AN ASSESSMENT OF THE IMPACT OF VILLAGE/MTAA RESOURCE TEAMS (VRTs) ON THE ACTIVATION OF THE SYSTEMS AND PROCESS IN THE COMMUNITY WITHIN THE LOCAL GOVERNMENT SET-UP

FINAL DRAFT EVALUATION REPORT

BY

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EXECUTIVE SUMMARY

1.0 Introduction
This evaluation was carried out to assess the impact of Village/Mtaa Resource Teams (VRTs) on the activation of the systems and process in the community within the local government set-up in six district councils. The evaluation exercise was guided by the following objectives: (i) to find out if the trained VRTs are active in the selected pilot LGAs and why they are active or inactive, (ii) to verify whether VRTs are affective in promoting development activities in the communities using the existing systems and processes or they are duplicating roles and responsibilities of VEOs/MEOs, (iii) to explore on how VRTs are interacting with the existing community structures, (iv) to capture the actual contribution of VRTs at household level, (v) to provide the feedback on whether the PMO-RALG should continue with promotion of VRTs in the remaining LGAs, (vi) to identify key issues for sustainability and propose appropriate measures for sustainability of VRTs.

2.0 Methodology
During evaluation exercise, both primary and secondary data were collected from various sources. Primary data were collected from Village Resource Teams (VRTs) from village, Ward and district council levels, and functional heads from various sectors and through interviews guided by structured questionnaire. Secondary data, on the other hand, were collected from several documents and reports available at LGAs at different levels. Both purposeful and simple random sampling procedures were used as techniques for sample selection. Mostly
descriptive statistics analysis was used to analyze data collected through structured questionnaire.

3.0 Findings
The findings revealed that the VRTs members are active partly due to majority of them are aware on development opportunities and implementation of child mortality. The gained awareness’s helped them to apply on a number of issues including conducting village meetings and integration on existing natural resources. The statistics are applied when seeking and initiating development plans. However, despite the vital role of meeting in development most of the VRT Secretaries (about 54%) were unable to call the meetings partly due to lack of working tools and low awareness. The findings also show that the VRTs members are affective in promoting development activities in the communities using the existing systems. These include cross-cutting issues which help for planning and implementation development, participating on Opportunities and Obstacles to Development (O&OD) methodology, implementing special days of population variables and raising the level of community awareness on Monitoring and Evaluation (M&E) of various development projects. The outcome of its effectiveness has improved both participation and sensitization of the communities and existing institutions, and the level of community recognition on the existence of VRTs is also increased.

Furthermore, it was noted that the VRTs members effectively interact with existing community structure in the areas of initiating development plans using Opportunities and Obstacles to Development (O&OD) methodology, development plans and implementing of development plans, and fund raising. The outcome of this benefited households in improving their livelihoods,
development plans are successfully completed, and households’ awareness on development issues are also increased.

The VRTs program brought the following impacts to the community: (i) changed the communities attitudes towards the VRTs play an important role in their development process, (ii) improved and strengthened relationship between VRTs and communities, (iii) fostered interaction of the VRTs as change agent with the existing community, (iv) improved capacity of households to initiate various development plans and their livelihoods, (v) enhanced capacity of the communities to formulate and manage development plans and (vi) improved communication networks between and among different actors involved in development process.

The sustainability of the VRTs programme entirely depend on (i) VRT programme functions on volunteer basis or unpaid assistance, (ii) increased community awareness pertaining to vital role that VRTs play in their development process will definitely lead to acceptability of the VRTs and hence ownership to the community, (iii) Local Government Training Institute (LGTI) will incorporate the VRT training in its training plans (programs) and turn the LGAs to be an area of model planning demonstration for practical purposes. Whereby students during outreach practical activities will be assigned to visit the district councils and learn how sustainability of the VRTs can be enhanced. In addition to that, students will be required to conduct research and come out with opportunities, obstacles and challenges facing VRTs and suggest remedial measures to overcome them, (iv) Local Government Training Institute (LGTI) will work together with district councils as a strategy to ensure that VRTs is mainstreamed into the district planning process and to enable them see VRTs as
important opportunities and viable strategy for empowerment of their people and contributing to poverty reduction strategies.

4.0 Challenges
However, VRTs programme is confronted with the following challenges: (i) weak linkages collaboration and coordination between VRTs and other stakeholders, (ii) weak linkages between LGAs and Ward and village/Mtaa, (iii) conflicting of interests among actors at all levels, (iv) lack of clear guidelines for retaining the VRTs members at all levels, (v) lack of accountability and commitment among VRTs members council officials and (vi) lack of transport, motivation and working tools.

5.0 Conclusion
It is, therefore, concluded that despite the short period of time the impact of the program to targeted beneficiaries is impressive. The trainings provided were effective tool in creating awareness, improved the confidence of VRTs members and communities in identifying formulating and managing development plans, fostered the interaction between VRTs members and communities, improved communication networks between and among different actors involved in development process, VRTs acts as catalyst in promoting development plans and VRTs has enabled existing institutional arrangements to increase their efforts on development. Nevertheless, it is practically impossible within duration of five years to realize tremendous achievements in almost all aspects. However, basing on afore-mentioned achievements, it is beneficial for the PMO–RALG to continue using VRTs for the betterment of our community living in both rural and urban areas for purpose of fostering their development process. Therefore, adopting and replicating such approach to all LGAs in the country is also delightful.
Correspondingly, extension of the programme is highly acknowledged by evaluation team.

