rainy seasons that will subsequently be used for irrigation purposes as well. Currently, the Scheme is paying TZS 300,000 a year as water rights bill to the District Council, from TZS 35,000 that was previously paid at the beginning of the project. The Scheme at Mbebe stands to benefit up to 1,350 farmers with the majority being women. Farmers own land averaging between 1 to 3 acres and cultivate as individuals and not groups.

![Figure 4.2: The Ongoing Construction Work Mbebe Irrigation Scheme](image)

Farmers are given improved seeds by the District Council in return for 1 twenty kgs tin (debe) during harvest. Each farmer is then obliged to contribute 5 percent of his/her harvest and the funds are then used for the maintenance of the main canal whenever the need arises. There is also a milling machine that has been provided by IRDO.

### 4.1.2 Fish Farming

Ileje District Council has identified Ishenta village as an appropriate site to promote fish farming. Currently, Cage fishing is non-existent and it is a totally new fishing method to the majority of fishermen in the District. There exists limited knowledge on fish pond farming. There exists a farmers group called JIKOMBOE that was formed by 34 youths (of which 2 are women) in 2012 who had just finished national service training. Currently, they have constructed 3 small fishing ponds although they are not
cemented. A fourth pond is being finalized. The main fish being farmed is Tilapia. The group received training from the District Council after building their first pond and was provided with fish fingers by the Ileje District Commissioner. At the market, 3 pieces of fish are sold at TZS 500 while fish fingers are sold at TZS 150.

The main challenge being faced by JIKOMBOE farmers group is the availability of fish feeds. Currently, farmed fish feed on leftovers, pumba, and mashudu. There is also limited financing and as a result the constructed fish ponds are extremely small and not protected from birds who constantly attack the fish (poorly constructed). With this in mind, fish pond farming are being encouraged and will be supported as an opportunity to improve the livelihoods of many communities in Ileje District.

**4.1.3 Environment Conservation and Beekeeping**

The ecosystems challenges facing Ileje District includes increasing pressures on resources as a result of rapid population growth, fishing and agriculture, 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, disruption of water sources, deforestation and encroachment of agriculture into wetlands. Climate change and variability aggravates even further this threat.

The many functions of the natural environment (both use and non-use value) therefore calls for prioritizing environmental conservations in terms of direct interventions such as tree planting and indirect through awareness raising and using local solutions. As an integrated solution, it has been envisaged that beekeeping should be encouraged and supported at Ishenta village. JIKOMBOE group is also involved in apiary farming i.e. beekeeping and the group was supported by the District Commissioner. The group has 11 beehives of which 2 have been locally/traditionally built. Out of the 11 beehives, 5 have got bees in them. The group’s target is to sell honey at Itumba town and eventually raise enough capital to buy cattle.
4.1.4 Farmers’ Associations and Microfinance Institutions (MFIs)

As noted earlier, Ileje District is poorly served with financial services infrastructure. There is only one commercial bank, National Microfinance Bank and few not-so-strong Savings and Credit Cooperative Societies (SACCOs and Village Community Banks, VICOBA). It is therefore paramount that emphasis is placed in supporting SACCOs and other MFIs that have a division and/or ward level coverage where possible so that they can be a platform for further training and capacity building. In respect to farmers’ associations/groups, Ileje District is blessed with many active groups. Established farmers groups in Ileje District include 2 women’s group called TUWEZE and UMOJA farmers’ groups at Isongole village which are engaged in agriculture and livestock keeping. These groups are involved in the farming of maize, sunflower, groundnuts, soya and beans. Livestock kept are mainly chicken, cattle and pigs. Members are also engaged in small business enterprises especially tailoring, hair salon and food shops (*ushonaji, ususi* and *mamalishe*). Chicken rearing is mainly done to meet domestic needs such as buying soap and paying children school fees through the selling of eggs.

TUWEZE group has opened an account at NMB and were able to secure a TZS 3,600,000 loan for a chicken rearing project from the District Council’s Women Development Fund at an interest rate of 10 percent. Repayment has already began. UMOJA group is yet to apply for a loan.

The main challenges that farmers’ group face is mainly limited financing and entrepreneurship education. Access to markets is also a major challenge for many farmers in Ileje District as well as packaging of fruit products despite the fact that there are many mangoes being produced. 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 P-E-G initiatives. The training programmes are partly intended to raise awareness on the importance of formulating mutually beneficial economic groups for farmers. The programme should also focus on leadership and management skills as many of these groups are lead by people with limited education in running projects and/or groups and many of the groups struggle in securing loans.
4.2 Mapping of relevant local initiatives

The process to identify project sites has been described in 4.1. In collaboration with Ileje District Council this process commenced by setting the criteria for selecting projects and project sites. Then prior to the field survey, ESRF organized a meeting with Ileje District Commissioner (DC), District Executive Director (DED) and District Planning Officer (DPLO), where discussion and consensus on the types of projects and respective sites was reached.

4.2.1 Criteria and Indicators for Evaluation of the P-E-G 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 and gender mainstreaming and empowerment. The focus of M&E tool therefore will be on how to track and assess implementation and impact of the identified projects which will be implemented in Ileje District under Pro-Poor Economic Growth and Sustainable Environmental 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 will help to identify the causal link between the project and resulting measurable outputs, impacts and outcomes. Thus, while monitoring will help track down whether the interventions are being implemented as planned and whether they achieve the desirable objectives; evaluation or impact evaluation will be used to identify the causal link between the interventions 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 i.e. whether the project or interventions are implemented as planned and/or achieving the set objectives, while evaluation questions are pegged to impacts and outcomes.

