



**ECONOMIC AND SOCIAL RESEARCH
FOUNDATION**

POVERTY AND ENVIRONMENT INITIATIVE (PEI)

**A Study to Assess Institutional Capacity and Mapping of
Best Practices and Development Opportunities in
Bukoba Rural District**



2015

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List of Abbreviations

AFSP	Accelerated Food Security Project
AGRA	Alliance for a Green Revolution in Africa
ASDP	Agricultural Sector Development Programme
ASDS	Agricultural Sector Development Strategy
ASLMs	Agricultural Sector Lead Ministries
CBO	Community Based Organization
COMESA	Common Market for Eastern and Southern Africa
DADP	District Agricultural Development Plan
DPG	Development Partners Group
FAO	Food and Agriculture Organization
FDI	Foreign Direct Investment
FY	Fiscal Year
GDP	Gross Domestic Product
GoT	Government of Tanzania
IIDS	Integrated Industrial Development Strategy
KADETFU	Kagera Development and Credit Revolving Fund
LGA	Local Government Authority
M&E	Monitoring and Evaluation
MAFC	Ministry of Agriculture, Food Security and Cooperatives
MCDGC	Ministry of Community Development, Gender and Children
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MITM	Ministry of Industry, Trade and Marketing
MIVARF	Marketing, Infrastructure, Value Addition and Rural Finance Programme
MLFD	Ministry of Livestock and Fisheries Development
MLHHSD	Ministry of Lands, Housing and Human Settlement Development
MoW	Ministry of Water
MTEF	Medium Term Expenditure Framework
NAIP	National Agricultural Investment Plan
NBS	National Bureau of Statistics
NEEC	National Economic Empowerment Council
NEMC	National Environment Management Council
NFRA	National Food Reserve Agency
NGO	Non-Governmental Organization
NSA	Non State Actors
NSGRP	National Strategy for Growth and Reduction of Poverty (MKUKUTA)

PADEP	Participatory Agricultural Empowerment Project
PASDEP	Plan for Accelerated and Sustained Development to End Poverty
P-E	Poverty and Environment (initiatives/interventions)
PEG	Poverty, Environment and Gender (initiatives/interventions)
PEG-CC	Poverty, Environment, Gender and Climate Change (initiatives/interventions)
POPC	President's Office Planning Commission
PPP	Public-Private Partnership
PMO-RALG	Prime Minister's Office – Regional Administration and Local Government
RDS	Rural Development Strategy
RECs	Regional Economic Communities
TAFSIP	Tanzania Agricultural and Food Security Investment Plan
TAMISEMI	Tawala za Mikoa na Serikali za Mitaa (PMO-RALG)
TANESCO	Tanzania Electric Supply Company
UNDP	United Nations Development Program
URT	United Republic of Tanzania

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While many contributed to this report, the opinions stated in this report and any errors of fact are solely the responsibility of the authors.

1. Introduction

1.1 Background and rationale

Tanzania has a population of 44.9 million people with a growth rate of 2.9% (URT, 2012). Most of its citizens depend on natural resources for income and livelihood. Tanzania is endowed with a significant variety of natural resources including minerals, gold, diamond, iron, coal, nickel, Tanzanite, uranium and natural gas. Despite the rich endowment of natural resources, the level of poverty is still substantial. According to the 2011/12 Household Budget Survey (HBS), 28.9% of the population is living below basic needs poverty line and that 9.7% are living below food poverty line.

Realising this, the Government of Tanzania has taken a number of policy reforms and programme initiatives to improve the management and sustainable exploitation the environment and natural resources sectors. This includes the UNDP/UNEP supported Pro-poor Economic Growth and Environmentally Sustainable Development Programme that was launched in 2003/04. The programme aims to increase the contribution of the environment and natural resources to national development goals, including poverty reduction, sustainable economic growth and the broader achievement of MDGs from national to Village and family levels.

Despite these efforts the implementation of certain interventions related to the Poverty-Environmental (PEI) agenda remains a major challenge. In view of the above, P-E-Tanzania initiative decided to identify and document institutional capacity challenges, and potential best practices and opportunities, that could contribute to effective implementation of the P-E related agenda. Bukoba Rural District (BRD) has been chosen as pilot area among other six Districts in the country, i.e. Bunda, Ikungi, Ileje, Nyasa, and Sengerema. The selection criteria for Bukoba Rural District were: the high level of poverty, gender disparities, the increasing environmental degradation and climate change impacts, as well as the opportunities to reduce poverty through P-E initiative and sustainable management of domestic natural resources. In the early 1960s up to 1970s when coffee production and farm gate and global prices were at peak levels, Bukoba was economically among the top 10 Districts in Tanzania but currently it is in the last 10 (National Bureau of Statistics, 2012). According to the Tanzania Human Development Report of 2014, Kagera Region were BRD belongs, ranked number 18 in terms of Multidimensional Poverty Index, and number 14 in terms of Gender Development Index among 21 Regions of Tanzania.

The aim of this study is to identify and understand institutional, legal, financial bottlenecks on implementation of P-E Initiative, local best practices, and potential value adding projects in Bukoba Rural District. The main expected outputs are solutions that may catalyze and contribute to improved environmental governance, effective implementation of socio-economic programs that will result in improvement of quality of life and decent economic, employment and income generating opportunities, and to build and sustain the momentum towards poverty reduction in line with local people's priorities and aspirations. Another expected output is policy recommendations that would enable the District Council and communities to chart out their

own development paths based on shifting to the narrative that emphasizes participation and ownership underpinned by robust domestic sources/resource mobilization, adequate policy and regulatory space and financing landscape, and applying evidence based on best practices and practical innovations that work.

1.2 Objectives of the study

The main objective of this study was to Identify Institutional Capacity Bottlenecks/ Challenges, and to map innovative best practices and opportunities for supporting the implementation of the development agenda in Bukoba Rural District.

The specific objectives are:

- (a) To assess institutional, legal, budgetary as well as coordination bottlenecks which inflict the implementation of P-E initiatives that are mainstreamed in the District Development Plans (DDPs) of Bukoba Rural District (BRD).
- (b) To identify local best practices and potential value adding projects in Bukoba Rural District.
- (c) To propose recommendations for addressing the institutional capacity bottlenecks and propose projects that can be scaled-up to catalyze incremental progress of the P-E agenda, environmental and gender responsiveness and mainstreaming, and sustainable economic growth in Bukoba Rural District.

1.3 The Methodology

(a) Desk Study/Literature Reviews

Secondary data was gathered through review of documents from various sources including Government publications, donor agencies and non-governmental organization reports;and reviews and studies that have been carried out previously in major national and sectoral policies.

(b) Field Survey

Primary data was collected through field visits and interviews conducted with relevant, selected stakeholders from Bukoba Rural District. This includes District Council's Management, members of civil society, private sector organizations, individuals, and producer organizations.

The data at District level was collected through review of the relevant documentation (collected from the District Council and other sources), interviews with individual stakeholders and Focus Group Discussions (FGDs) at the District Council headquarters as well as FGDs in selected community leaderships and groups in Wards and Villages. The sample of the Villages and interviews was based on the inclusion concept, and community development data supplied by the District Council.

While participants of the district FGD and community leaders were selected purposively, community FGD members were sampled to ensure equal representation and gender balance.

(c) *Structure of the Report*

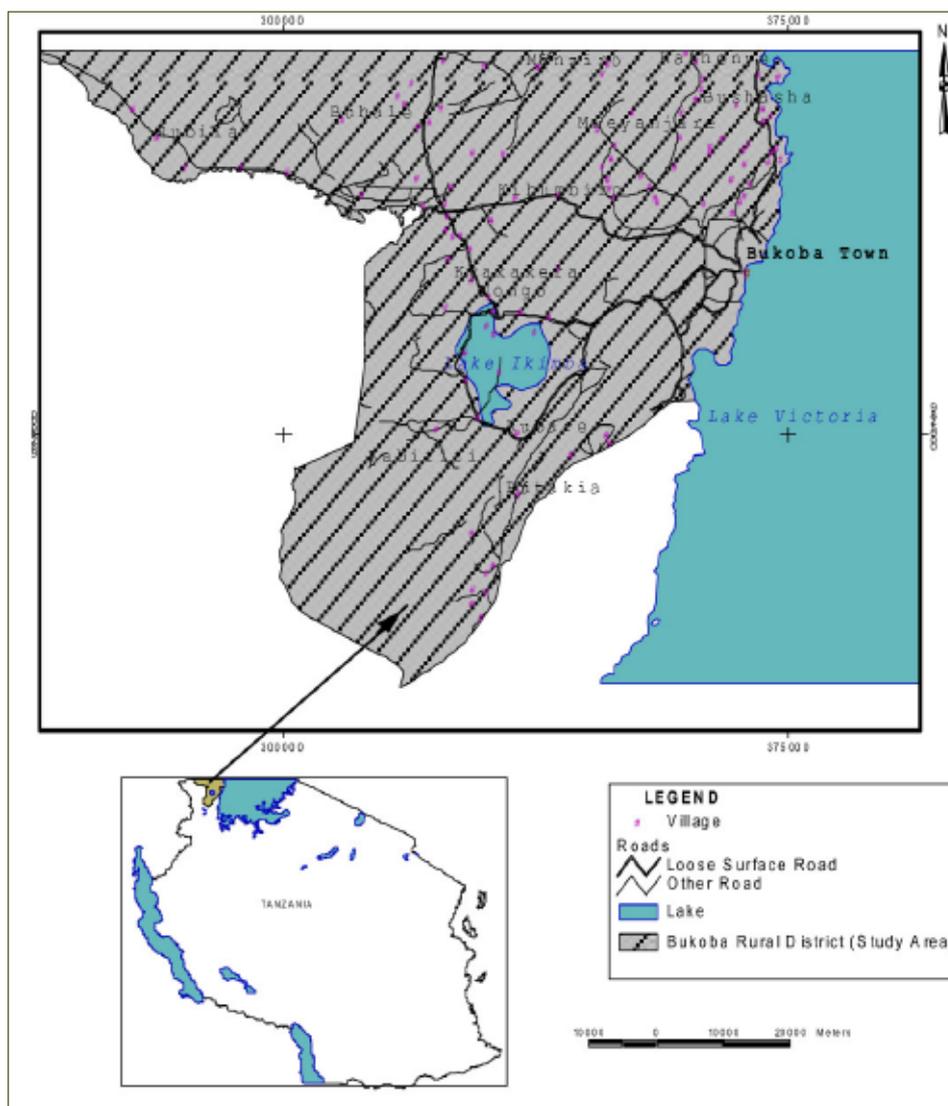
The report is structured into three Chapters as follows. Chapter one provides the Background, and a brief Overview of the Bukoba Rural District. Chapter two provides and discusses the findings related to Institutional Capacity Challenges. Chapter three gives conclusions and essential for future development.