6.0 Recommendations
It is then recommended that (i) there is a need to have proper plans and guidelines for making a follow-up and monitoring of the VRTs functions at all levels, (ii) there is a need to establish effective linkages between LGAs and Ward and Village/Mtaa or at all administrative levels, (iii) additional package of VRTs capacity building is required at all levels, (iv) the government and other stakeholders should provide VRTs members vital working tools, equipment and transport facilities, (v) community sensitization through education pertaining to VRTs roles that play in development process is also needed, (vi) extension of the VRTs to other district councils in the country is required, (vii) good will in VRTs programme for all stakeholders involved in development process is an important weapon in realizing tremendous achievement of any programme.
ACKNOWLEDGEMENT

The consultant team acknowledges with grateful thanks the preparation, time and effort that PMO-RALG staff members particularly Directorate of Organization Development (DOD) have contributed to this evaluation exercise. A special statement of appreciation should also go to government officials, politicians and functional heads in all surveyed LGAs for granting us permission to conduct this evaluation in their areas of jurisdiction and their willingness to offer information needed in this evaluation exercise. We are also greatly indebted to all interviewees especially Village Resource Teams from all LGAs (Councils, Ward, and Village/Mtaa) for their willingness to offer information needed for this evaluation. Special appreciations are accorded to Dr. Frank George Haule Hawassi from Institute of Rural Development Planning (IRDP) for his assistance in editing this document as external consultant. The consultants, however, take responsibility for the analysis, the conclusions and recommendations made in this report.
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<td>VRT</td>
<td>Village Resource Team</td>
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<tr>
<td>LGA</td>
<td>Local Government Authorities</td>
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<tr>
<td>GOT</td>
<td>Government Of Tanzania</td>
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<tr>
<td>UNICEF</td>
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<td>PMO-RALG</td>
<td>Prime Minister Office- Regional Administration And</td>
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Local Government

LGTI  Local Government Training Institute

M & E  Monitoring And Evaluation

O &OD  Opportunities And Obstacles To Development

HIV/ AIDS  Humane Immunity Virus / Acquired Immune Deficiency Syndrome

VEO  Village Executive Officer

MEO  Mtaa Executive Officer

WEO  Ward Executive Officer

MP  Member Of Parliament

JICA  Japanese International Cooperation Assistance

URT  United Republic Of Tanzania
1.0 INTRODUCTION

1.1 Background
Recently, the need for establishing Village/Mtaa Resource Teams (VRTs) at grassroots level is well recognized by both government and the United Nations Children’s Fund (UNICEF). In response to this, the Prime Minister’s Office Regional Administration and Local Government (PMO-RALG) in collaboration with the United Nations Children’s Fund (UNICEF) is implementing a programme on capacity building for the Lower Level Local Government (LLLG) through establishment of Village/Mtaa Resource teams (VRTs) in Tanzania Mainland. Ideally, the VRTs is composed of 12 people from different sectors at village level that is 2 Village Health Workers (VHW), 4 Out of School Youth (OOSY), 4 Opportunities and Obstacles to Development (O & OD) facilitators and Community Based Management Information System (CBMIS), one Village Executive Officer (VEO), and one Village Chairperson. It was hypothesized that the VRTs on a voluntarily basis would serve as well-informed multi-sectoral facilitators acting as additional support to the village government contributing to community based development initiatives and thereby strengthen the Decentralization by Devolution (D by D) process and local governance. In respect to this, undoubtedly the critical problem of poverty threatening most of the people in both rural and urban areas will be reduced and hence improve livelihood at household level.

With regard to this, the VRTs have expected to perform the following roles, among others (PMO-RALG, 2006): (i) identification of opportunities for development that exists in the community, (ii) collection and harmonization of wide range of data in the community, (iii) analyzing and translating data and information that exist in the community, (iv) identification and prioritization of the challenges existing in the community, (v) preparation of the community plan of action (CPA) using recourses existing within and outside the community, (vi) implementation of community development plans, (vii) monitoring and
evaluation off implementation of Village/Mtaa CPA on quarterly and annual basis, and (viii) identification of community issues which calls for solution. Other roles include (i) tracking down the flow of information to the District Council and feed back to community, (ii) lobbying and advocacy to solicit for external support, (iii) promotion of community mobilization and self reliance spirit and (iv) participation in special occasion’s such as Village Health Day, African Child day, HIV/AIDs day and so on.

Despite impressive expectations of policy makers and roles of VRTs, there is insufficient evidence’ pertaining to effectiveness of the VRTs in catalyzing systems and processes for development in the lower level of Local Governments since its establishment in 2004. Following this situation, it was considered obligatory to conduct this study in order to assess the impact of Village/Mtaa Resource Teams (VRTs) on the activation of the systems and process in the community within the local government set-up.

1.2 Objectives of the Evaluation
The main objective of the study is to evaluate the impact of Village/Mtaa Resource Teams (VRTs) on the activation of the systems and process in the community within the local government set-up. The evaluation exercise was guided by the following specific objectives:

(i) To find out if the trained VRTs are active in the selected pilot LGAs and why they are active or inactive

(ii) To verify whether VRTs are affective in promoting development activities in the communities using the existing systems and processes or they are duplicating roles and responsibilities of VEOs/MEOs.

(iii) To explore on how VRTs are interacting with the existing community structures
(iv) To capture the actual contribution of VRTs at household level

(v) To provide the feedback on whether the PMO-RALG should continue with promotion of VRTs in the remaining LGAs

(vi) To identify key issues for sustainability and propose appropriate measures for sustainability of VRTs.

2.0 EVALUATION METHODOLOGY

2.1 Coverage of LGAs
UNICEF supported the training of Village Resource Teams (VRTs) in 22 districts of Tanzania mainland, covering a total of 14 out of 133 LGAs, 453 wards and 2,374 villages. In order to realize high degree of accuracy of information, Terms of Reference (ToRs) (See Appendix 1) instructed the consultants to conduct study on sample basis. In this respect, the evaluation exercise covered only 6 LGAs out of 22 LGAs which is equivalent to 27.3% of total LGAs covered in the pilot councils. The sampled LGAs included Magu, Musoma, Makete, Mbarali, Temeke and Mtwara. Both highly performed and poorly performed villages were picked to establish the reasons for both success and failure. In respect to this, the following councils Magu, Mbarali, Mtwara and Temeke were placed under highly performed council’s category. In a similar manner, Musoma was considered as moderately performed council and lastly Makete was the only council performed poorly. Such sampled LGAs were considered adequate to represent the whole population.