As noted in Table 4.1, a total of 11 projects have been identified for implementation in Ileje District. These are 1 Community Radio namely Ileje Community Radio; 1 Ward Agricultural Resource Centers (WARCs) at Mbebe Village in Mbebe Ward; Sasenga Irrigation Scheme (Paddy) in Mbebe Village; Mobile Kilimo platform which will cater for the entire district; and Ilulu Irrigation scheme for maize and horticultural farming in Ikombe Village. Other projects include, beekeeping in Ishenta Village,
Ndola Ward; maize and horticulture farming as well as the processing machine at Isongole Village in Isongole Ward; poultry farming at Isongole Village and a number of training programmes (for identified beneficiaries who are expected to prepare bankable projects and apply for loans from Twiga Bancorp and champions in the project areas).

Implementation of a progressive monitoring and evaluation of the PEI projects identified in Ileje District will therefore use the M&E framework in Table 4.2 (See also the appendices). Data collection and therefore M&E will be undertaken once every year.

Table 4.1: Summary of the PEI Projects in Ileje District

<table>
<thead>
<tr>
<th>Sn</th>
<th>Project Name</th>
<th>Project Site</th>
<th>Status and Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ileje Community Radio</td>
<td>Itumba Town</td>
<td>This radio will be located at Katumbe Town. However, the project site is yet to be confirmed despite the fact that preliminary discussions are ongoing between the District Council and Bweluh Company Limited but also with IRDO as potential implementing partner (IP).</td>
</tr>
<tr>
<td>2</td>
<td>Ward Agricultural Resource Centers (WARCs)</td>
<td>Mbebe Village in Mbebe Ward</td>
<td>This location offers a number of opportunities, namely: land for agricultural activities; it is close to source of electricity; the site has a building for agriculture extension officers and other buildings which can support the functions of WARC. This area will serve six (6) wards, namely Mbebe, Chitete, Isongole, Mlale, Itumba and Bupigu covering a total of 20 villages. The building requires some renovation and repair</td>
</tr>
<tr>
<td>3</td>
<td>Sasenga Irrigation Scheme for Paddy</td>
<td>Mbebe Village in Mbebe Ward</td>
<td>These sites have been identified due to its strategic and potential location for irrigation agriculture but also because of their potential to scale up as there exists initial developed infrastructure like rubble lining parts of the main canals, head-works, and division boxes.</td>
</tr>
<tr>
<td>4</td>
<td>Mobile Kilimo Platform</td>
<td>Ileje District</td>
<td>This is meant to strengthen production and marketing of agricultural products, forest and marine products</td>
</tr>
<tr>
<td>5</td>
<td>Ilulu Irrigation agriculture for maize and horticultural farming</td>
<td>Ikombe Village</td>
<td>These two sites have been identified due to their strategic and potential location for irrigation agriculture but also because of their potential to scale up as there exists initial developed infrastructure like rubble lining parts of the main canals, head-works, and division boxes.</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Sn</th>
<th>Project Name</th>
<th>Project Site</th>
<th>Status and Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Jikomboe Beekeeping Group</td>
<td>Ishenta Village, Ndola Ward</td>
<td>This project has been identified and a site at Ishenta village has been confirmed. It has been acknowledged that there is an alarming rate of deforestation in Ileje District especially as a result of upland cultivation for farming activities</td>
</tr>
<tr>
<td>7</td>
<td>Maize and horticulture farming Processing Plant Poultry Farming</td>
<td>Isongole Village, Isongole Ward</td>
<td>Isongole is a very potential agricultural ward. Farmers in this area grow mainly maize and horticulture products. The project will target some champions among the farmers for skills development and value addition</td>
</tr>
<tr>
<td>8</td>
<td>Fish Farming</td>
<td>Ishenta Village, Ndola Ward</td>
<td>Capacity Building in Fish Pond Construction, fish fingers and Fish Feeds processing machine</td>
</tr>
<tr>
<td>9</td>
<td>All Project Sites</td>
<td>Training Programmes</td>
<td>Limited knowledge on Bankable Projects, Loans Applications, utilization and overall management, as well as beekeeping, poultry and fish farming</td>
</tr>
</tbody>
</table>

As the integral part of the monitoring and evaluation process, the overall goal and specific objectives, outcome and performance indicators, means of verification and assumptions are included in the M&E framework. However, for the purpose of the identified projects in Ileje District (Table 4.1), only some have been specified (Table 4.2 and the appendices). These are the overall project goal; the objective; output; activities; outcome and performance indicators; means of verification, baseline data and targets.

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 and the Appendices). They 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.
4.2.2 Project Implementation

The projects listed in Table 4.1 were identified by the survey team in collaboration with officials of Ileje District Council, and the President’s Office - Planning Commission with the inputs from UNEP and UNDP. The project must be executed within Ileje 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 funding, ESRF and Ileje District Council will be responsible for coordination, monitoring and evaluation. 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. In Ileje District ESRF’s Implementing Partners include SACCOS, UNESCO, Twiga Bancorp Bank, Bweluh Company Limited, Integrated Rural Development Organization (IRDO), HOSANA Orphans and Youth Center etc.

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 Ileje District, 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 serious implementation framework and/or timetable with a clear roadmap as well as monitoring and evaluation tool. Thus, other important criteria for success include the following:

(a) The 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 go for a too ambitious timeframe, but it is important that the timeframe be realistic.

(b) The Actors

It is important to show clearly the roles and responsibilities of different actors who will be engaged in the execution of the projects. As noted earlier, implementation plan will need responsible and committed people to make it successful.