1.4 The overview of Bukoba Rural District (BRD)

1.4.1 Geography

The Bukoba Rural District (BRD) is situated on the greater East African plateau, beyond the steep cliffs along the western shores of Lake Victoria, in the Kagera Region, Western Tanzania. The District is located at an altitude of between 1200 m to 1300 m above sea level. Its coordinates are 1°19' 60" S and 31° 30' 0" E. Administratively, the District comprises of four Divisions, 28 Wards, and 92 Villages (Figures 1 and Table 1).

Figure 1.1: Map of the Bukoba Rural District



Source: TASAF (2014)

Table 1: Bukoba Rural District administrative set-up

Divisions			
Bugabo	Kyamtwala	Katelelo	Rubale
Rubafu	Katoma	Bujugo	Ruhunga
Kishanji	Karabagaine	Kemondo	Mugajwale
Kaagya	Maruku	Katelelo	Butulage
Buendangabo	Kanyangereko	Ibwera	Izimbya
Nyakato		Mikonyi	Kabilizi
		Nyakibimbili	Rukoma
		Kishogo	Rubale
		Kashalu	Kikomelo
		Kaibanja	Butelankuzi
		Kyamulaile	

Source: Bukoba District Council (2014)

According to the Bukoba District Council reports, the BRD is composed of 90,502 households and a population of 395,130 people, with an annual growth rate of about 1.8%. The human population is between 3,000 and 3,500 per Village¹. An average family in BRD lives on a multi-purpose 1-5 Acre (0.4-2.0 Ha) banana and coffee farm (*ekibanja*), and in a 60-100 square meter house. The average household size is 4.4 persons².

The BRD has a geographical coverage of 2,849 square kilometres, of which the arable land, forest and rocks, grazing land, and water, are 1,045, 879, 620, and 300 square kilometres, respectively. The current area under cultivation is estimated to be 79,600 Ha^{1,3}. The District is endowed with water sources e.g. Rivers, Lakes and Springs, such as River Ngono, River Kiabaramba, River Kagera, Lake Victoria, Lake Ikimba, and Lake Kajunge. The climate in BRD is bimodal with two rainy seasons, and the rainfall ranges from 800 mm to 2,000 mm per annum.

1.4.2 Biodiversity

Much of the Bukoba Rural District the terrain is hilly with thick tropical vegetation including forests and wide-open grasslands. The ecosystems challenges facing Bukoba Rural District includes increasing pressures on resources as a result of rapid increase of population growth (1.8%), agriculture and livestock intensification characterized by progressive reduction in farm sizes, and unsustainable land use and management practices. Land and freshwater resource base, associated biodiversity and population livelihoods and food security are threatened by land degradation, declining productivity capacity of croplands and rangelands, deforestation and encroachment of wetlands into agriculture.

1.4.3 Economic Activities

The main economic activities in Bukoba Rural District are crop cultivation; fisheries; livestock

¹ Bukoba Rural District Council, 2014

² National Census Statistical Book - 2012

³ Kagera Strategic Planning Workshop, June, 9 - 12, 1997

keeping; trees cultivation for firewood, charcoal, and timber production; honey and beeswax production, tourism, small and medium scale industries activities, large scale industries (sugar, tea, coffee, and fish processing, and mining) and trade. Others include processing and trade in minerals and pebbles and rocks from hillsides and variety of rocks including volcanic, sedimentary, and igneous.

The main livestock includes cattle (mainly Ankole breed and Short Horn Zebu), goats (Alpine, Saanen, and Toggenburg), sheep, and chicken. BRD has about 40,000 cattle (Bukoba District Council, 2014). Chicken are also kept but at low scale; there are few large scale chicken farms for meat and eggs production.

The main fish species found in Rivers and Lakes include Nile Perch, Tilapia, Sardine “*dagaa*”, *Enfuruf*, *Mboju*, *Gogogo*, and *Kamongo*. Some of these fish species such as tilapia are grown in fish ponds, in the rapidly growing fish farming. The respondents reported a large decline in the quantities and quality of fish, and attributed them to overfishing, use of inappropriate fishing gear, decreasing water levels and increasing water pollution in rivers and lakes, and degradation of fish hatching areas.

1.4.4 Gender Issues

Gender roles in the BRD's household and communities are divided along traditional cultural lines with women involved in all household issues, including looking after family welfare and utility, upbringing of children, fetching water, preparing food and farming of annual crops (pulses, groundnuts, etc) or horticultural crops in distant communal or family farm plots outside the main banana-coffee farm (*ekibanja*). Men are involved in activities such as farming of banana and coffee farm, fetching firewood for domestic energy, cultivation of perennial crops and trees, livestock keeping, hunting, house construction and maintenance, preparation of banana brew and spirits, representing the family in meetings, sale and trade of produce and allocation of financial and material resources, and other activities that need muscle power.

1.4.5 Poverty

It emerged from interviews that there is a declining households' living standards and poverty in BRD, which the respondents attributed to declining quality of education; poor initial economic conditions; inability to generate or take advantage of income generating opportunities because of low awareness and access to information in *Kihaya* or *Kiswahili*; increasing population density; declining culture and trust; increasing degradation of environment; overexploitation of natural resources assets; inadequate innovation; and never ending shocks (including those from climate change effects). These facts have been recently supported by findings from other studies in which Kagera ranked poorly as number 18 in the Multidimensional Poverty Index (out of 24 Regions) and number 18 in the Gender Development Index⁴.

⁴ Tanzania Human Development Report 2014, Government of Tanzania and UNDP, launched in April 2015.

2. Findings and Discussion

This Chapter presents and discuss key findings on the institutional, legal, budgetary, and institutional processes and mechanisms for coordination of issues related to PEI and gender initiatives in the BRD. Findings on best practices and opportunities for fostering the PEI development agenda are also presented and discussed.

2.1 Institutional, Legal, Budgetary and Coordination Issues and Challenges Related to the Implementation of P-E Initiatives

The BRD governance system is holistic, i.e. multi-sectoral, government units with a legal status (body corporate) operating on the basis of discretionary, but general powers under the legal framework constituted by the national legislation, i.e. the Local Government Authority Act of 1982. The BRD local government has the responsibility for social development and public service provision within its jurisdiction, facilitation of maintenance of law and order, and for issues of importance for the local development, such as public governance, education, health, utilities, physical infrastructure, natural resources and environmental management, agriculture, livestock, and fisheries. The BRD local government has a constituted unitary governance system based on elected counsellors, committees and a professional administration.

The overall aim of this section is to identify and understand the institutional and legal issues that hinder or enable implementation of P-E and gender objectives at district level including Wards and Village level.

2.1.1 The Institutional Issues

The BRD local authorities have responsibility for the provision of public services and other development services of local and national importance such as education, health, and utilities facilities, infrastructural services, etc., and are the legal owners of these assets. However, some of the services such as water and national trunk roads services are not under the responsibility of the District, but under the Central Government Department, Agencies, and Parastatals. The Ministry of Water owns and operates water intakes, treatment and distribution facilities. The Tanzania Roads (TANROADS) Authority develops and maintains the national road system. The supply and distribution of electricity in Tanzania is the responsibility of the Tanzania Electric Supply Company (TANESCO). Other civil works have been financed and directly implemented by Central Government, though the ownership of the resulting project assets remains local. Local responsibilities include: local planning, development control, provision of local roads, drainage and solid waste management, and environmental health functions.

Overall, the Bukoba District Council's staff reported that the institutional framework is satisfactorily supportive and enables implementation of P-E objectives at district level including Ward and Village levels. Nonetheless, it was revealed that the BRD Council would like to have more oversight and financial discretionary powers, i.e. more powers to determine and levy local taxes and generate more own resources to provide better services. The BRD Council

would also like the central government to supply adequate and timely grants. The late and unstable disbursements of budgetary resources are hindering the effective implementation of certain public P-E initiatives, as will be shown further in this Section. In addition, the BRD staff reported that the inability of BRD Council to recruit personnel is creating a perpetual human resource gap.

As to the role of central government vis-a- vis BRD Council, the inter-governmental relations with central government are reported to be good. But sometimes the over-riding powers and orders from the Sectoral Ministries and Government Agencies may cause confusion during the implementation of P-E initiatives. A typical case is the conflict between implementation of certain components of the Environmental Management Act, 2004 (EMA, 2004) and the BRD Council by-laws. The EMA, 2004 and Regulations and BRD by-laws on environment need to be harmonized to ensure a smooth and functional management of the environment. Furthermore, there is a need to redefine and make clear the role of Non Governmental Organizations (NGOs), community based organizations (CBOs), and other non-state actors in the governance system of the BRD Council to increase the efficiency and effectiveness of mainstreaming and implementing P-E initiatives, Climate Change (CC), and Gender issues, mobilization of resources, monitoring and evaluation, and reporting. Currently, the non-state actors (NSA) are invited to participate in the annual planning process when it is in the midstream, but some do not respond to the Council's invitation. The respondents were of the view that in some areas Government Parastatals and NSA were not responsive, because of the conservative thinking that they are independent entities outside the Council's loop. On the other hand, the non-state actors invite the BRD Council in their planning processes, but rarely share their plans and budgets, making collaborative arrangements to be difficult and sometimes leading to duplication of efforts. Although the BRD Council and Non-state actors work with communities assisting them and advising them on all aspects of social economic development, environmental protection and gender, the challenge remains on how to identify economically and socially attractive projects, how optimally to coordinate and share the resources, and how to harmonize the implementation process. This is because the BRD Council and Non-state actors have different missions and objectives, modus operandi and decision making systems, and different organizational structures/flow of information and reporting systems.