2.2 Data Requirements and Sources
During evaluation exercise, both primary and secondary data were collected from various sources. Primary data were collected from VRT leaders involving key actors and community leaders. Secondary data, on the other hand, were collected from several documents, publications and reports available at LGAs. The consultants reviewed the
following documents: “Kiongozi cha Timu ya Uwezeshaji ya Kijiji /Mtaa”. “Rejea ya Mwezeshaji”. UNICEF field exercise on information gathering processes and use from Village to District level, LGA reports on VRT, Decentralization by Devolution and O & OD Assessment Report to mention a few.

2.3 Data Collection Instruments
Both documentary review and interviews were used as instruments of data collection. On the one hand, documentary review was used to collect secondary data with the aim of verifying and complementing the information obtained from interviewees. On the other hand, interview guided by structured questionnaire was used to obtain relevant information from leaders, members of VRTs, functional heads from different sectors (See Appendix 2).

2.4 Sampling
This evaluation exercise was participatory in nature, where all actors in the VRT played an active role in providing information required to achieve evaluation objectives. In response to this, the target populations for this evaluation exercise were VRT officials from village to district council levels, including functional heads. It is from these populations that a grand total of 551 respondents were sampled (See Appendix 3). Both purposeful and simple random sampling procedures were used as techniques for sample selection. Purposeful sampling technique was used to select 6 councils as mentioned earlier. Again, purposeful sampling technique was used to select VRT officials and functional heads. In addition, functional heads were drawn randomly in order to obtain a fair representation of the population under observation. In respect to this, the consultants team interviewed 132 respondents in Makete District council, 111 in Musoma District council, 94 in Mtwarara District council, 87 in Magu District council, 67 in Mbarali District council and 60 in Temeke Municipal council (See Appendix 3).
2.5 Assessment Design
The consultant team of 9 people (See Appendix 4) spent a total of 5 days in each LGA. In every council, the first day was spent in discussion with the key stakeholders at the council level and arranging appointment to VRT officials at ward and village levels. As stipulated in ToRs, PMO-RALG was informed about the process and procedure of assessment before commencement of the evaluation exercise. On day two and subsequent days the team divided into three groups with full support from respective LGAs staff members. The first group went in Magu and Musoma district councils, composed of 3 consultants, namely, Dr. Robert W. Kisusu, Mr. John Kasubi and Mr. Eliakundi Samanya headed by Dr. Robert W. Kisusu, the second group went in Makete and Mbarali composed of 3 consultants, namely, Mr. John Muriri Joseph, Mr. Danford Sanga, and Mr. Peter Kadirinkansimba headed by Mr. John Muriri Joseph and the last group composed of 3 consultants, namely, Mr. Alexander Lupindo, Mr. Manumbu Ezron Daudi, and Ms. Rose Likangaga headed by Mr. Alexander Lupindo. Each group conducted Focus Group Discussion with members of the VRTs at ward and village levels, and thereafter VRT’s members were asked to fill in questionnaires. Day 3 covered two villages in the same ward, and day 4 covered the third village in the same ward. Correspondingly, all three teams were meet again at council level to compile data and provide feedback of the findings and solicit recommendations thereby in day five. Of all three groups, the overall team leader was Dr. Robert W. Kurusu.
2.6 Data Analysis
The collected data were processed using computer software known as Statistical Package for Social Sciences (SPSS) version 12.5. In this package, qualitative findings based on frequency analysis represented fairly respondent’s opinions.

3.0 EVALUATION FINDINGS

3.1 General Description of the Surveyed Councils

3.1.1 Councils Located in the Southern Highland Zone

In Southern Highland zone, two district councils were chosen. These councils included Mbarali and Makete district councils. The detailed description of each council is offered below.

3.1.1.1 Mbarali District Council
(a) General status of VRTs

In Mbarali district council, the consultant team selected 3 Wards for VRTs assessment. These wards include Chimala, Madibila and Mawindi. From each ward, 3 villages were sampled making a total of 9 villages. The selected villages were Isitu, Kapunga, Matebete, Itipingi, Ikanutwa, Igava, Mahango, Mkunywa and Nyamakuyu. The following issues were investigated from each selected council, ward and village: (i) activeness of VRT, (ii) ability to identify development opportunities at village level, (iii) ability to use of statistical data, (iv) ability to identify and prioritize challenges existing in community, (v) ability to conduct village meetings, (vi) awareness of child mortality and (vii) ability to identify and implement development plans.
In response to the above sat criteria, it was revealed that out of 12 VRTs members who were trained in 2005 in Mbarali district council, 4 VRTs members were missing for various reasons such reasons included retirement, death or transfer. However, the VRTs roles at this level are very active as observed in the following areas: (i) VRTs meetings are regularly held at the district council level; (ii) there is proper documentation of reports and minutes; and (iii) there also reliable and viable communication networks between VRTs and district council officials through telephones, seminars, letters and face to face communications. Similarly, it appears that VRTs showed a positive response to various national special occasions such as HIV/AIDS day, Nane Nane day, Village/Africa child day in terms of mobilizing and sensitizing communities.

At Ward level, it was found that each Ward had active VRT leaders, meetings were regularly held, documentations were properly observed, and Ward VRTs have good communication linkages with district council VRTs. Correspondingly, at village level, all 9 villages have Village Resource Teams (VRTs) in place, although the scope and level of activities, composition of the team and reporting structured varied, the VRTs in Mbarali district are all seemingly highly active with the exception of Kapungu village where there is misunderstanding between VEO and the VRTs which led to the trained VEOs was transferred to another village while his successor had no knowledge of the roles of VRTs to social and development activities. Interestingly, all villages had between 10 to 12 members in the VRTs. All VEOs of the visited villages except Kapungu village had VRTs training. It was also reported that community recognition, VRTs as source of knowledge and skills (such as O & OD, health training), dedication and commitment of VRTs to their communities and frequent interaction between district council VRTs, Ward and villages were major reasons for retention of the VRTs membership in all 9 surveyed villages.
(b) Functions of VRTs in surveyed areas

The consultant team was also noted that the functions of VRTs in the visited villages were relatively similar, though some slight differences were observed depending on the presence of social and development activities existing in the particular village. Generally, the following categories of activities were observed in almost all surveyed areas:- (i) social mobilization, (ii) sensitizations, (iii) data collections, (iv) overseeing the implementation of various projects and (v) providing support of village committee.