(c) Resources
As noted earlier, 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. These are among the necessary pre-requisites to bear in mind.

(d) 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 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 (LGAs) draw lessons from successful projects (Best Practices).

4.3 Monitoring And Evaluation (M&E) System for Tracking Changes of the P-E-G Projects

4.3.1 Monitoring and Evaluation (M&E)

As pointed out earlier, a total of 11 projects have been identified in Ileje 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 the Community Radio project in Ileje, the appendices have presented the M&E Frameworks for the remaining 10 projects identified in the District (See Table 4.1 and the Appendices). All the M&E Frameworks have defined the overall project goal; the objective; output; activities; outcome and performance indicators; means of verification, baseline data and targets.

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1 One table for Ileje Community Radio Projects is presented in section 4.3 as an example, to enable causal readers to follow the discussion. The rest of the M&E Frameworks are presented in the appendices.
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Goal</td>
<td>Established Community Radio in Ileje District</td>
<td>Establishment of Ileje Community Radio</td>
<td>0 (None)</td>
<td>1</td>
</tr>
<tr>
<td>Is to make the community of Ileje District access information and knowledge needed for development</td>
<td>Number of people accessing information and knowledge through Ileje Community Radio</td>
<td>Operating (broadcasting) of Ileje Community Radio</td>
<td>0 (None)</td>
<td>124,451</td>
</tr>
<tr>
<td></td>
<td>Number of men (and women) accessing information and knowledge through Ileje Community Radio</td>
<td>Accessing information and knowledge through Ileje Community Radio</td>
<td>0 (None)</td>
<td>63,470 (60,981)</td>
</tr>
<tr>
<td></td>
<td>Number of people creating trade and businesses (opportunities) through Ileje Community Radio</td>
<td>Trade and Business creation</td>
<td>0 (None)</td>
<td>124,451</td>
</tr>
<tr>
<td>Objective 1:</td>
<td>Number of people of Ileje District accessing and sharing information and knowledge through Ileje Community Radio</td>
<td>0 (None)</td>
<td>124,451</td>
<td>63,470 (60,981)</td>
</tr>
<tr>
<td>To improve access to and information sharing among the people of Ileje District and the neighborhood through radio programmes</td>
<td>Number of men (and women) of Ileje District accessing and sharing information and knowledge through Ileje Community Radio</td>
<td>0 (None)</td>
<td>124,451</td>
<td>63,470 (60,981)</td>
</tr>
<tr>
<td>Output: Ileje Community Radio' infrastructure and its facilities installed and functioning</td>
<td>Complete set of radio infrastructure and facilities Radio Studios</td>
<td>Installed Radio infrastructure and facilities A functioning Radio Studio</td>
<td>0 (None)</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>0 (None)</td>
<td>1</td>
</tr>
<tr>
<td>The Activities:</td>
<td>Community Radio license</td>
<td>Availability and implementation of the following:</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Community Radio license obtained;</td>
<td>Feasibility study</td>
<td>Community Radio license</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Feasibility study conducted; Site for Community Radio identified; the Studio and Radio Equipments procured and installed; Staff Recruitment completed; Community Radio running,</td>
<td>Site for Community Radio</td>
<td>Feasibility study</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Full Studio (with Radio Equipments)</td>
<td>Site for Community Radio</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Key Staff of Ileje Community Radio</td>
<td>Full Studio (with Radio Equipments)</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Community Radio</td>
<td>Key Staff Ileje Community Radios</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Community Radios</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>
Data for the monitoring and evaluation will be collected once a year during the three project period. How do we use the Monitoring and Evaluation Tool? The following sub-sections clarify this question.

(a) Describing the Monitoring Tables

M&E Tables present the necessary components of the Monitoring and Evaluation systems for the 11 projects which will be implemented in Ileje 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). 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 will 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 Information

Table 4.1 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), the status of irrigation, involvement and participation of Non-State Actors (NSAs).

(a) Gender Status

The concept of gender e.g. Gender Inequality and Gender Mainstreaming is not well conceived by grassroot communities (even by some of the District Officials). Yet, the problems related to gender are many and rampant. Development plans and budget documents have explicitly integrated gender related issues. Gender has been considered as cross cutting issues and it is mandatory for it to be mainstreamed in national, sector and lower levels (such as district) development plans. This has also been acknowledged during the interview with various stakeholder at district, ward and village level in Ileje District.

However, implementation is dismal due to limited resources, low or poor awareness and incompetent human resources. In Ileje specifically cultural believes are very oppressive (domineering) and suppressing. Women must be inherited by relatives of the husband when the husband dies. This habit has led to wide spread of HIV and AIDS among the Ileje communities. It is reported that in Sange Ward, 90 percent of the filed cases at the local court are divorce cases submitted mainly by women who demand divorce because men are increasingly becoming a liability.

The cost of living has complicated even further the problem of gender oppression. Men have been abandoning their families crossing the border to Malawi to search for employment opportunities. Most of them stay away for decades or forever without any contact or assistance to their families back home. Supporting women champions through women groups will therefore be among the most effective approaches to address this problem. Fortunately, there are many such enterprising groups in the district e.g. farming, processing, marketing etc.
(b) The Natural Environment and Climate Change

Like many other districts in Tanzania, the forests and vegetations are encroached and threatened by illegal activities such as harvesting forest products for timber, building materials, and production of charcoal, fuel wood honey and bees wax, expansion of agricultural activities, and establishment of human settlements. This is attributed to fast population growth rate and lack of alternative activities and sources for livelihood. These unplanned and detrimental activities undermine the efforts that are geared toward environmental conservation and sustainable socio-economic processes in the district;

Severe land degradation linked to loss of soil fertility caused by overstocking/overgrazing and population pressure, unsustainable farming methods, and slush burning practices to clear land for farming and increase soil fertility are evident in Ileje District. Land cover depletion including deforestation is widespread with almost absence of reforestation activities in most areas. There is therefore a growing stress on the natural resource base and climate change related risks and lack of viable local long term adaptation strategies.