2.1.2 Legal Issues

All local government authorities were established under the LGA Act of 1982. LGAs exist for the purpose of consolidating and giving more power to people to competently participate in the planning and implementation of development programmes within their respective areas and national level. In developed nations, local governments usually have some kind of powers as national government do. For example, they have powers to raise revenue, though some revenue sources may be limited by central legislation (Litvack, et. al, 1999).

Article 146 (2) (a) – (c) give LGAs mandate to play three main basic functions. Firstly, maintenance of law, order and good governance. Secondly, promotion of economic and social welfare of the people in their jurisdiction and lastly, ensuring effective and equitable delivery of qualitative and quantitative services to the people within their areas of jurisdiction.

In fulfilling the basic function of economic and social welfare of the people it is crucial to have in place laws that protect e.g. the environment. As elaborated in the institutional framework

and its structure, LGA is positioned as an implementer of policy and directives from the central government through the respective departments. This includes *inter alia* legal issues and environmental laws in particular.

The existing legal framework allows for two levels; the national law (Parliamentary Act –*sheria mama*) and the by-laws. The by-Laws are set at the Districts and the Village levels. The important thing to note here is that, the Districts level by-laws are supposed to be consistent with the National Laws under the Parliamentary Act and the Village By-laws are supposed to be consistent with the District Council by-laws and are approved by the Counsellors through the Full Council Meeting.

According to the respondents, the following are the legal challenges facing the LGAs in implementing P-E initiatives: i) For the District Council By-laws to work it needs an approval from the Ministry (TAMISEMI - PORALG). Experience shows that it takes a long time for the by-laws to be approved, sometimes more than a year. ii) People at the local level (Village) do not have capacity (skills in particular) to prepare their own by-laws. lii) Another major challenge comes to the implementation of these by-laws both at Districts' and Village levels, which requires, among other things, political and leadership commitments and financial resources, which are lacking to a large extent. For instance, for a successful implementation of environmental by-laws, commitment of leaders and the people at different levels is very crucial. Financial resources to facilitate its implementation such as; management and operations costs, transport, daily subsistence allowances (DSAs) and other incidental allowances for environment officers' visits are very important. The four years Environment Budget data has shown that the substantial gap exists between approved and disbursed funds. Lastly, environment law call for EIA only for category A and B projects. Experience, however, has shown that, there are several projects/activates which do not qualify for these categories which are environmental unfriendly; for instance quarrying. In BRD these activities are being conducted near Katerelo Junction (alongside the wetland) and the area around Katoma.

Another issue is the conflict between implementation of certain components of the Central Government's national policies and legislation and the local development policies, initiatives, by-laws and people's needs and perceptions. This is easily observed in issues related to consumption of certain natural resources and environmental assets, such as land and other biodiversity resources. For instance, the Environmental Management Act, 2004 (EMA, 2004), the BRD Council by-laws, and peoples' traditional livelihood practices are sometimes in conflict in the exploitation of forestry resources and water catchment areas. The need for sound ecosystem management due to over exploitation of forestry resources (for cultivation, firewood, charcoal and logging), ecological sensitive areas (e.g. wetlands, catchment forests), and onset of climate change, there is a need to review the role and functions of the Council and harmonise certain legislation and regulations of Central Government's line Ministries with those of the BRD Council by-laws.

The development process of BRD is expected to be more complex and may be exacerbated by some socio-economic factors, including the rapid population growth, declining education levels, expanding natural resources based investments, competition for natural resources assets and declining security of food and livelihoods (see section 2.1.5). Therefore, there is a need to review the role and functions of the Council and harmonise certain legislation, regulations and implementation guidelines of line Ministries with those of the BRD Council by-

laws. Furthermore, the legal challenges and problems in the District's development processes are expected to increase in magnitude and severity with growth of the young segment of the population and density, and as the people's needs increase and awareness and understanding improve. To address these and bottlenecks related to illegal exploitation and manipulation there is a need for participatory formulation of by-laws, responsible management of biodiversity resources in the District, adequate law enforcement, and addressing the fore-sighting, planning, and financial resources short-comings.

2.1.3 Budgetary Issues and Challenges

2.1.3.1 Budgetary Process

The BRD Council to large extent depends on public budgetary resources and taxes for its operations. The budget preparation process uses the guidelines from the Central Government (Ministry of Finance) (Bukoba District Council, 2014) and follow the normal agreed national budget cycle. As per budget guidelines, the budget processes are supposed to start from the lower level through the O and OD principles (Opportunities and Obstacles for Development). This approach requires all the processes to start from the grass roots (hamlet or street), through the Village, Ward, District Council, Regional Council and finally to the national level. The exercise of prioritizing development projects starts at hamlet (*Kitongoji*) level which comprises of a number of households. The agreed priority projects are then submitted to the Village level to form Village priority projects for that period. The Village general meeting (*mkutano mkuu wa kijiji*) is the level where agreed development priority projects are approved. Village plans are then submitted and analysed at the Ward level to form the Ward plans which are approved by the Ward Development Committee (WDC⁵). Some of the priorities however, are conceptualized and agreed at the Ward level.

Priority development projects and plans approved at the WDC are then submitted to the District Council level. These development priorities are then discussed through the respective departments at the District level and the synthesized report (*majumuisho*) is discussed and approved by the Council Management Team (CMT⁶). At the level of District Council the planning process goes through various stages before the approval by Full Council (*Baraza la Madiwani*). These levels include, department level where Ward plans are received and analysed and synthesized into District plans. These plans are analyzed and discussed in Various Departments in the BRD Council and then departmental plans are harmonized to form District plans. The latter are then discussed in the Workers' Council (*Baraza la Wafanyakazi*) to see whether all matters pertaining to workers' affairs have beenadequately addressed. Then the Stakeholders⁷ meeting is called upon by the BRD Council to discuss the District plans and include issues from non-state actors and then the plan is eventually reviewed by various District Committees chaired by the Councillors. The Committees are: Financial, Administration and Planning; Economic, Infrastructure, and Environment (this includes Gender issues); Education, Health, and Water; Coordination, Control, and HIV/AIDS; and Ethics. Finally the plan is discussed, voted upon by the Full Council. Full Council is the highest Governance organ at the District level for the approving plans and the budgets. It is worth mentioning here that,

⁵ The WDC is chaired by the Councilor and the Ward Executive Officer (WEO) is the Secretary.

⁶ This committee is formed by technical staffs of the council from different departments

⁷ This includes non-state actors

like in Committees, the Full Council is also chaired by the Mayor and that both in the four committees and the Full Council, the decisions are made by the Councillors only and the technical cadre/district subject matter specialists of Bukoba Rural District Council are not allowed to vote.

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 District planning specialists mentioned that one of the major challenges in the budget preparation cycle is that the budget ceiling usually comes very late from the Ministry of Finance, which makes repackaging of the budget extremely difficult.

2.1.3.2 Budgetary Bottlenecks and Associated Challenges

Though the budgeting and planning processes are standard as shown in the guidelines, the most challenging part is its implementation, M & E and reporting. The following are the challenges aired out during focus group discussions involving the heads of departments and sections in the BRD;

- (a) Inadequate internal revenue sources⁸ which account for less than 10% of the budget.
- (b) *Delays in releasing the budget ceiling:* Following the changes in the budget cycle, the cycle in effect starts in July instead of September. In practice the ceiling for that fiscal year usually is relayed to the District in October and sometimes in January. This forces the District budget process to continue using the previous year's ceiling as a reference until the new ceiling arrives.
- (c) *Differences between the Draft Budget and the Final Budget:* There is a mismatch between the Budget approved by Full Council and Regional level versus the Ceiling received from the Central Government which is normally at the lower end. In order to accommodate the ceiling, a number of identified priorities are normally dropped. To a large extent this has raised questions among the citizens on the relevance of the budget processes through the Opportunities and Obstacles for Development principles since only a few (if not any) of their priorities/requirements are normally considered. And even those considered not all are fully implemented. All these demoralize the people at the grassroots especially when they have made efforts to contribute in terms of materials and own labor.
- (d) There is always a gap between the budget allocated and the amount of funds released and sometimes the process of disbursement is unreliable and not timely. For instance, of the budget allocated for development activities only 70% and 45% were released for the financial year 2012/13 and 2013/14, respectively (Bukoba District Council, 2014).
- (e) *Change in the use of internal revenue, which is mainly generated from local taxation, may affect some of the Council's operations:* District own revenues were previously used to cover for internal expenditures (which were mostly recurrent) such as pay for Councillors' sitting allowances. Recently, it was

⁸ The main sources include fishing levy (*ada za mialo*), forest, coffee (through the buying Companies), other crops and Contractors.

instructed that from the budget year 2014/15, 60% of the internal revenue should cover development projects. The challenge here is how to fill the gap as far as internal revenue expenditure is concerned.