(c) Community recognition of VRTs and communication network

With regard to community recognition, the evaluation team has noted that at the beginning when the VRT was introduced, both the villagers and executives officers (VEOs and WEOs) were adamant to accept them as development partners. Initially, the villages perceived them as police agent whereas VEOs and WEOs saw them posing threat to their salaried posts. However, as time went on, they became recognized and accepted as an integral part of the development process in their communities. For the case of communication network, it was observed that both formal and informal communication networks are employed in all surveyed villages, Wards and district level. Specifically, at the village level, there seems to be strong system for information sharing between the VRTs and the community, village to Wards, and between VRTs and village Government.

3.1.1.2 Makete District Council
(a) General status of VRTs

As it was the case of Mbarali district council, in Makete district council, the consultant team selected 3 Wards for VRTs assessment. These wards include Iniho, Ukwama and Iwawa. From each ward, 3 villages were sampled making a
total of 9 villages. The selected villages were Ivalalila, Iwawa, Ludihani, Iniho, Mwakauta, Ukwama, Kidope, Utweve and Masisiwe. The following issues were investigated from each selected council, ward and village: (i) activeness of VRT, (ii) ability to identify development opportunities at village level, (iii) ability to use of statistical data, (iv) ability to identify and prioritize challenges existing in community, (v) ability to conduct village meetings, (vi) awareness of child mortality and (vii) ability to identify and implement development plans.

The evaluation team noted that the situation of VRTs specifically in Makete district council and its Wards greatly differ from that of Mbarali district council. The VRTs who received training in the year 2004 were not available at all, partly due to transfer, death or retirement. There are no VRTs meetings held, no documentation of any kind related to VRTs roles and responsibilities available. There is no replacement of vacant posts of VRTs member who left. Despite this situation, VRT roles and responsibilities were observed from the heads of departments who frequently have contact with VRTs at the village level in various social and development undertakings.

The evaluation team also noted that in all 3 Wards the VRTs leaders were inactive, meetings were not regularly held, no documentations observed, communication linkages between VRTs with district council officials were unreliable and highly disorganized. At village level, although in All 9 villages surveyed the Village Resource Teams (VRTs) were in place, but the scope and level of activities, composition of the team and reporting structure varied. Disappointingly, the VRTs roles at village level were relatively inactive as observed in the following areas:- VRTs meetings are rarely held to some villages such as Ludihani, Ukwama, and Masisiwe while in other villages such as Ivalalila, Iwawa Iniho, Kidope, Mwakauta, Iniho, Kidope, and Mwakauta, VRTs
meetings are not held at all. There is no proper documentation of reports and minutes. Communications network between VTRs and District council officials are somehow observed. As a result, the VRTs showed a slightly positive response to various national special occasions such as HIV/AIDS day, Nane Nane day, Village/Africa child day in terms of mobilizing and sensitizing communities.

(b) Functions of VRTs in surveyed areas

As it was in Mbarali district council, the consultant team noted that the functions of VRTs in the visited villages are relatively similar, though some slight differences were apparent depending on the presence of social and development activities existing in the particular village. Generally, the following categories of activities were observed:- (i) social mobilization, (ii) sensitizations, (iii) data collections, (iv) overseeing the implementation of various projects and (v) providing support of village committee.

(c) Community recognition of VRTs and communication network

With respect to community recognition, as it was in Mbarali district council the consultant team was noted that at the beginning when the VRT was introduced, both the villagers and executives officers (VEOs and WEOs) were adamant to accept them as development partners the villages perceived them as police agent whereas VEOs and WEOs saw them posing threat to their salaried posts as time went on they became recognize and accepted as an integral part of the development process in their communities. It was also observed that, though there is communication linkage between VRTs and the community, Makete district council has poor coordination and communication with VRTs because of the absence of VRTs facilitators at the district council level. This situation has frozen the role of VRTs in many Makete villages.
3.1.2 Councils Located in the Lake Zone

In Lake Zone, two district councils, namely, Magu and Musoma were chosen for critical analysis of the impact of VRTs on activation of the systems and process in the community within the local government set up. The detailed description of each council is offered below.

3.1.2.1 Magu District Council

(a) General status of VRTs

In Magu district council, 3 Wards, namely, Kitongosima, Nyigogo and Kahangara, were selected for VRT assessment. From each ward, 3 villages were sampled for assessment on the impact of VRTs in activation of the systems and process in the community within the local government set up. The selected villages were Shinembo, Kitongo, Lugeye, Yichobela, Bundilya, Kahangara, Kigangama, Nyanshimba and Ilungu. As it was in the Southern Highland Zone (SHZ), the following issues were looked at to each selected council, ward and village: (i) activeness of VRT, (ii) ability to identify development opportunities at village level, (iii) ability to use of statistical data, (iv) ability to identify and prioritize challenges existing in community, (v) ability to conduct village meetings, (vi) awareness of child mortality and (vii) ability to identify and implement development plans.

Based on the afore-mentioned criteria, the evaluation team noted that Village Resource Teams (VRTs) existed in all 9 villages. The majority of VRTs in Magu DC are highly active except at Yichobela village in Nyigogo Ward partly due to lack of effective linkage between villages, Ward and district facilitators. Leadership was also described to be contributing factor where there is no meeting for VRTs at village level. Surprisingly, it was observed by consultant
team that only 5 villages out of 9 conduct meetings while the remaining 4 villages never met since the first meeting. Specifically, VRTs members who conduct meetings include Shinembo, Nyanshamba, Bundilya, Kigangama and Kahangara. Villages which lack meetings included Ilungu, Kitongo, Yichobela and Lugeye. The major reasons for this occurrence were described as lack of commitment from VRTs’ leaders, low level of understanding VRTs roles and functioning, leaders moved to other areas and lack of motivation to VRTs. Apart from the observed weaknesses of lack of meetings, the consultant team noted that, the VRTs members remain active in their functioning as individual rather than a group.