In addition, Ileje District suffers severe shortage of a sustainable energy source. The District has no sustainable energy sources at all. The main energy sources are biomass (charcoal and fuel wood), kerosene, disposable batteries, petrol and diesel powered generators and a few solar panels. Only a minority 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 making. Other energy sources include kerosene/paraffin for cooking and lighting, electricity for lighting and other economic activities such as value addition and processing.
Efforts are underway by Ileje District Council and the Private Sector (Bweluhi Co. Ltd) to construct a Mini Hydro Power at Bweluhi. Preliminary work has already been completed, including, Visibility study, Environment Impact Assessment (EIA), Letter of Intent Between TANESCO and the Council and Operation License from EWURA. The Hydro power is expected to produce 4.7 Mega Watts.

(c) Poverty Profile and Livelihoods

The people of Ileje are predominantly agriculturalists. About 34,194 households have agriculture as the main means of livelihood. The main cash crops are coffee, pyrethrum, sunflower, cardamom and cocoa on a small scale, while the main food crops grown in the district include mainly maize, paddy, beans, and groundnuts. The first three food crops namely maize, paddy and beans are also sold when they are in surplus. Other food crops are round potatoes, sweet potatoes, millet, plantains, cassava, and horticultural produce. Farmers do receive input subsidy vouchers through the National Agricultural Inputs Voucher System (NAIVS).

During 2012/2013, for example, about 5,424 households benefited. Use of chemical fertilizers enabled production of maize to increase from 71,250 tonnes during 2009/10 to 96,872 tonnes during 2011/2012. Ileje District Council derives highest revenue from maize dealings. Masize is a significant source of district revenue. The importance of maize revenue from Isongole market is likely to decline after Malawi established own maize market in 2012.

Figure 4.8: Maize at Isongole Market in Ileje District

Though Ileje district is not faring well in income poverty, the same cannot be said of non-income measures. Housing condition, for example is a good reflection of non-income poverty. In addition, access to education and health places the district at better scores. Areas with many people (urban areas) have the highest poverty density and larger numbers of poor people per square kilometer.

(d) Information and Communication

As noted earlier, Ileje district has a total road length of 974.57 km of which 254 km are regional road network served by TAN ROADS, and 720.57 kms served by District council. The rough road is poorly supported by bridges some of which get swept away by floods during the rainy season, thereby creating infrastructural constraints to Ileje people in terms curtailing the movements of people and goods from Ileje to the rest of Mbeya Region and the country in general, in addition to discouraging potential investors. The Mpemba - Isongole stretch stands to benefit from “Presidential promise” of improving the road condition to tarmac. The District is
only served by road network with no railways or airstrip. The whole district has few standard tarmac road joining Isongole and Itumba towns and less than three km within Itumba town. Ileje 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 Ileje District. It is estimated that 60 to 80 percent of people in Ileje have mobile phones which are used mainly for communication and businesses.

(e) Irrigation Farming

Ileje district covers an area of 190,800 ha, out of which 101,600 ha (53.2 percent) are suitable for agriculture. However, only 72,997 ha are cultivated (about 71.8 percent of total arable land). In agriculture, the top five are productivity improvement, processing, marketing, storage and irrigation projects\(^2\). About 2,875 ha are suitable for irrigation agriculture. However, only 1,560 ha are under irrigation (about 54.3 percent). Where irrigation is practiced, productivity increases have been realized, for example increased paddy production from 3,250 tonnes per year during 2009/2010 to 6,670 tonnes in 2012.

Ileje has two major irrigation projects which are under construction, despite the fact that both the two projects are half funded. These are Ilulu and Mbebe irrigation Schemes (See Figures 4.1 and 4.2). While Ilulu irrigation scheme is for paddy, maize and horticultural products, at Mbebe the scheme are mainly meant for paddy. These are the most modern irrigation schemes which will make the biggest impact in terms of productivity if the funding to complete construction will be forthcoming. Otherwise, there the remaining schemes are traditional. These are such as Ibingu and Kalembo which require improvement.

(f) Micro finance, Associations and Groups

Like in other districts in Tanzania, Ileje is also poorly served with financial services. Financial inclusion and deepening are therefore significantly low. Financial facilities or institutions are not many. There is only one commercial bank, National Micro Bank and few not-so-strong Savings and Credit Cooperative Societies (SACCOs and Village Community Banks, VICOBA). Stakeholders ranked services provided by financial institutions as unsatisfactory compared to demand (See also Mbelle 2013). Further, such financial services did not take environmental and gender issues into consideration. Expanded availability of financial services was seen as one of the ways to improving peoples’ livelihoods.

\(^2\) Other priorities included use of non-chemical fertilizers, enforcement of bylaws guarding against encroachment of river sources and river banks, and introduction/scaling up of sunflower as a new cash crop.
In respect to farmers’ associations/groups, Ileje District is blessed with many active groups. Various economic groups have been formed by the District Council in collaboration with other development partners. On the side of the District Council, economic groups are formed and registered by the office of the District Community Development Officer (DCDO). The most common ones are Farmers Groups, Women Groups, and Youth Groups, some of which are benefiting through Women Development Fund (WDF) and Youth Development Fund (YDF).