2.1.4 Coordination Mechanisms in Implementing P-E and Gender Objectives

Implementation of PEI interventions are multi-sectoral and cross-sectoral issues that require a holistic approach and multi-level coordination and operation. The task of overall coordination and policy articulation of P-E interventions management in the country and provision of the central support functions to the Ministry Responsible for Local Governance is conferred to the Ministry of Regional Administration and Local Government (PMO RALG). The role of the Ministry is to coordinate and supervise Regional development management and administration. Thus, the Ministry coordinates rural and urban development management policy and strategies; coordinates Regional Secretariats activities and builds their capacity in institutional development strategies for integrated socioeconomic development and financial development of Local Government Authorities. The Ministry also coordinates and supervises development planning and sectoral interventions on non-state and donor supported programmes at District and other local levels; issues Ministerial guidelines to Regional Secretariats and Local Government Authorities; and strengthen the channel of communication and information flow between the national and sub-national levels. The direct operational role on management of P-E issues and specific natural resources or environmental services, such as agriculture, fisheries, forestry, wildlife, mining, water, and waste management is conferred to both sector Ministries and Local Government Authorities.

The coordination arrangements in the implementation of PEI and gender objectives are as follows. The principal national level responsibility of governance of local government authorities falls under the (PMO-RALG), which, through the Prime Minister's Office, handles policy guidance and liaison with sectoral Ministries. At the Region, accountability lies with the Regional Administrative Secretary (RAS), who is backed up in practice by: the Project Steering Committee (PSC); and the Project Facilitation and Monitoring Unit (PFMU). In fact, the latter exercises the major tasks of guidance, arrangement of technical support to participating Districts and downstream agencies; and dialogue with the private sector and non-state actors.

The interviewees reported that institutional processes and mechanisms for coordination of development planning and implementation are reasonably supportive and enable the implementation of P-E objectives at District level including wards and Village level. The focus group discussions with the BRD staff revealed that the key challenges were the inadequate financial and human resources and working tools. For example, lack of appropriate and reliable software and data management facilities for management, coordination, performance review, monitoring and evaluation (M&E), quality assurance, and impact evaluation; lack of access to fast internet connection; and limited transportation facilities.

However, the BRD Council management reported that there are some coordination challenges related to different processes and mechanisms for coordinating development planning and execution between Bukoba Rural District Council, TAMISEMI, Agricultural Line Ministries, other Central Government Departments and Agencies, Parastatals and large Public Initiatives, Programs and Projects supported by development partners' institutions. This includes inadequate coordination between the Departments and Agencies as well as across sectors;

lack of participatory/common planning; and capacity shortcomings with respect to personnel, financial resources and information flow.

2.1.5 The Main Bottlenecks in Implementing PEI Objectives

The major bottlenecks for the implementation of PEI objectives identified from focus group discussions and interviews fall under five main areas i.e. institutional, legal, human resources and budgeting; environmental; agricultural, gender, and others. The details are as follows.

2.1.5.1 Institutional, Legal, and Budgetary Bottlenecks

a) Institutional, bottlenecks

- (i) Lack of long term Regional Development Plan and Village Land Use Plans;
- (ii) Limited planning and implementation capacity at the Regional and District levels;
- (iii) Low administrative and organizational capacity from BRD Council to Village Council;
- (iv) Poor resource/asset base and lack of discretionary funds and poor revenue collection capacity;
- (v) Possibility of district planning process at certain levels to be distorted by politicians for political reasons, differences and interests;
- (vi) Inadequate involvement of the private sector in policy and strategic planning; and
- (vii) Heavy political oversight/interference in the Council's operations sometimes causing misunderstanding between policy makers and implementers.

b) Human resources bottlenecks

- (i) Limited human capacity to effectively execute identified investment projects and mobilization of resources for implementation of the investment opportunities;
- (ii) Insufficient knowledge, skills and inadequate coping mechanisms by the Councillors and some technical staff in the BRD Council; Insufficient skills to formulate and implement by-laws at Division, Ward and Village and Kitongoji levels;
- (iii) The Chairpersons of Villages and hamlets (*Vitongoji*) feeling not recognized due to the lack of compensation for their time, efforts and contributions like the way WEOs and VEOs are recognized;

c) Budgetary bottlenecks

- (i) Inadequate budgetary allocations for programs and projects, and inadequate operational budget and other resources (technical capacity, and working tools) to efficiently and cost-effectively implement P-E related policies, by-laws, regulations, and development projects;
- (ii) High dependence on proceeds from the Central Government, development partner institutions, and to a small extent on local taxes, such as cess revenue. In addition, potential cess revenue goes uncollected due to limited institutional

- capacity and human resources at local levels;
- (iii) Inadequate skills to write and sell proposals requesting for funds to manage, implement and oversee identified development projects;
- (iv) Challenges in the budget cycle processes including the constraining budget ceiling that is sometimes sent late to the BRD Council, and the unreliable and untimely disbursement of funds from the Central Government;
- (v) The dwindling fiscal space of the District internal revenues and the resultant under-funding is affecting the coordination of implementation of P-E, climate change, and gender mainstreaming interventions and environmental management at all levels and resulting in inefficiencies and inadequacies at various levels of the Government;
- (vi) Inadequate innovation to mobilize additional local revenue by BRD authorities and the resistance of citizens to pay additional taxes; and
- (vii) Inadequate monitoring and evaluation system.

d) Legal bottlenecks

- (i) Some by-laws conflicting with sectoral laws, e.g. EMA 2004 and some environmental by-laws;
- (ii) Approval of by-laws prepared by the Council by TAMISEMI takes a long time;
- (iii) People at the local level (Ward and Village) do not have capacity (skills in particular) to prepare and oversee their own by-laws and;
- (iv) Limited resources for implementing national and local by-laws.

e) Coordination challenges

- (i) Low capacity (human resources and infrastructure);
- (ii) Inadequate financial resources for monitoring and evaluation of the P-E issues at all levels including Ministerial, Regional and local government up to Village levels;
- (iii) Overlapping responsibilities (e.g. the management of natural resources is under the Ministry of Natural Resources and Tourism and the PMO RALG). The same applies to agricultural development, environment management, and climate change, which are also cross sectoral issues;
- (iv) Differences in the arrangements in the institutional structures at national and District levels; although the differences are small but have impact on the flow of information, resources, orders, and level of coordination and cooperation. For instance, at national level there are the following sectoral Ministries: Agriculture, Food Security and Cooperatives (MAFC), Natural Resources and Tourism (MNRT), Communication Science and Technology (MCST); and Lands, Housing and Human Settlement Development (MLHHSD). The corresponding Departments/Sections at District level are: Agriculture, Irrigation and Cooperatives; Lands and Natural Resources; and Information and Communication Technology;
- (v) Differences in line of command are leading to the parallel flow of guidelines, procedures, orders, and resource allocation sometimes from several Government Departments, Agencies, Parastatals, and Non-State Actors. For example, different entities working in the same District and implementing

similar activities. This has led to duplication of efforts, struggles for attribution of results, and difficulties in replication, upscaling, and sustainability after project completion and;

- (vi) Coordination of awareness creation to communities on the policy and legislation related to P-E is fragmented and delivering different messages from different communication vehicles and advocacy entities depending on the agenda, which sometimes is confusing the citizens.

2.1.5.2 Environmental Bottlenecks

- (i) Severe land degradation linked overgrazing and to loss of soil fertility caused by population pressure, unsustainable farming methods, slash and burn practices to clear land for farming;
- (ii) Land cover depletion including deforestation is widespread with almost total absence of reforestation activities in most areas;
- (iii) Forests being common pool resources (people do not care much about its conservation and preservation) and open access areas, characterized by insecure land tenure, shifting cultivation, and widespread unregulated harvesting for fuel wood, poles, and timber;
- (iv) Declining indigenous tree varieties e.g. *mitoma*, *mirumba*, which facilitated agroforestry practices; planting of new trees such as *Griveria robusta* is not giving the same value because its leaves do not rot easily;
- (v) Illegal fishing practices degrading the river and lake ecosystem;
- (vi) Soil erosion culminates in increased nutrient load in the Kagera River as well as in Lake Victoria, leading to severe problems of water hyacinth and eutrophication;
- (vii) Agricultural intensification activities causing agrochemicals' residues being discharged into rivers and water bodies;
- (viii) Most of inland BRD, has insufficient water for household use and for grazing despite the abundant water sources found in the area;
- (ix) many wetlands are suffering from non-sustainable uses due to encroachment (e.g. for rice farming, grazing livestock, brick making, etc), irrigation, silting, invasion by noxious weeds and plants as well as the lack of clearly defined property rights/tenure. In order to effectively conserve and manage these aquatic wetlands there is a need for adoption of a common national strategy on wetlands and;
- (x) Growing stress on the natural resource base and climate change related risks and lack of viable local long term adaptation strategies.

2.1.5.3 Bottlenecks in the Agricultural, Livestock, Fisheries and Natural Resources Sectors

- (i) Low budget allocation relative to the importance of the agricultural, livestock, environmental and natural resources sectors to District's economy, and unbalanced donor support;
- (ii) Low labour productivity due to low levels of mechanisation and animal traction;
- (iii) Low governance capacity of producer organizations, cooperatives and associations and low proliferation of farmer platforms;
- (iv) Low capacity and inadequate start up capital of farmer groups and cooperatives

- (v) Under-developed input supply/agro-dealer networks which limit access to, and increases the cost of, agricultural inputs at Ward and Village levels;
- (vi) Low fish quality and standards due to poor fishing technology, handling, post-harvest losses and underdeveloped fish value chain;
- (vii) Poor access to business and financial services by farmers and reluctance of banks to extend their outreach to rural areas because of default risk;
- (viii) Economic vulnerability related to the volatile prices of food and cash crops, e.g. pulses, bananas, horticultural crops, dried cassava, livestock, coffee, vanilla, tea, and fish, and inability to export agricultural produce to better paying customers in neighbouring countries due to crop export bans;
- (ix) Declining acreage of the farm land with increasing population density and increasing acreage/hactarage of tree plantations, and uneconomical scale of cultivation;
- (x) Proliferation of human, livestock and crop pests and diseases caused by rising ambient temperatures and environmental degradation;
- (xi) Low fish stocks and desire to make a quick income is causing illegal fishing practices such as use of homemade low diameter ring nets (*kokoro*), that destroy the fish habitats and countless marine species thuscausing decline in fish species diversity and quantity and difficulties in the long-term recovery of the ecosystem. This is having a big impact on fisheries development, including dwindling of fish stocks, particularly in Lake Victoria;
- (xii) Rising costs of farm inputs (in particular fertilizers) and poverty levels may force farmers to adopt unsustainable farming practices or to induce farmers to neglect their farms or to shift to other activities, e.g. the case of tea farms⁹;
- (xiii) Difficulties in transporting the agricultural produce to markets due to underdeveloped feeder roads and;
- (xiv) *Challenges of technological fit*: Innovation and technology development is yet to help to expand the provision of productivity and competitiveness enhancing inputs and services to Ward and Village levels.