(b) Community recognition of VRTs and communication network

With regard to community recognition, the consultant was informed that the VRTs at beginning were considered to assume responsibilities of VEOs and WEOs resulted into unwelcome reception from the mentioned executives. Later on they understood their role and functions and started to cooperate with VRTs. This situation resulted into the VRTs members are actively participating in community activities. The consultant team also observed there is flow of information from village to Ward and district level, likewise from district to Ward and village in all 9 villages. Medium of communication include meetings, reports and minutes of meeting.

3.1.2.2 Musoma District Council
(a) General status of VRTs

In Musoma district council, 3 Wards were selected for VRT assessment includes Kyanyari, Bukabwa and Nyakatende. 3 villages from each Ward were sampled for assessment on the impact of VRTs in activation of the systems and process in the community within the local government set up. Village selected were Mwibagi, Nyamikoma, Nyakiswa, Mmazami, Kirumi, Bukabwa, Kamuguruki,
Kingeraituma and Nyakatende. Similar criteria which were employed in Magu district council and other councils like Mbarali and Makete were also used in this council. Interestingly, the Village Resource Teams (VRTs) exists in all 9 villages surveyed by consultant team. Unlike Magu district council, in Musoma district council only 3 villages have active teams. The villages experiencing active VRTs include Kirumi, Kingeraituma and Nyamikoma while the Village Resource teams (VRTs) members in the Village the rest of villages were inactive. The following factors were reported as a cause for being ineffective: members are not actively involved in village government activities, no leadership for VRTs especially at Mmazami village, and low level of awareness on VRTs roles and functions. In a similar manner, the consultant team noted that only 4 Village Resource Team (VRTs) members conduct meetings. These villages include Nyamikoma, Bukabwa, Kingeraituma and Kirumi. The remaining villages do not conduct meeting. Reasons provided was lack of commitment from VRTs’ leaders, low level of understanding VRTs roles and functioning, non existence of leadership (Mmazami). Despite lack of meetings, VRTs members remain active in their functioning as individual rather than a group. Moreover, VRTs participate in sensitizing special occasions in their villages. There is also a positive response to some of these events such as village health day, Africa child day, World Aids day etc. But still there is a difficulty when it comes to women day. For example, at Mmazami, Kingeraituma, Nyakiswa, Bukubwa and Nyamikomo villages, still there is resistance on women participation in women’s day and other related activities.

(b) Community recognition of VRTs and communication network

With regard to community recognition of VRTs, the consultant team noted that, the VRTs members at beginning were considered to assume responsibilities of VEOs and
WEOs resulted into unwelcome reception from the mentioned executives. Later on they understood their role and functions and started to cooperate with VRTs. This situation resulted into the VRTs members are actively participating in community activities. Similarly, the communication network between VRTs and other parts is generally fair.

3.1.3 Councils Located in the South-East Zone

As it was the case of other zones, in South-East Zone, two district councils, namely, Mtwara and Temeke were purposely chosen for critical examination of the impact of VRTs on activation of the systems and process in the community within the local government set up. The detailed description of each council is offered below.

3.1.3.1 Mtwara District Council

(a) General status of VRTs

As it was in other councils, in Mtwara district council, the consultant team sampled 3 Wards, namely, Nanyamba, Ndumbwe and Mahuruga. From each ward, 3 villages were sampled making a total of 9 villages. The selected villages were Dinyencha, Namkuku, Mbambaleo, Mahurunga, Tangazo, Kitunguli, Utende, Mbuo and Ndumbwe. Likewise, at each level the consultant team was guided by the criteria: (i) activeness of VRT, (ii) ability to identify development opportunities at village level, (iii) ability to use of statistical data, (iv) ability to identify and prioritize challenges existing in community, (v) ability to conduct village meetings, (vi) awareness of child mortality and (vii) ability to identify and implement development plans.

The evaluation team noted that out of 12 VRTs members who were trained at council level in 2005, only 4 members were present. The remaining members were not available at all partly due to retirement, death or transfer. Similar
situation was observed in all Wards whereby out of 12 members only 5 of them were present at each Ward of whom the Ward Executive Officer is among them. It was also observed that the Village Resource Team (VRTs) of all 9 villages was in place, although the scope and level of activities, composition and reporting structure varied across the surveyed villages. Indeed, the number of village Resource Team (VRTs) Members varied between 8 and 12.

Surprisingly, it appears that the VRTs roles were not active. This is partly due to the fact that the VRTs meetings were not held at the district council level; there was no proper documentation of reports and minutes. Both reliable and viable communication networks between VRTs and district council officials were not available. Based on this situation, the VRTs members were positively responded to various national special occasions such as HIV/AIDS day, Nane Nane day, Village Health day, women day and Africa of child day in terms of mobilizing and sensitizing communities. In respect to this, it was reported that the retention of the VRTs membership in all 9 surveyed villages was partly attributed to community recognition, VRTs as source of knowledge and skills (such as O & OD, health training), dedication and commitment of VRTs to their communities.

(b) Functions of VRTs in surveyed areas

Like in Mbarali district council, the consultant team noted that the functions of VRTs in the visited villages were relatively similar, though some slight differences were seen depending on the presence of social and development activities existing in the particular village. Generally, the following categories of activities were observed in almost all surveyed areas:- (i) social mobilization, (ii) sensitizations, (iii) data collections, (iv) overseeing the implementation of various projects and (v) providing support of village committee.
(c) Community recognition of VRTs and communication network

With regard to community recognition, the evaluation team has noted that at the beginning when the VRT was introduced, both the Villagers and Executives Officers (VEOs and WEOs) were adamant to accept them as development partners, the villages perceived them as police agent whereas VEOs and WEOs saw them posing threat to their salaried posts. As time went on, they became recognized and accepted as an integral part of the development process in their communities. For the case of communication network, it was observed that there was no mechanism of tracking information from the bottom to the top and vice versa. The Council had nothing to trap information from the Ward and village. The lower level did not get any information from the Council. Generally, the VRTs members from the 3 Wards and 9 villages reported to receive no support relating to any matter whatsoever from the District Council.