(g) District Council Collaboration with Non State Actors (NSAs)

Collaboration between the government and Non State Actors and involvement of NSAs in policy formulation and planning process in Tanzania has improved significantly during the past 20 years. This has partly been possible 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 Ikungi District the NSAs are encouraged to participate 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. Like in other District Councils, there is a Stakeholders’ forum during the planning process where all the NSAs are invited to discuss and give their views on the DDPs and budgeting. All NSAs operating in the 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. Much as the NSAs response has been positive overtime, some of the NSAs are still not interested and do not therefore have trust to the Council. A few 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 make a meaningful contribution to the district development. 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. They are therefore not aware of some activities coordinated by the council.
4.4  **Mainstreaming Upcoming Local and National Development Planning Agenda**

4.4.1  **Enhancing Agricultural Productivity**

Agriculture and in particular Irrigation agriculture has been earmarked as a major entry point that will produce big results in terms of enhancing productivity and income of people in Ileje District. With exception of large scale farming, agriculture is generally a 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 to carry on with farming activities throughout the year). Other entry points include the use of non-chemical fertilizers, enforcement of bylaws on encroachment of river sources and banks so as to protect water sources.

4.4.2  **Fishery**

To a large extent, the fishing sector in Ileje 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 needed; as well as capacity building especially in production, processing and packaging. Establishing and strengthening fisheries farmers groups is therefore paramount. Additional measures include establishing and construction of fish collecting centers/markets and cold storage facilities (rooms, vans) at main collection points; construction of fish ponds where rivers flow; promotion of fish ponds and construction of demonstration plots for knowledge development. The suggested priorities in fishery are construction of fish ponds, construction of fish processing plants, sustainable fishing (in order to maintain production) and maintenance of fish ponds.

4.4.3  **Environment Conservation and Beekeeping**

Establishing tree nurseries and planting of trees is paramount to environmental conservation in Ileje District. Environmental awareness among inhabitants in Ileje District is extremely low, especially at Isongole village where it is estimated to be
50%. It is therefore crucial in creating awareness to the villages on environmental issues and establishing and strengthening villages’ environmental committees.

Emphasis should also be placed on the development of land use management plans. There are only 3 villages that have a land use plan in place although there is a master plan for the whole district.

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 should be given a priority.

4.4.4 Farmers’ Associations and Microfinance Institutions (MFIs)

Land ownership and title deeds for farmers should be prioritized. This is extremely important so as to allow farmers to be able to have collateral for financial loans from accredited banks and other microfinance institutions. Many farmers have huge pieces of land.

4.5 Mapping Of The Alternative Funding Sources

4.5.1 Introduction

Like many other District Councils, one of the challenges which Ileje District Council has been facing is underfunding of the district plans. There has always been a huge gap between the 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 Ileje District Council income comes from the Central government allocations, which amount for more than 90 percent of the entire district approved budget. The Council also raises revenue locally. The main sources of local income come from: Transporting Agriculture Produce (TZS 1000/100 kgs Sack), forest (TZS 150/Piece), Bars, Bus terminal Shops, coffee and Pareto (through the buying Companies).

Generally speaking, the revenue base for Ileje District is weak (less than 10 percent of approved budget) and is getting weaker as some of the revenue is shifted to the Central Government through Tanzania Revenue Authority. In addition, the recent requirement by the Parliamentary Committee that 60 percent of the internal revenue
should be directed to development projects is constraining even further the effective implementation of other district operations and service delivery functions. Internal revenue sources were previously used to cover for internal expenditures (which were mostly recurrent). But as noted earlier, in the current budget (2014/15), the Districts were instructed by the Parliamentary Committee that 60 percent of the internal revenue should be allocated for development projects. The challenge here is how to fill the left gap as far as internal expenditure is concerned. Though the budgeting and planning processes are standard as shown in the guidelines, the most challenging part is its implementation, monitoring and evaluation and reporting. The following are the challenges aired out by various stakeholders in Ileje District Council:

(i) Inadequate internal revenue sources because a number of own sources has been taken by the Central government.

(ii) The criteria for budget ceiling are inadequate. One of the criteria is the population level, the larger the population the higher the ceiling. It was established during the interview that this should be the opposite. The argument was that, the reason why one area in highly populated include among others opportunities available. They were of the opinion that the criteria should be the economic status. i.e the budget should favour the underdeveloped districts and ILEJE is one of those.

(iii) As noted earlier, revenue sources were previously used to cover for internal expenditures (which were mostly recurrent). It was instructed that from the current budget (2014/15) 60 percent of the internal revenue should cover for development projects. The challenge here is how to fill the left gap as far as internal expenditure is concerned. Of the remaining 40 percent, 10 percent to be allocated in youth and women, 20 percent to villages and only 10 percent to run day to day Council activities.

(iv) There was a gap between the budget approved and the amount of funds released. Delay of the fund release has also been a problem. For example the TZS 200 millions approved for Ileje District DADIPS projects in 2012/13 received in November of next financial year 2013/14.