Figure 2.1: Non-sustainable land use in Bukoba Rural District

⁹ Bamwenda G.R. (2012)

2.1.5.4 Gender

- (i) Difficulties among women in accessing information and knowledge on agriculture and livestock production and products processing and marketing, and broader socioeconomic knowledge related to issues such as emerging national and local opportunities, national policies, ways to reduce poverty, education for their children, health and sanitation, and environment and natural resources management;
- (ii) Limited opportunities and access to technical capabilities and low-cost technologies to change human and social assets among women to uplift them in terms of knowledge, skills, confidence, and work burden alleviation.e.g. fetching firewood and clean and safe water;
- (iii) Low levels of organizational and financial management skills in women's' groups;
- (iv) Limited encouragement and financial and technical support for women to initiate profitable production, processing and trade businesses;
- (v) Inadequate entrepreneurship knowledge especially among women and;
- (vi) Requirement that a women's group or SACCOS be intermediary for access to Government or non-state actors start up and operations funds affecting individual women entrepreneurs, who in most cases have to get permission or be guaranteed by husbands (normally husbands refuse because of perceived risks and worry about being overtaken by the enterprising wife).

2.1.5.5 Other Bottlenecks

- (i) Proliferation of communicable and non-communicable diseases;
- (ii) Declining primary and secondary education levels compared to several decades ago, that gave the natives the pseudonym *nshomile* (the educated one);
- (iii) Declining culture and indigenous intellectual capital in the communities;
- (iv) High requirement for firewood and charcoal for energy with rapid population growth is resulting in fast clearing of forests and vegetation for firewood and charcoal production;
- (v) Social economic growth potential in most areas of BRD is far from being fully exploited because of the lack of capacity to conceptualize innovative and high value ideas, viable bankable activities and projects that may offer an adequate number of jobs that would have absorbed the rising population of youth in the 15-30 years segment;
- (vi) The growing 'individualism culture' in some areas and by some community members is resulting in the decline of the attitude of looking after and caring for common goods, and environmental resources, which is resulting in overexploitation of natural resources assets, and unsustainable development;
- (vii) Reluctance of people to take on new concepts or approaches due to inadequate awareness;
- (viii) Declining interest and commitment to collective mobilization of resources for implementation of development projects because of difficulties in trust issues;
- (ix) Emerging human-wildlife -the wildlife (elephants, buffaloes) are destroying crops especially during drought in Ruhunga, and Kihumulo and;
- (x) Lack of reliable quality water sources in some areas.

2.2 Potential Opportunities, Projects and Best Practices

This section presents findings on best practices and opportunities for development from the mapping study. The study was carried out by conducting a desk review as well as a series of interviews with all heads of departments at the District Council, leadership at both the Ward and Village levels with a few selected respondents including farmers, agro-pastoralists, processors, beekeepers, natural resources management groups, and traders. The sections below summarize the study findings:

2.2.1 Potential Opportunities and Projects

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

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

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

(a) *Kagera Community Radio*

The project site is at Kibeta Village and a building to house the radio is ready. This is a suitable site in terms of frequencies and radio signals which allows clear broadcasting needs. KADETFU is the identified Implementing Partner (IP). KADETFU is an established Non State Actors not only in Kagera Region but the whole of Lake Zone.



Figure 2.2: Kagera Community Radio Building at Kibeta

The community radio has a long reputable track record of collaboration with the District Council and has already been issued with a broadcasting license by TCRA. Kagera Community radio is expected to facilitate economic activities in the district for example in terms of dissemination, education, knowledge and information sharing.

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

(b) Ward Agricultural Resource Centres (WARCs)

The site criteria for establishing these resource centres are first the availability of a building that will be easily accessible by the majority of users such as farmers. The centres should also be established where electricity is available, where possible, or where other alternative energy sources can be installed. They should also be in areas where producers can access markets for their agricultural and fishing products. With this in mind, Butelankuzi and Kyamulaile Villages have been selected.

Like Kagera Community radio, the WARCs are expected to facilitate implementation of economic activities in the District for example in terms of information sharing, market information, education, knowledge. Extension officers for example will use the WARCs to disseminate agricultural related information, action alert etc. Livestock and Fisheries Officers can also make use of WARCs to disseminate information related to poultry and fishing respectively.

(c) Agricultural Farming

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

(d) Beekeeping

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



Figure 2.3: Kazi Kwanza Group Beekeeping at Kasenene

2.2.1.1 Agricultural Farming

(a) *Promotion of Sunflower*

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

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

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

(b) *Cassava*

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

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

but also involves low storage costs.

(c) Fruit Farming

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

2.2.1.2 Fish Farming

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

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

2.2.1.3 Livestock Keeping

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

At Kyamulaile Ward where poultry is more advanced, farmers in groups under the MAF project were given 20 chickens each. A total of 160 chickens were handed out to farmers. Some groups managed to expand their stock but others struggled. The main challenge facing farmers is the availability of chicken feeds in that there are no shops nearby: one has to travel all the way to Bukoba town to purchase a 25 kg bag (Tzs.17,500) of feeds. Transport cost alone is Tzs10,000. Kyamulaile Ward has therefore been identified as a potential site for indigenous chicken rearing.

2.2.1.4 Environment Conservation and Beekeeping

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

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

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

2.2.1.5 Ward Agricultural Resource Centres (WARCs)

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

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

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

2.2.1.6 Farmers’ Associations and Microfinance Institutions (MFIs)

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

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

2.2.2 Project Implementation

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

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

Expertise and/or skills are among the critical requirements for the success of the projects. The government support, commitment and political will of the leadership in Bukoba Rural District, Kagera Regional Authority, and the National Leadership, and commitment of the people are equally important if these projects are to make notable impacts in the respective communities. Strategic interventions or projects which are proposed in this report, can only make meaningful impact when there is a robust implementation framework and/or timetable

with a clear roadmap as well as monitoring and evaluation. Thus, other important criteria for success include the following:

(i) Project Timeframe

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

(ii) The Actors

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

(iii) Resources

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

(iv) Monitoring and Evaluation

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

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

(v) Government Commitment and Political Will

Implementation of some of the strategic plans in Bukoba Rural District are negatively affected by persistent conflict of interests, whereby political interests (individual and short term)

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

(b) Implementing Partners

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

2.2.3 Monitoring and Evaluation Framework

As pointed out earlier, a total of 10 project areas have been identified in Bukoba Rural District. 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. Data for the monitoring and evaluation will be collected once a year during the three project period. The aspects below outline the use of Monitoring and Evaluation Tool.

(a) Describing the Monitoring Tables

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

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

The project objectives can therefore be monitored by assessing performance indicators. Means of verification are used to confirm the monitoring findings, while the baseline data shows the current situation (the situation before project implementation), and the targets show

the destination (where the community around the project wants to go).

(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 four major reasons or purposes:

- (i) Effective Management:* If actual implementation diverges from planned implementation, monitoring provides evidence and can gauge the magnitude of the problem that need to be identified and solved;
- (ii) Policy Transparency:* NSAs, community members and LGAs are entitled to information related to policy formulation, financing, and implementation of various projects in the District, which can adequately be generated through an efficient monitoring system;
- (iii) Democratic Accountability:* NSAs, community members and LGAs are entitled to know whether project expenditure matches budget allocated for the project. If there is a mismatch, they have the right to know the reasons and;
- (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.

2.2.4 Mainstreaming Upcoming Local and National Development Planning Agenda

2.2.4.1 Enhancing Agricultural Productivity

Agriculture and in particular the farming of alizetti, cassava and fruits has been earmarked as a major entry point that will produce big results in terms of enhancing productivity and income of people in Bukoba Rural District. Agriculture is a very low capital or input intensity activity, using relatively low farm inputs such as fertilizers and improved seeds. Subsequently, agriculture has persistently registered lower productivity and a lower growth rate than other activities such as services, thus affecting negatively the pace

towards poverty reduction. Poorly developed marketing arrangements are exacerbating the problem even further.

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

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

2.2.4.2 Fishery

To a large extent, the fishing sector in Bukoba Rural District needs to be modernized so that it adopts new fishing technologies. Promotion in the use of modern fishing facilities such as engine-powered modern fishing boats (trawlers, seine) is paramount. Unfortunately, Nile Perch harvest is now dwindling due to over and illegal fishing while Sardines are on the rise. The fishery sector is also facing a huge environmental challenge from the use of Beach Seine and other illegal small fishing nets. For example, according to the National Fisheries Act, net specifications on Lake Victoria should be 6 inches while on rivers 3 inches. But the practice currently is that these nets are 4 and 1 inch respectively.

Establishing and strengthening fisheries farmers groups is crucial as well as capacity building especially in production, processing and packaging. Establishing and construction of fish collecting centres/markets and cold storage facilities (rooms, vans) at main collection points (preferably at Kemondo, Lakes Ikimba and Kajunge). Construction of fish ponds where Rivers flow into Lakes should be supported and encouraged. And in the promotion of fish ponds and cage fishing, there should be the construction of demonstration plots for knowledge development as well as developing Fish Fingers for the fish farming sector. Farmers groups are yet to be involved in this specific area although there is a willingness to participate.