3.1.3.2 Temeke Municipal Council

As it was in Mtwara district councils, in Temeke Municipality, the consultant team sampled 3 Wards. The selected wards include Somangila, Toangoma and Vijibweni. From the selected wards 8 streets were sampled. The selected streets were Malimbika, Mikwambe, Mzinga, Kizani, Kibene, Kisiwani, Toangoma and Visikini. As it was in Mtwara district council, the following criteria were instrumental in reaching decision as to whether the Village Resource Teams (VRTs) are active or not: (i) activeness of VRT, (ii) ability to identify development opportunities at village level, (iii) ability to use of statistical data, (iv) ability to identify and prioritize challenges existing in community, (v) ability to conduct village meetings, (vi) awareness of child mortality and (vii) ability to identify and implement development plans.
The evaluation team noted that out of 12 VRTs members who were trained in 2005, only 4 of them were actively engaged in the team to-date. The rest are missing due to various reasons such as transfer and retirement. The Council Planning Officer (CPO) is the leader of the team despite the fact that she has not received the training and therefore she lacks the vital knowledge of the VRTs concept. Generally, the VRTs at Council level was not active. Its undeniable truth since 2005 after successful training of Ward and Village/Mtaa Resource Team, the team held no any meeting whatsoever. Also, the team had no any system of tracking down information, analysis and management of data from the lower level to the top and vice-versa. At ward level, however, the VRTs members are more or less active compared to the Council level. For instance, meetings were conducted but not as scheduled. But documentation of minutes and the book reserved for that purpose were not unveiled to the consultants. Communication with the between the Ward and the Council was executed departmental-wise. At street level, the consultants noted that the VRTs of all 8 streets were in place, although their scope and levels of activities, composition and the reporting structure varied across the streets. Their number ranges between 8 to 12 who save for one street but 3 members were found to be admitted without having VRTs training. The VRTs in all 8 Streets usually conduct their meeting as scheduled. As it was in Mtwara district council, the consultant team was informed about the retention of the VRTs membership in all 8 surveyed streets in Temeke municipality was partly attributed to community recognition, VRTs as source of knowledge and skills (such as O & OD, health training), dedication and commitment of VRTs to their communities.

(b) Functions of VRTs in surveyed areas

Like in Mtwara district council, the consultant team noted that the functions of VRTs in the visited streets were relatively similar, though some slight differences were observed depending on the presence of social and development activities existing in the particular street. Generally, the following categories of activities
were observed in almost all surveyed areas:- (i) social mobilization, (ii) sensitizations, (iii) data collections, (iv) overseeing the implementation of various projects and (v) providing support of village committee.

(c) Community recognition of VRTs and communication network

With regard to community recognition, the evaluation team noted that at the beginning when the VRT was introduced, both the Villagers and Executives Officers (VEOs and WEOs) were adamant to accept them as development partners, the villages perceived them as police agent whereas VEOs and WEOs saw them posing threat to their salaried posts. As time went on, they became recognized and accepted as an integral part of the development process in their communities. For the case of communication network, it was observed that the VRTs members admitted to have a system of tracking information from the Municipal Council through the Wards and vice-versa but not well organized.

3.2 Activeness of the VRT’s Members in the Surveyed Councils

In this study, the consultants used eight indicators of activeness of VRTs. These, among others, include increase in awareness, ability to identify development opportunities, ability to apply available statistics, ability to conduct village/Mtaa meetings, ability to know causes of child mortality, and ability to identify, implement, analyze and development plans.

From afore-mentioned indicators, the consultant team noted that majority of the participants from each selected council were aware on development opportunities and implementation of child mortality which accounted for 96% and 86% respectively (Table 1). The gained awareness’s applied on a number of issues including conducting village meetings and integration on existing natural
resources (Table 1). The VRT awareness has also influenced the majority (about 96%) to know various village statistics (Table 1). The statistics are applied when seeking and initiating development plans as shown in the same table.

In addition, despite the vital role of meeting in development most of the VRT Secretaries (about 54%) were unable to call the meetings on time partly due to lack of working tools and low awareness (Table 1). However, those who managed to conduct the meetings, most of the VRTs members at all levels conducted the meetings on quarterly basis which accounted for 37% (Table 1).

### Table 1: Indicators of Activeness of the VRT’s Members in the Surveyed Councils (%)

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gained awareness on development opportunities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agreed</td>
<td>51</td>
<td>96</td>
</tr>
<tr>
<td>Not agreed</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>53</strong></td>
<td><strong>100</strong></td>
</tr>
<tr>
<td><strong>Gained awareness on implementation of child mortality:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Highly aware</td>
<td>13</td>
<td>25</td>
</tr>
<tr>
<td>High awareness</td>
<td>19</td>
<td>37</td>
</tr>
<tr>
<td>Average awareness</td>
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<td>25</td>
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<tr>
<td>Unaware</td>
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<td>14</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100</td>
</tr>
<tr>
<td>-------</td>
<td>----</td>
<td>-----</td>
</tr>
<tr>
<td>Know methods of identifying development opportunities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Existing natural resources</td>
<td>18</td>
<td>38</td>
</tr>
<tr>
<td>Meetings</td>
<td>21</td>
<td>44</td>
</tr>
<tr>
<td>Planning document</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Labor and livestock aspects</td>
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<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>48</td>
<td>100</td>
</tr>
<tr>
<td>Acquired knowledge on various village statistics:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agreed</td>
<td>51</td>
<td>96</td>
</tr>
<tr>
<td>Not agreed</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>53</td>
<td>100</td>
</tr>
<tr>
<td>Application of village statistics:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Used when seeking for development</td>
<td>11</td>
<td>23</td>
</tr>
<tr>
<td>Used for developing development plans</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>Used for implementation stage of plans</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Used for social issues such as orphans and disabled</td>
<td>7</td>
<td>15</td>
</tr>
<tr>
<td>Used to solve identified problems</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>48</td>
<td>100</td>
</tr>
<tr>
<td>VRT Secretary calling meetings:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agreed</td>
<td>24</td>
<td>46</td>
</tr>
<tr>
<td>Not agreed</td>
<td>28</td>
<td>54</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100</td>
</tr>
<tr>
<td>Specific period of calling meetings:</td>
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</tr>
<tr>
<td>Quarterly</td>
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<td>37</td>
</tr>
<tr>
<td>Annually</td>
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<td>2</td>
</tr>
<tr>
<td>Monthly</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>Special occasion</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>Semi-annual</td>
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<td>2</td>
</tr>
<tr>
<td>None of the above</td>
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<td>29</td>
</tr>
<tr>
<td>Total</td>
<td>51</td>
<td>100</td>
</tr>
</tbody>
</table>