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

There is highly miss-match between the Approved budget by Full Council and Regional level VS Ceiling received from the central government. To accommodate the ceiling a number of identified priorities have to be dropped. To a large extent this has raised questions at lower levels on the relevance of the processes since only few (not any) of their priorities has been considered. For instance, the requested budget for irrigation activities in 2012/2013 was TZS 200 million and only TZS 46 million was approved and nothing was actually received.
(c) The Budget Cycle

After a long planning and budget processes i.e. from the kitongoji or street to the village level, then to the Ward Development Council (WDC) and thereafter to the Full District Council, the plan is then submitted to the Regional Council, where all district plans are consolidated into a regional plan, and finally submitted to the Ministry of Finance through 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). The respondents mentioned that one of the major challenges in the budget preparation cycle is that the budget ceiling usually come very late, which makes repackaging of the budget extremely difficult and therefore not carefully done because of rushing to beat the deadlines, etc.

The Council’s budget is therefore limited given the priorities spelt out in the DDP. The council must find alternative ways (alternative funding sources) to mobilize additional resources if the DDP is to be implemented successfully. P-E-G initiatives in Ileje District can attract multiple sources of funding. This is an opportunity which the council has not been able to utilize fully. These include direct engagement with other Development Partners (DPs) and local organizations; potential internal revenue sources (which have not been utilized); and use of diasporas. Studies have testified that a number of investors hailing from Ileje District, Mbeya Region are investing outside their district. Most of the investors under this category are driven by the same factors just like any other investor elsewhere. A part from the cultural and economic factors and/or obstacles, majority of the potential investors hailing from this district do not have confidence and trust over the current district (and regional) administration. Diasporas do not feel that they own development process in their own District or Mbeya Region. Put it differently, there is a huge perception gap between the district or regional government and Diasporas. Thus, the intimacy and partisanship is more or less absent. The question is – What the district and regional governments should do to recover the confidence from Diasporas and better make use of this investment opportunity? The district and regional governments need to be proactive and attract Diasporas as partners in district development. This can be done through mobilization. The regional or District authority has to organize a forum of indigenous investors to campaign and lobby and attract them to invest at home.

Apart from the Central Government, other internal sources include the Non State Actors (NSAs) operating in Ileje District, and Community Members. NSAs and the DPs in Ileje District include SACCOS, UNESCO, Twiga Bancorp Bank, Bweluhi Company Limited, Integrated Rural Development Organization (IRDO), and HOSANA Orphans and Youth Center. Others are uNDP, UNEP etc.
During the survey, significant efforts or contributions by community members were evident especially in irrigation schemes, Tree Planting, WARCrs and Community Radios where beneficiaries have made a notable contribution such as preparation of irrigation sites, establishment of strong SACCOS and Associations or Groups; micro level agro-processing and buildings for the WARCrs.

Like many other District Councils, Ileje District is not used to take its own initiatives to mobilize resources for the district. In terms of resources the Council relies mainly on the Central Government for nearly 90 percent of the total budget. Other sources make an insignificant share. There is therefore a need for the council to make use of other potential local revenue sources which have not been utilized in the past. Also important to mention is sourcing from financial institutions i.e. suppliers of loanable funds. The Council has not fully utilized existing financial institutions mainly due to low LGA capacity and skills to prepare Bankable Projects and submit them to the market for funding. There is therefore a need to support Ileje District Council to prepare Bankable Projects and present them to the respective banks. In future capacity should be built by training District Council officials in this area.

The District Council should also work towards preparation of the District Investment Plan where all the opportunities such as potential investment areas in the district should be commercially well described. When this document is ready, a District Investment Forum must be organized to market the district’s investment opportunities and attract investors in the district.

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). Ileje 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, Ileje 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. Ileje 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 Ileje 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 Ileje 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 Ileje District (and Mbeya 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 Ileje 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 Ileje District, Mbeya 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. Ileje 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 Ileje 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, Ileje 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 and Private Sector Investment Capital in the district

Ileje 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.

Also important to emphasize is the fact that, Ileje District Council needs to fully tape the resources from private sector by encouraging the private investors to participate in the implementation of 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 a friendly environment through e.g. an incentive package for them.

(e) 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 Ileje 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 Ileje District Council must use champions effectively. These are such as small scale farmers, women, livestock keepers, associations (groups) and fishermen.

(f) Improve the District financial management and resource management

Capacity of most District Councils in Tanzania is low. Among the capacity gaps in Ileje 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.

(g) 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. Ileje 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 Ileje District Council.

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 Ileje 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, Ileje District was created as a fully fledged district with effect from 1975 from Rungwe District. A total of 8 projects have been identified for implementation in the 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 Ileje District.

The following proposed measures are expected to improve performance of the projects and resource utilization thus leading to improved livelihoods of people in Ileje 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 Ileje 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 Ileje District through cultivation of indigenous trees and support beekeeping initiatives
e) Scaling up value chains, and especially in terms of access to markets.
f) 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 P-E-G solutions under this project) to communities.

Note also that, the P-E-G initiative will support study visits where beneficiaries from Ileje District will be supported to visit and learn from best practices in other districts (Nyasa, Bukoba Rural, Bunda, Sengerema and Ikungi). Where possible beneficiaries from the five districts will be supported to visit Ileje District and learn from any best practice. Within Ileje Districts, arrangements 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 Ileje 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 projects have been proposed in the area of agriculture, environment, gender and climate change. These are 1 Community Radio; 1 Ward Agricultural Resource Centres (at Mbebe and Itale villages); Mobile Kilimo; A number of training programmes (to be organized at a later stage for champions in the project areas in Ileje District); Irrigation agriculture for paddy, maize and horticulture farming (at Ilulu Irrigation Scheme in Ikombe village); Irrigation agriculture for paddy farming (at Mbebe). 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 Ileje 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 Ileje District. These interventions or have been presented in three categories. These are recommended projects; specific recommendations which can be managed by Ileje 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 Ileje District during this phase or the following phases.