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

2.2.4.3 Livestock Keeping

One of the common activities in the District is commercial indigenous poultry keeping.

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

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

2.2.4.4 Environment Conservation

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

Horticultural activities are also contributing to environmental degradation. Horticulture is prevalent along the shores of rivers and lakes and is highly dependent on medicines that are then eroded as residuals into water sources after heavy rains. This is compounded further by the fact that there is overuse of fertilizers, especially Urea, where many farmers go beyond the standard requirement use (5 grams). More investment is needed in developing more demonstration plots for farmers on the use of medicine and fertilizers in the conservation of biodiversity.

Water hyacinth(*Magugu Maji*) is also a huge environmental problem on lakes in the District. They start in Rwanda and enter the lakes through rivers. For instance, it is estimated that *magugu maji* weeds covered 44 ha. of water on River Kagera in 2013/2014 alone. Although this water surface area was reduced to only 2 ha at the end of the financial year, the problem is now on the rise again. Fish ponds also tend to contribute to *magugu maji* if not properly managed. For instance, fish ponds need to be enriched from time to time and when this is done the water is then released into rivers where they in turn speed the growth and pace of *Magugu Maji*.

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

2.2.4.5 Farmers' Associations and Microfinance Institutions (MFIs)

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

2.2.5 Mapping of the Alternative Funding Sources

2.2.5.1 Introduction

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

(a) *Internally Generated Revenue*

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

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

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

contribution ready (mostly in terms of materials and own labour). Disbursement of the allocated and approved budgets is also a daunting, as some of the disbursements are made the last two weeks of the quarter.

(c) *The Budget Cycle*

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

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

2.2.5.2 Need for Alternatives Funding Sources

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

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

The alternative funding sources which could also benefit the PEI initiatives in Bukoba Rural include direct engagement with Development Partners (DPs); International Organizations; local institutions such as Parastatal Pension Fund (PPF), National Social Security Fund (NSSF), and the National Housing Corporation (NHC)), and use

of diasporas. Others are bankable or fundable projects; attracting investors in the District; attracting private sector investment capital; effective use of small scale players (entrepreneurs) at community level such as farmers, livestock keepers and fishermen; improve financial management and resource management; and promote tourism in Bukoba Rural District. These are opportunities and potential complementary funding sources which the District has not been fully utilized.

(a) Local institutions such as PPF, NSSF, and NHC

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

(b) Diasporas

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

(c) Develop bankable or fundable projects

A Bankable Project is also known as a Fundable Project. This is a project or proposal

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

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

(d) *Attracting investors in the district*

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

(e) *Attracting private sector investment capital*

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

(f) Involve and empower players at community level

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

(g) Improve financial management and resource management

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

(h) Development Partners and International Organizations

There are a number of projects which are implemented by various District Councils in Tanzania, funded by the DPs directly. However, in most cases this is a result of the initiatives by respective District Councils in terms of negotiating with the DPs directly requesting them to finance bankable projects in the respective Districts. Bukoba Rural District should also pursue this funding alternative in order to bridge the resource gap which the District has been facing. These are among the potential complementary funding sources which have not been utilized by Bukoba Rural District Council.

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



Figure 2.4: One of the Ward Information Center in Bukoba Rural 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 Bukoba Rural District Council in terms of preparing Bankable Projects for the Council and present them to the respective banks.

2.2.6 Scaling-up and Replicating PEI Best Practices

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

- (a) Strengthen the microfinance system through support of SACCOS;
- (b) Support training? for the development of agro business and multiple value chains, for microfinance through multiple channels, and for women and young entrepreneurs. Training should focus on helping rural entrepreneurs in Bukoba Rural District to identify business opportunities and to help prepare business plans that then can be submitted to TWIGA Bankcorp for financing;
- (c) Support the development of the small holder irrigation value chain development through training, technical assistance and credit support;
- (d) Diversification of Smallholder Farming Systems in Bukoba Rural District through cultivation of indigenous trees and support beekeeping initiatives and;
- (e) Scaling-up value chains, and especially in terms of access to markets.

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

3. Conclusions and Recommendations

3.1 Conclusion

The primary aim of this study was to identify and document the institutional, legal and financial challenges on poverty - Environment (P-E) implementation in the BRD at the District, Ward and Village level. This included examining the social economic and environmental profile of the BRD; to assess the gaps in both the integration and implementation of P-E, climate change and gender components in the planning and budgeting processes from the national level, sectoral to local levels; to assess the effectiveness and adequacy of mainstreaming P-E initiatives, Climate Change (CC), and Gender issues in the planning and budgeting processes at different administrative levels of BRD; and lastly, to explore the appropriateness of institutional and legal framework.

The institutional processes and mechanisms for coordination of development planning and implementation were found to be supportive and enabling the implementation of P-E objectives at district level including Wards and Village level. The key challenges were the inadequate financial and human resources and working tools, e.g.lack of appropriate and reliable software and data management facilities for management, coordination, performance review, M&E, quality assurance, and impact evaluation; lack of access to fast internet connection; and limited transportation facilities.

The results showed the BRD Council planning, implementation, operations, monitoring, and reporting systems of P-E initiatives comply with National Frameworks for P-E-G objectives, i.e. are consistent with national policies, laws and strategies. More work and efforts are still needed for implementation and compliance to the Land Acquisition Act (Fair Compensation), National Environment Policy 1997, Land Act No. 4 of 1999, and Village Land Act No. 5 of 1999, National Irrigation Policy, 2010, National Forest Policy, 1998, National Water Policy, 2002; National Population Policy, 2006, Environmental Management Act 2004, Forest Act No. 7 of 2002, and Fisheries Act No. 22 of 2003.

District level by-laws were found to be consistent with the National Laws and were found to enable the implementation of P-E initiatives. The legal challenges facing the BRD Council in implementing Environment and Poverty initiatives are: a) For District Council By-laws to work they need to be submitted and approved by the parent Ministry, PMORALG, which sometimes takes a long time; b) The leadership at Ward and Village level do not have the requisite capacity (skills in particular) to prepare and implement their by-laws, which is hindering the implementation of P-E-initiatives; c) the misunderstanding between implementation frameworks of sectoral laws and by-laws, particularly between environment management vis-a-vis development of projects; and d) another major challenge to the effective implementation of by-laws both at Districts' and Village level is lack of commitment and financial resources which are lacking to a large extent.

The budget preparations and use the guidelines in BRD Council were found to be in line with

agreed budget circle and supportive to the implementation of P-E initiatives.

Finally, the study has identified several opportunities and projects. The key opportunities in BRD were found in fisheries, crop production, processing and value addition, beekeeping, information and knowledge dissemination, and capacity and capabilities development. In addition, the monitoring and evaluation mechanism and approaches to mobilize resources for implementation of the above mentioned projects have been proposed.

3.2 Recommendations

This section sheds some light on possible solutions and provides policy recommendations for effectively addressing the observed challenges and gaps in P-E initiatives, climate change resilience, and gender mainstreaming in the BRD development processes.

3.2.1 Recommendation on Institutional, Legal and Budgetary Issues

(a) Institutional

- (i) The Central Government to empower the Bukoba Rural District Council and give it more autonomy and flexibility to mobilize, allocate, and use resources from other sources for the implementation of development objectives and PEI agenda in line with DPPs and national development policies, strategies, and plans;
- (j) The District Council in collaboration with other stakeholders should commission a consultant to formulate a long-term vision and develop a strategic plan (SP) that will guide/give direction to the District's development pathway and drive P-E and other interventions that will foster sustainable social economic development and growth of the District;
- (ii) Enhance the capacity Bukoba Rural District Council to network, exchange ideas, and engage and share knowledge, technologies, and best practices with other Districts and PEI stakeholders. This can be done, for example, by establishing an accessible ICT-based platform that would enable several District Councils to generate, share, and exchange data, information (in Kiswahili), knowledge, innovative ideas, and valuable approaches arising from Poverty-Environment initiatives;
- (iii) The District Council should develop beneficial strategic alliances with national, Regional, and international institutions and organizations dealing with capacity and capabilities building, development, and research. This would facilitate a fast responsiveness to emerging problems, reduce lead times from design to project completion, and provide of continuous support after the P-E projects end;
- (iv) *The District's business community should establish a District Business Council that will: create a respected leadership on the District's business and economic sustainability; provide a forum for its members, who represent all business*

sectors, to share best practices on business and District's sustainable development issues; advocate for progress and delivering results by developing innovative tools that will address emerging opportunities and socio-economic constraints affecting business development in the District;

- (v) Establish and implement an independent District Advisory Committee composed of highly skilled and experienced experts from various fields to advice and provide technical assistance to the District Council's management team and Full Council;
- (vi) The District Council should train technical staff on results-based management and budgeting systems for better planning and implementation of P-E interventions and public governance performance to enable establishment of results-based management and results-based budgeting systems;
- (vii) The DED in collaboration with NGOs should recruit a trainer or a consultant to help them to develop a sustainable financing strategy and expose the District authorities to other funding mechanisms such as from local banks for PEG-CC investments by business enterprises, or private sector-LGA/community partnership (such as TIB, Twiga Bank, NMB, CRDB, Agricultural Bank, etc.); community and private sector development framework programs; multilateral bodies and bilateral donors; and private foundations and philanthropic organizations;
- (viii) To increase the level of governance and accountability and improve the understanding between policy makers and implementers, the District Council in collaboration with Central Government and other stakeholders should train the policy makers and technical staff on good governance and Open Government Initiative and their application in implementing P-E and other development initiatives. The District Council should play a leading role in soliciting financial and material resources to implement this proposal;
- (ix) The District Council should design, install, and effectively use an Information Management System (IMS) and facilitate its use by other stakeholders to facilitate the linkage, access, and smooth flow of information between P-E actors. The IMS may also improve the information absorption capacity; facilitate the documentation, storage and sharing of knowhow; and aid learning from others and past experiences from local and international sources. Furthermore, the IMS may assist planning, implementation, monitoring, and assessment of the PEG-CC, education, and health agenda and;
- (x) Promote Public-Private Partnership (PPP) for covering immediate and medium term gaps in the district budget, while waiting the flow of funds from the Central Government. This can be achieved through establishing joint investments (e.g. in medium to large scale agriculture, livestock, and forestry projects, value adding/processing industries, human settlements, and physical infrastructure projects. Another way is to organize frequent PPP and investment promotion forums at different levels – District, Ward, Divisional and Village levels or to visit

and make the case among Regional and prospective international investors.