### 3.3 Effectiveness of VRTs in Promoting Development Activities

Basically, the essence of examining effectiveness in this study is to determine whether the VRTs helped to promote development activities at council, ward and village/Mataa level. In response to this, the consultants’ team observed the VRTs members at all levels were effective in most of the development activities (Table 2). For instance, it was noted that over 80% of the participants were reported being active in promoting community development and population variables. In respect to this, the consultants were informed that for the time being youths and children are able to identify and know their rights (Table 2).
Apparently, the consultants noted that all sampled VRTs members were very effective on stimulating cross-cutting issues for planning and implementation development. The outcome of the effectiveness has improved both participation and sensitization of the communities and existing institutions. It was as well observed that, the effectiveness of the VRTs members in terms of participating on Opportunities and Obstacles to Development (O&OD) methodology was generally high and levels of contribution of VRT on improving health services delivery. Furthermore, the VRTs members in all surveyed villages were very effective in raising the level of community awareness on Monitoring and Evaluation (M&E) of various development projects. As a result, the level of community recognition on the existence of VRTs increased and their ability to manage VRT Works have improved as well.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoting community development:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>21</td>
<td>40</td>
</tr>
<tr>
<td>Moderate</td>
<td>23</td>
<td>44</td>
</tr>
<tr>
<td>Low</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100</td>
</tr>
<tr>
<td>Promoting youths and children in identifying and knowing their rights:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assistance given</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Freedom of talk</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td>Provision of rights on children and youth</td>
<td>14</td>
<td>28</td>
</tr>
<tr>
<td>Low awareness</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>
Stimulating cross-cutting issues for planning and implementing development:

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>High sensitization</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>High participating</td>
<td>20</td>
<td>41</td>
</tr>
<tr>
<td>High contribution and ownership</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Integrating development plans</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td>49</td>
<td>100</td>
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</table>

Level of participation on O & OD methodology:

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
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</thead>
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<tr>
<td>Very good</td>
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<td>24</td>
</tr>
<tr>
<td>Good</td>
<td>23</td>
<td>45</td>
</tr>
<tr>
<td>Average</td>
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<td>26</td>
</tr>
<tr>
<td>Not participating</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>51</td>
<td>100</td>
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Raising level of community awareness on project M & E:

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high</td>
<td>15</td>
<td>29</td>
</tr>
<tr>
<td>Average</td>
<td>34</td>
<td>65</td>
</tr>
<tr>
<td>Unaware</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>48</td>
<td>100</td>
</tr>
</tbody>
</table>

Raising community recognition awareness to VRTs members:

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high feeling</td>
<td>28</td>
<td>55</td>
</tr>
<tr>
<td>High feeling</td>
<td>21</td>
<td>42</td>
</tr>
<tr>
<td>Normal feeling</td>
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<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>51</td>
<td>100</td>
</tr>
</tbody>
</table>

Level of managing VRT works:

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very good</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>Good</td>
<td>27</td>
<td>53</td>
</tr>
<tr>
<td>Average</td>
<td>13</td>
<td>26</td>
</tr>
<tr>
<td>Total</td>
<td>51</td>
<td>100</td>
</tr>
</tbody>
</table>

With regard to health services, it was noted that over 70% of the participants reported that VRTs was effective on improvement of health service delivery in all surveyed councils (Table 3). This is partly due to there is significant improvement of health services after establishing the VRT compared to period before its establishment.

Table 3: Effectiveness of VRTs in Promoting Health Services (%)

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level of contribution:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very high</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>High</td>
<td>27</td>
<td>52</td>
</tr>
<tr>
<td>Average</td>
<td>13</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Frequency</td>
<td>Percent</td>
</tr>
<tr>
<td>----------------</td>
<td>-----------</td>
<td>---------</td>
</tr>
<tr>
<td>Poor</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>52</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Reasons for contribution:**

<table>
<thead>
<tr>
<th>Reason</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant difference before and after</td>
<td>20</td>
<td>39</td>
</tr>
<tr>
<td>Insufficient of funds</td>
<td>11</td>
<td>21</td>
</tr>
<tr>
<td>Awareness</td>
<td>16</td>
<td>31</td>
</tr>
<tr>
<td>Low awareness</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>52</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Although VRT is effective on promoting health services, but the level of sufficiency and efficiency of the services to community are still uncertain. This is due to the fact that most of the participants ranked average and moderate on level of sufficiency and efficiency respectively (Table 4). This justifies that the supply side of health service does not match with the requirements of the customers.

**Table 4: Situation of Health Services in Surveyed Areas (%)**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Level of sufficiency:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very sufficient</td>
<td>9</td>
<td>17</td>
</tr>
<tr>
<td>Sufficient</td>
<td>13</td>
<td>25</td>
</tr>
<tr>
<td>Average</td>
<td>27</td>
<td>52</td>
</tr>
<tr>
<td>Insufficient</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>52</strong></td>
<td><strong>100</strong></td>
</tr>
<tr>
<td><strong>Level of efficiency:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moderate</td>
<td>39</td>
<td>75</td>
</tr>
<tr>
<td>Low</td>
<td>8</td>
<td>15</td>
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<tr>
<td>Very low</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>52</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Apart from health services, the VRTs members were also effective on implementation of special days of population variables (Table 5). For instance,
VRT participated effectively during special days principally Women day, Africa child day, HIV/AIDS day, Farmers day and Village health day (Table 5). Some of evidences showing effectiveness are based on holding meetings, invitation, arranging for exhibits/show and presenting rewards to winners of different groups.