Table 5.1: A List of Recommended Projects in Ileje District

<table>
<thead>
<tr>
<th>Sn</th>
<th>Project</th>
<th>Village and Ward</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ileje Community Radio</td>
<td>Itumba Town</td>
</tr>
<tr>
<td>2</td>
<td>- Ward Agricultural Resource Center (WARC)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Sasenga Irrigation Scheme - Paddy</td>
<td>Mbebe Village in Mbebe Ward</td>
</tr>
<tr>
<td>3</td>
<td>Mobile Kilimo Platform</td>
<td>Ileje District</td>
</tr>
<tr>
<td>4</td>
<td>Ilulu Irrigation agriculture for maize and horticultural farming</td>
<td>Ikombe Village</td>
</tr>
<tr>
<td>5</td>
<td>- Jikomboe Beekeeping Group</td>
<td>Ishenta Village, Ndola Ward</td>
</tr>
<tr>
<td></td>
<td>- Fish Farming</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>- Maize and horticulture</td>
<td>Isongole Village, Isongole Ward</td>
</tr>
<tr>
<td></td>
<td>- Processing Plant</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Horticulture and Poultry Farming</td>
<td>Integrated Rural Development Organization (IRDO)</td>
</tr>
<tr>
<td>8</td>
<td>Training Programmes</td>
<td>All Project Sites</td>
</tr>
</tbody>
</table>

Most of the recommendations for Ileje District Council are also relevant to other 5 district councils because the District Council Institutional and Legal Framework and therefore most of the challenges facing District Councils in Tanzania are the same.
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 Ileje 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 Ileje 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, Ileje 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. Ileje 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 Ileje District (and Mbeya 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. Ileje 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 Ileje 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, Ileje 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.
Attracting investors and Private Sector Investment Capital in the district

Ileje 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 the top executives of ileje District Council to change their 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.

The Council needs to fully tap the resources from private sector by encouraging private players to participate in the implementation of the District Development Plans (DDPs). The council needs to consider Private Sector investors as development partners and create a friendly environment e.g. through an incentive package for them.

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, firewood, 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.

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

The District Council needs to ensure that key players at grassroot 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 Serengeti 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 Ileje District Council must use champions effectively. These are such as small scale farmers, women, livestock keepers and fishermen.

(vii) **Improve the District Council’s financial management and natural resource management**

Capacity of most District Councils in Tanzania is low. Among the capacity gaps in Ileje 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) 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. Ileje District should also pursue this funding alternative in order to bridge the resource gap which the district has been facing.

(c) By Laws

Ileje 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 Ileje. 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) Involvement of Non State Actors (NSAs)

Ileje 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 General Recommendations for Ileje District Council and 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. Ileje 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 Ileje 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

a) Finance land use survey
b) Specify relevant land uses and issue title deeds
c) 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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### APPENDICES

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Ward Agricultural Resource Centers (WARCs) at Mbebe Village in Mbebe Ward</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overall Goal</strong></td>
<td>To establish a fully equipped Ward Agricultural Resource Center (WARC) which will facilitate information generation and accessibility for development in Ileje District</td>
</tr>
<tr>
<td><strong>Indicators</strong></td>
<td><strong>Means of Verification</strong></td>
</tr>
<tr>
<td>(a) Established 1 WARC in Ileje District</td>
<td>(a) Establishment of a WARC</td>
</tr>
<tr>
<td>(b) Number of people using the WARC in Ileje District</td>
<td>(b) Operating WARC</td>
</tr>
<tr>
<td>(c) Number of men vs women using the WARC in Ileje District</td>
<td>(c) People of Ileje District using a WARC</td>
</tr>
<tr>
<td>(d) Number of people created trade and businesses through the WARC in Ileje District</td>
<td>(d) Trade and Business creation</td>
</tr>
<tr>
<td><strong>Objective 1:</strong></td>
<td>To have Ward Agricultural Resource Center (WARC) by forming collaborative relationships to facilitate communication, research, education, business development opportunities, promoting sustainable agriculture, and a strong local food systems</td>
</tr>
<tr>
<td><strong>Indicators</strong></td>
<td><strong>Means of Verification</strong></td>
</tr>
<tr>
<td>(a) Communication, research, education, business development opportunities, promoting sustainable agriculture, and a strong local food systems are facilitated by the WARC</td>
<td>(a) A WARC facilitating and improving communication, research, education, business development opportunities, promoting sustainable agriculture, and a strong local food systems</td>
</tr>
<tr>
<td><strong>Output:</strong></td>
<td>Ward Agricultural Resource Center (WARC) with the necessary infrastructure and its facilities installed and functioning</td>
</tr>
<tr>
<td><strong>Indicators</strong></td>
<td><strong>Means of Verification</strong></td>
</tr>
<tr>
<td>(a) A WARC with full set of infrastructure and facilities</td>
<td>(a) A Functioning WARC</td>
</tr>
<tr>
<td><strong>The Activities:</strong></td>
<td>Identification of sites for the WARC; Construction or Rehabilitation of WARC; Procurement and installment of the WARC infrastructure and equipments; Recruitment or identification of the WARC personnel; Operating WARC</td>
</tr>
<tr>
<td><strong>Indicators</strong></td>
<td><strong>Means of Verification</strong></td>
</tr>
<tr>
<td>(a) One Site for a WARC obtained:</td>
<td>(a) Availability and implementation of the following:</td>
</tr>
<tr>
<td>(b) Constructed or Rehabilitated 1 WARC;</td>
<td>(b) Site for WARC:</td>
</tr>
<tr>
<td>(c) 1 WARC set of infrastructure and equipments;</td>
<td>(c) Constructed or Rehabilitated WARC:</td>
</tr>
<tr>
<td>(d) 5 WARCs’ personnel;</td>
<td>(d) WARC infrastructure and equipments:</td>
</tr>
<tr>
<td>(e) 1 Operating WARC</td>
<td>(e) WARCs’ personnel;</td>
</tr>
<tr>
<td>(e) Operating WARC</td>
<td></td>
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</tbody>
</table>
## Appendix A2: Logical Monitoring and Evaluation (M&E) Framework