(b) Legal

- (i) Develop and deliver training modules to the Council staff and Chairpersons, executive secretaries of Wards and Villages, on formulating and affective implementation of by-laws and regulations and sectoral legislation related to PEG-CC issues and;
- (ii) Since developmental issues are expected to be more complex with the rising population and competition for natural resources assets, there is a need to review the role and functions of the Council and harmonise certain legislation of line Ministries with those of the BRD Council by-laws. To address bottlenecks related to illegal exploitation and manipulation there is a need to introduce and strengthen participatory management of biodiversity resources in the District, adequate law enforcement, and addressing the foresighting, planning, and financial resources short-comings.

(c) Budgetary issues

- (i) The Central government and District Council should create incentives and encourage banks and other financial institutions to provide both low cost long and short-term credit to individuals, groups of people, co-operatives, and rural and urban associations for production, processing, and marketing of agricultural, livestock and natural resources products and services;
- (ii) Facilitate entrepreneurs' and women groups' access to savings and credit facilities (Savings and Credit Cooperatives Societies- SACCOS, Rotating Savings and Credit Associations- ROSCAS, and VICOBA). To begin with, undertake advocacy on saving and lending options, and train women's producer associations, co-operatives and groups to enhance their administration capacity, organizational and financial management skills, options for reducing cost of delivering financial services and recovery of bad debts, diversification of loan portfolios, risk management, telephone banking, etc., and support capacity-building in the creation and formalization of related financial self-help networks at the Village, Ward and District levels;
- (iii) The Central government and District Council leadership should foster the development of human and institutional capacity at the District Council and among contracted tax collection agents to ensure the District Council collects adequate taxes and cess charges and to minimize tax evasion;
- (iv) The Central government should reform the current cess rates, which are currently based on gross value of production, that are resulting in very high tax on net revenue among farmers, and pastoralists, and natural resources products' producers that use a large amount of inputs but experience small net margins. This is resulting in frustration regression, making agro-producers to change their production and marketing behavior to lower their cess payments,

and even to resort to tax evasion/avoidance as a coping strategy. The reform may include strengthening collection capacity and methods (e.g. using ICT based instruments, collecting cess after the sale, etc), reducing the rates to broaden the base, to institute a differential cess for food, cash and export products, etc.;

- (v) The Council to establish a Development Fund to adequately fund development and self-finance poverty and environment related activities. The Council should sensitize citizens, development agents, and business community to contribute to the proposed fund. This has to be supplemented by the Central Government by allocating and disbursing sufficient financial, human, and technical resources for development and recurrent expenditure to the Council;
- (vi) The District Council, communities and individuals should partner with businesses and producer cooperatives, National Private Sector Service Providers/Technical Services Providers, and Business Associations, (e.g. TSPF, ACT, RCT, TCIIA, CTI, etc) to ensure the availability of capital goods and technology transfers that enhance productivity and efficiency;
- (vii) The District Council should strengthen the transparency, honesty, and accountability on revenue management (allocation, expenditure, and reporting) and tackle corruption to increase citizens' support;
- (viii) The District Council in collaboration with Central Government and/or development agents should play a proactive role to train and re-train Councillors and Council's technical staff to enhance the understanding of emerging technical, business, regulatory, trade, green growth and sustainable development issues and;
- (ix) The District Council in collaboration with development partners to identify and address reasons for reluctance of financial services institutions and banks to lend for Ward and Village level production activities and investments.

3.2.2 Coordination

- (i) The Central Government and District Council should clearly articulate the roles and responsibilities of different Ministries, public institutions and agencies, and private institutions, with a mandate on PEG issues and;
- (ii) PMO-RALG is mandated over Local Government Authorities and therefore better placed to coordinate stakeholder efforts geared to address the coordination challenges in P-E and other initiatives. To address coordination challenges, it might be necessary to establish a *National Coordinating Committee* comprising the public and private sector to oversee the implementation of P-E and other development issues at local level.

3.2.3 Agriculture, Livestock, and Natural Resources

Enhance the vibrancy of the agricultural, livestock and natural resources sectors by ensuring stable prices for the produce, enhancing producer empowerment, and market linkages through developing respective functional supply and value chains and encouraging the stakeholders to participate in them. In addition, the Central and Local Government should strengthen the regulatory framework to reduce illegal practices and control overexploitation of forest resources.

(d) Agriculture

- (i) The District Council in collaboration with communities should develop and implement Village land use plans which will allocate areas for crops, grazing livestock and for other purpose to avoid conflicts;
- (ii) The District Council and other agricultural stakeholders should promote and support access to early-maturing, high-yielding and climate resilient seed varieties of beans, groundnuts, rice, maize, sorghum, millet, cowpeas that may rejuvenate productivity and the Village seed system;
- (iii) The District Council and other stakeholders should create awareness, promote, and facilitate the acquisition bacterial wilt¹⁰ resistant banana plantlets for revival of the devastated banana sub-sector and to improve food and nutrition security;
- (iv) Facilitate technological solutions and transfer, including water harvesting, drip irrigation, and cultivation of valuable horticultural products (leafy greens, berries, botanical-ceuticals, tomatoes, onions, garlic, lettuce, cabbage, ginger, watermelon, avocado, and high density micro-nutrient containing plants) and climate resilient/ tolerant pulses varieties;
- (v) Promote and train farmers in the cultivation of highland rice and livestock feed;
- (vi) The District Council and agricultural and livestock sectors' stakeholders should promote and encourage private sector or PPP investments and expansion of commercial services in: (a) organized production in block farms and pooled resources through farmer groups, cooperatives, produces schemes, and ranches; (b) use the economies of scale to produce adequate stocks and link them to bulk buyers and processors; (c) use the farmer groups, associations, and cooperatives and to link them to sources of technology and finance; (d) provision of quality and demand driven research and extension services; (e) developing and effectively maintaining irrigation schemes; (f) effectively engaging in competitive sourcing of inputs; (g) developing crop-specific value chains, market, and supply chains' infrastructure; and (h) provision of accessible and low cost power and energy to facilitate production and progressing.
- (vii) The District Council to promote processing of crops, livestock and natural resources products to produce quality and safe consumer ready products and packaging and;

¹⁰ The bacterial wilt in Banana is caused by *Xanthomonas campestris* pv. *musacearum* (Xcm) with symptoms that include progressive yellowing and wilting of leaves, shrivelling of male buds, premature ripening and internal discoloration of fruits.

- (viii) The stakeholders should take full advantage of research and development results: The Government and development partners should promote and invest in public and private research, dissemination, and adoption of technological tools and solutions for generation of products, processes and technologies that can enhance efficiency and productivity in agriculture, livestock, and natural resources development, and enable cost effective conservation of biodiversity and environmental assets, and green growth in the District;

(e) Forestry

- (i) The forestry industry stakeholders should facilitate planting of fast growing trees for use for making firewood and charcoal, and timber for construction and trade;
- (ii) Preventing deforestation and boosting reforestation are urgently needed. The District Council, Central Government, Individuals, Groups and Associations, and Non-state actors need to examine schemes and instruments that recognize and reward growers to plant and preserve fast growing public and private woodlands. Choice in selection of species should help support local bio-diversity and contribute to meeting the basic needs of local communities in the form of fuel, timber and other forest products and;
- (iii) Stimulate investments in beekeeping, honey, wax and other products to provide high return and profitable opportunities. In addition, raise awareness among residents to adopt modern production, processing and packaging technologies and practices e.g. production of modern beehives; equipment and facilities for honey collection, processing and wax production. Furthermore, provide training on modern beekeeping, extension services, research services, and marketing support to expand cost-effective production and marketing of safe and high quality bee products.

(f) Fisheries

- (i) Promote fish farming fishing as an alternative source for supply of fish, income generation, for enhancing food and nutrition security, and for minimizing illegal fishing practices/activities and minimizing degradation of aquatic ecosystems in Rivers and Lakes. This should include training/demonstration on pond construction; securing and stocking fish fingerlings; water and waste water management and reuse; aeration and fertilization, preparation and delivery of feed, harvesting, maintenance, and product marketing.
- (ii) The fish industry stakeholders should help small holder fishermen/artisanal fishers to construct quality fishing boats and improve fishing techniques to reduce post harvest losses through short course training, leaflets, brochures etc.
- (iii) The Ministry of Livestock Development and Fisheries should strengthen regulatory frameworks in the fisheries sector to prevent illegal fishing practices.

(g) Poultry

- (i) Promote modern poultry farming by facilitating women and youth with improved chicken breeds (high yield of eggs and meat - more than 3 kg and 20 eggs per month) obtained through cross breeding of local chickens with improved cocks; and availing training in poultry management (i.e. house construction, feeding, rearing, breeding, disease management, record keeping, and marketing of products).
- (ii) The District Council, individuals, and the private sector should promote and invest in the conservation and preservation of forests and vegetation, and commercial development of bee products.

(h) Livestock development

- (i). The District Council and private sector should facilitate availability of management practices for dairy cattle, goats and chicken and strengthen feed production and veterinary investigation Centres to carry out effective disease surveillance and early warning system, analyze, and process animal disease data; and increase access to medicine and vaccines as chicken and goat diseases;

(i) Basic infrastructure

The District Council and development partners to develop and ensure that feeder roads in high agro-productive areas are passable throughout the year to enable transportation of the produce to markets and reduce post-harvest losses;

3.2.4 Recommendations on Environment

- (a) Undertake a comprehensive vulnerability assessment on climate change impacts in the District and propose mitigation and adaptation measures, evidence based solutions and techniques that would address the most urgent climate risks, enable solving climate related problems on daily basis. This should be followed by review, upgrade and conduct awareness training to upscale traditional and indigenous coping methods. In addition, establish new technological approaches and livelihood diversification mechanisms that would reduce environmental and health hazards and suffering;
- (b) The District Council in collaboration with other environmental conservation agencies to increase public education and dissemination of information on sustainable environmental management and climate change effects through capacity building training, extension services, campaigns, demonstrations, media, seminars, leaflets, brochures etc. at Village, Ward, and Divisional levels;
- (c) Create awareness on afforestation (for wood fuel, construction, stabilizing soil, aesthetics, and trade) and deliver the knowledge on nurseries development, and forest management by establishing three demonstration Village forests of about 10 Ha with

30,000 early trees each (with the assumption that in the early years of survival rate will be 50-60%). Then facilitate entrepreneurs who may be trainer of trainers to take and experiment, test, evaluate and disseminate to others the gained knowledge;

- (d) Conduct capacity building of enterprises to prepare and to effectively respond to climate shocks resulting from droughts and floods, and to natural disasters in collaboration with other environmental stakeholders;
- (e) The Central Government to assist the District Council and the Villages to formulate effective bylaws that will address land degradation caused by unsustainable agricultural practices like farming on slopes, sustainable water conservation, prevention of conversion of forests to agriculture, over-exploitation of forest resources through fuel wood and timber harvesting, and farming and overgrazing in wetlands;
- (f) The District Council, Central government, private sector, development agencies and other stakeholders should establish a sustainable co-operative framework and support climate change adaptation through efficient technology, advice on changing cropping patterns and cultivation of climate resilient crops, building new water projects for water harvesting, flood control and drought management, and investing in sustainable non-farm activities, including agro-processing; mining; aquaculture; apiary industry (beekeeping products for food, cosmetics, pharmaceuticals, and industrial products; and trade);
- (g) The District Council and Central Government in collaboration with development agencies should improve capacity building for the District Council's environmental institutional framework (training, deployment, and retention) to increase throughput of environmental management professionals;
- (h) The District Council to emphasize/advocate and enforce the use of Environmental Impact Assessment (EIA) provided in the EMA 2004, subsequent regulations of 2005, and Strategic Environmental Assessment in order to protect the environment from adverse impacts of large scale PE initiatives, industrial agriculture, large scale natural resources development, and industrialization processes and;
- (i) The District Council and other environmental conservation agencies to promote sustainable energy sources: Support the development and rollout of alternative sources of energy and related equipment including energy efficient stoves, biogas, and solar lighting that will reduce pressure on existing forests.

3.2.5 Recommendation on Gender

- (a) Support women groups to cultivate 5-10 Ha farms of herbals, traditional medicine products, and fruits that help in disease preventing or stemming fruits and nuts, such as pomegranate, black raspberries and almonds. In addition, assist them in acquiring technology and facilities for primary and secondary value addition, packaging, and marketing;
- (b) Train women groups to establish and run algae farms along Lake Victoria shores and

other Lakes, processing into valuable products, and develop local and export markets for the produce;

- (c) The District Council should commission the development and establishment of the Gender Care Management System to address emerging gender issues, challenges, and prospective opportunities on a continuous basis. In addition, gender performance reporting in the District Council's Annual Financial and Performance Reporting should be strengthened;
- (d) Conduct a study/business health check to assess the results chain of poverty-environment-gender activities on the performance and development of women and youth entrepreneurial groups/enterprises in the District and;
- (e) Establish a robust monitoring, evaluation, reporting, and redirection/readjustment framework in the District Council (including software procurement) for poverty, environment, gender, and climate change projects/activities.

The expected outcome from the implementation of the above recommendations is an inclusive growth and rural transformation that will empower Villages and BRD to respond to the opportunities generated by investment in proposed interventions and projects thus raising incomes, improving and diversifying livelihoods and sustainably transforming the BRD rural economy.

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ANNEX 1: PEI Projects in Bukoba Rural District

Sn	Project Name	Project Site	Status
1.	Kagera FM Radio (Kagera Community Radio)	Kibeta Village	Feasibility Study, License, Certificate of Incorporation, and the Studio House have been finalized. The process to procure radio or studio equipments and installation of the equipments are also completed. The radio is running
2.	Ward Agricultural Resource Center (WARC)	Kyema Village (Katerero Ward); Kyamlaile Village (Kyamlale Ward); Butelankuzi Village (Butelankuzi Ward)	All WARCs need more equipments and capacity building
3.	Mobile Kilimo	Bukoba Rural District	This is meant to strengthen production and marketing of agricultural products
4.	Cage Fishing	Kanazi Village (Kemonondo Ward)	Intends to establish a Cage Fishing project
5.	Training Programmes (Bankable Projects and Capacity Building Training)	Kyema Village (Katerero Ward); Kyamlaile Village (Kyamlale Ward); Butelankuzi Village (Butelankuzi Ward); Kanazi Village (Kemonondo Ward); Bukoba Rural District (Officials); Kijongo Village (Kaibanja Ward); Rubale Village; Kasenene	This is mainly targeting leaders of the Associations, Project managers and champions
6.	Fish Farming - Mr Ahmed Mbae (Champion)	Kanazi Village (Kemonondo Ward)	Requires Fish Feeds machines and Sex Reversal Technology, among other requirements. Training is therefore inevitable
7.	Fish Feeds and Fish Fingers Machines - Mr Ahmed Mbae (Champion)	Kanazi Village (Kemonondo Ward)	Requires Fish Feeds and Fish Fingers machines to produce and supply standard fish feeds and fish fingers to other producers. Training is therefore necessary
8.	Pineapple Farming - Ms Maimuna Abubakar (Champion)	Kijongo Village (Kaibanja Ward)	This activity requires training and a processing machine, among other requirements
9.	Cassava processing Machine	Kyamlaile Village (Kyamlale Ward)	Some Cassava Processing machines were purchased under MAF Project - but have not been installed
10.	Sunflower Processing Machine	Rubale Village	A processing machines was purchased under MAF Project - but have not been installed
11.	Beekeeping - Kazi Kwanza Group, Kasenene	Kasenene	Capacity Building in Beekeeping, and procurement of Beekeeping facilities
12.	Fish Farming - Jitihada Group, Mulahya Village	Kasenene	Capacity Building in Fish Pond Construction and fish farming in general

Annex 2: Table: Logical Monitoring and Evaluation (M&E) Framework

Project Name	Kagera FM Community Radio			
	Indicators	Means of Verification	Baseline Data (2014)	Targets (2017)
Overall Goal Is to make the community of Bukoba Rural District access information and knowledge needed for development	Established Community Radio in Kagera Rural District Number of people accessing information and knowledge through Kagera FM Community Radio Number of men (and women) accessing information and knowledge through Kagera FM Community Radio Number of people creating trade and businesses through Kagera FM Community Radio	Establishment of Kagera FM Community Radio Operating (broadcasting) of Kagera FM Community Radio Accessing information and knowledge through Kagera FM Community Radio Trade and Business creation	0 (None) 0 (None) 0 (None) 0 (None)	1 395,130 205,468 (189,662) 395,130
Objective 1: To improve access to and information sharing among the people of Bukoba Rural District and the neighborhood through radio programmes	Number of people of Bukoba Rural accessing and sharing information and knowledge through Kagera FM Community Radio Number of men (and women) of Bukoba Rural accessing and sharing information and knowledge through Kagera FM Community Radio	Accessing information and knowledge through Kagera FM Community Radio	0 (None) 0 (None) (0 (None))	395,130 205,468 (189,662)
Output: Kagera FM Community Radio infrastructure and its facilities installed and functioning	Complete set of radio infrastructure and facilities Radio Studio	Installed Radio infrastructure and facilities A functioning Radio Studio	0 (None) 0 (None)	1 1
The Activities: Community Radio license obtained; Feasibility study conducted; Site for Community Radio identified; the Studio and Radio Equipments procured and installed; Staff Recruitment completed; Community Radio running.	Community Radio license Feasibility study Site for Community Radio Full Studio (with Radio Equipments) Key Staff of Kagera FM Community Radio Community Radio	Availability and implementation of the following: Community Radio license Feasibility study Site for Community Radio Full Studio (with Radio Equipments) Key Staff Kagera FM Community Radio Community Radio	0 0 0 0 0 0	1 1 1 1 10 1

The Government of Tanzania in collaboration with UNDP and UNEP are implementing the Pro-poor Economic Growth and Environmentally Sustainable Development Programme - PEI programme. The programme aims at increasing the contribution of the environment and natural resources to national development goals, including poverty reduction, sustainable economic growth and the broader achievement of MDGs at both national and local levels.

This report explores the institutional, legal, budgetary bottlenecks on implementation of PEI initiatives, local best practices, and potential value adding projects in Bukoba Rural District, that may facilitate mainstreaming (and implementing) environmental sustainability, poverty reduction, gender and climate change issues into development plans and develop better architecture for financing the interventions.

This synthesis report bases on the 2 field survey and mapping studies conducted in Bukoba Rural District in 2014. The studies are;

1. *Assessment Study to Identify Institutional, Legal and Financial Bottlenecks on Poverty – Environment (P-E) Implementation at Different Levels of District, Ward and Village*
2. *Mapping Study of P-E Related Innovative Local Best Practices and Local Private Funding Opportunities*

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