<table>
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<tbody>
<tr>
<td><strong>Overall Goal</strong></td>
<td></td>
<td>(a) Established and working Mobile-Kilimo Platform</td>
<td>0 (None)</td>
<td>1</td>
</tr>
<tr>
<td>To assist farmers, fishermen, breeders and traders to advertise various</td>
<td>(b) Number of registered members (Men Vs Women)</td>
<td>(b) Men and Women registration to use Kilimo Platform</td>
<td>0 (None) (0 (None))</td>
<td>124,451</td>
</tr>
<tr>
<td>products and find markets for their products in timely and cost effective</td>
<td>(c) Average Household Income</td>
<td>(c) Average income generation</td>
<td>TZS 600,000</td>
<td>TZS 2,400,000</td>
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<tr>
<td>ways by connecting them to the markets. Farmers will also receive special</td>
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<td>education on better farming and animal husbandry as well as proper methods</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>of dealing with challenges of farming in Ileje District</td>
<td></td>
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<td></td>
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<tr>
<td><strong>Objective 1:</strong></td>
<td></td>
<td>(a) Established and working Mobile-Kilimo serving:</td>
<td>0 (None)</td>
<td>1</td>
</tr>
<tr>
<td>To have the Mobile Platform (M-Kilimo) that will facilitate agriculture</td>
<td>(a) One working Mobile-Kilimo platform facilitating agriculture, fishing and</td>
<td>• Agriculture</td>
<td>0 (None)</td>
<td>1</td>
</tr>
<tr>
<td>i.e. production and marketing, fishing, and forest management</td>
<td>forest management</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></td>
<td></td>
<td>(a) Existence of a working M-Kilimo platform</td>
<td>0 (None)</td>
<td>1</td>
</tr>
<tr>
<td>A functioning Mobile-Kilimo platform established</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>The Activities:</strong></td>
<td></td>
<td>(a) Designed one M-Kilimo platform</td>
<td>(a) 0</td>
<td>(a) 1</td>
</tr>
<tr>
<td>Designing the M-Kilo; Testing or piloting the M-Kilimo; Launching the M-</td>
<td>(b) One tested or piloted M-Kilimo platform</td>
<td>(b) 0</td>
<td>(b) 1</td>
<td></td>
</tr>
<tr>
<td>Kilimo in Ileje District</td>
<td>(c) One launched M-Kilimo in Ileje District</td>
<td>(c) 0</td>
<td>(c) 1</td>
<td></td>
</tr>
</tbody>
</table>
## Appendix A3: Logical Monitoring and Evaluation (M&E) Framework

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<tbody>
<tr>
<td>Overall Goal</td>
<td>Is to train all project beneficiaries on how to prepare Bankable Projects; apply for and administer or manage loans and projects</td>
<td>(a) Number of training programme organized (Resource Person; and Training Materials) (a) A list of beneficiaries or participants identified (Men Vs Women) (b) Training Programme Delivered</td>
<td>(a) Training organization (b) List of beneficiaries or participants (c) Training Delivery</td>
<td>0 (None) 0 (None) 0 (None)</td>
</tr>
<tr>
<td>Objective 1:</td>
<td>To ensure champions in Ileje District prepare bankable projects; apply for loans from Twiga Bancorp (and other Banks); use the loans for better or improved project management</td>
<td>(a) Number of beneficiaries in Ileje 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</td>
<td>(a) Preparation of bankable projects; apply for loans from Twiga Bancorp (and other Banks); use the loans for better or improved project management, by beneficiaries in Ileje District</td>
<td>0 (None)</td>
</tr>
<tr>
<td>Output: Ileje 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)</td>
<td>(a) Number of champions in the district preparing bankable projects (Men Vs Women); (a) Number of champions in the district making applications for loans from Twiga Bancorp (and other Banks) - Men Vs Women; (b) Number of champions in the district utilizing loans for better and productive project management (Men Vs Women)</td>
<td>(a) Preparation of bankable projects (b) Applications of loans (c) Productive utilization of loans</td>
<td>0 (None) 0 (None) 0 (None)</td>
<td>30 (30) 30 (30) 30 (30)</td>
</tr>
<tr>
<td>The Activities: Identify a resource person; prepare training modules; identify 60 beneficiaries in Ileje District for the training; organize and deliver the training; champions’ preparation of bankable projects; loans applications; loans utilization; and improved project results.</td>
<td>(a) Identified resource person; (b) Prepared training modules; (c) Number of participants identified for the training (Men Vs Women); (d) Training organized and delivered; (a) Number of loans applications (Men Vs Women); (b) Number of loans utilized (Men Vs Women); (c) Number of projects with improved results</td>
<td>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</td>
<td>(a) 0 (b) 0 (c) 0 (d) 0 (a) 0 (b) 0 (c) 0</td>
<td>(a) 1 (b) 8 (c) 30 (30) (d) 1 (a) 30 (30) (b) 30 (30) (c) 11</td>
</tr>
</tbody>
</table>