Table 5: Effectiveness of VRTS on Implementation of Special Days of Population Variables (%)
### Table 6: Strategies Used by VRTs in Stimulating Development Issues (%)

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiating various development plans</td>
<td>19</td>
<td>04.2</td>
</tr>
<tr>
<td>Identifying needs of the target groups</td>
<td>5</td>
<td>01.1</td>
</tr>
<tr>
<td>Sensitizing community</td>
<td>11</td>
<td>02.4</td>
</tr>
<tr>
<td>Possessing work plan</td>
<td>46</td>
<td>10.2</td>
</tr>
<tr>
<td>Implementing work plan</td>
<td>48</td>
<td>10.6</td>
</tr>
<tr>
<td>Analyzing and evaluating action plan quarterly</td>
<td>29</td>
<td>06.4</td>
</tr>
<tr>
<td>Analyzing and evaluating action plan annually</td>
<td>27</td>
<td>06.0</td>
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<tr>
<td>Recognizing community affairs</td>
<td>49</td>
<td>10.8</td>
</tr>
<tr>
<td>Possessing procedural of reports</td>
<td>37</td>
<td>08.2</td>
</tr>
<tr>
<td>Follow-up of submitted reports</td>
<td>38</td>
<td>08.4</td>
</tr>
<tr>
<td>Informing various ways of receiving development</td>
<td>46</td>
<td>10.2</td>
</tr>
</tbody>
</table>
Interestingly, the VRTs members used the following approaches to ensure effective follow-up of submitted reports (Table 7). These include meetings, leaders such as VEOs and Members of Parliament, both meeting and leaders as well as combination of meeting, letters and minutes. Of all the approaches, meeting appears to be the major approach of ensuring effective follow-up of the submitted reports in all surveyed councils.

Table 7: Approaches Used by VRTs to make follow-up of submitted reports (%)

<table>
<thead>
<tr>
<th>Approaches</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meetings</td>
<td>15</td>
<td>34</td>
</tr>
<tr>
<td>Leaders – VEO/MPs</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Meeting and leaders</td>
<td>12</td>
<td>27</td>
</tr>
<tr>
<td>Non</td>
<td>6</td>
<td>14</td>
</tr>
<tr>
<td>Meeting, letters and minutes</td>
<td>10</td>
<td>23</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>44</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Furthermore, it was as well observed that the participants were using 7 ways of getting support or assistance from outside the council or ward or village/Mtaa (Table 8). Of all ways mentioned in the table invitations seem to be the major way which accounted for 37%. This is followed by meetings and using representatives to consult supporters which accounted for 17%. The rest of the ways accounted for only 6% (see Table 8).

Table 8: Ways used by VRTs to get development Assistance/support Outside (%)

<table>
<thead>
<tr>
<th>Ways</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meetings</td>
<td>8</td>
<td>17</td>
</tr>
<tr>
<td>Invitations</td>
<td>17</td>
<td>37</td>
</tr>
<tr>
<td>Minutes</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>------------------</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Constructed projects</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Meeting and minutes</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Representatives to consult supporters</td>
<td>8</td>
<td>17</td>
</tr>
<tr>
<td>Situational analysis</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>46</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

It was as well noted that the VRTs uses several ways to mobilize community on participating voluntarily on implementation of development plans (Table 9). Of all the ways listed in Table 9, by-laws by far remain the major one, followed by meetings/seminars which accounted for 29%. Very few mentioned visiting as well as combination of visiting and by-laws.

**Table 9: Ways used by VRTs to mobilize community (%)**

<table>
<thead>
<tr>
<th>Ways</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>By laws</td>
<td>33</td>
<td>65</td>
</tr>
<tr>
<td>Meeting/Seminars</td>
<td>15</td>
<td>29</td>
</tr>
<tr>
<td>Visiting</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>By laws and visiting</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>51</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.5 Interaction of VRT with the Existing Community to Promote Development

The consultants noted 6 areas of which the VRTs members effectively interact with existing community structure (Table 10). Of all listed areas, initiating development plans using Opportunities and Obstacles to Development (O&OD) methodology remains to be the major area which accounted for 37.4%. Development plans and implementing of development plans were also received important role to play in making the VRTs members to cooperate with the existing community structure accounted for 25.2% and 20.9% respectively. Other areas include fund raising, combination of development plans and fund raising, mass participation and seeking for labor for volunteer work (Table 10).
Table 10: Areas VRTs Interact with Existing Community Structure (%)

<table>
<thead>
<tr>
<th>Areas of interactions</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seeking for labor for volunteer work</td>
<td>1</td>
<td>0.9</td>
</tr>
<tr>
<td>Mass participation</td>
<td>3</td>
<td>2.6</td>
</tr>
<tr>
<td>Both development plans and fund raising</td>
<td>5</td>
<td>4.3</td>
</tr>
<tr>
<td>Fund raising</td>
<td>10</td>
<td>8.7</td>
</tr>
<tr>
<td>Implementing development plans</td>
<td>24</td>
<td>20.9</td>
</tr>
<tr>
<td>Development of plans</td>
<td>29</td>
<td>25.2</td>
</tr>
<tr>
<td>Initiating development plans using O &amp; OD methodology</td>
<td>43</td>
<td>37.4</td>
</tr>
<tr>
<td><strong>Total responses</strong></td>
<td><strong>115</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.6 The Contribution of VRTs at Household Level

The consultants noted that since establishment of the VRTs in 2004, the households in all surveyed councils benefited in various ways (Table 11). For instance, livelihoods of the households have improved, the development plans were successfully completed, and households’ awareness on development issues were also increased. Others included capacity of the households to formulate various development plans is enhanced. As a result, the households were somehow able to manage development plans as opposed to before establishment of the VRTs. It was as well noted that households’ motivation to development issues was also increased. These findings suggest that the VRTs members are useful instruments in facilitating the positive changes at household level.
Table 11: Contribution of VRTs at Household Level (%)

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Household livelihood improved</td>
<td>47</td>
<td>35.1</td>
</tr>
<tr>
<td>Successfully completion of development plans</td>
<td>30</td>
<td>22.4</td>
</tr>
<tr>
<td>Awareness on development issues increased</td>
<td>21</td>
<td>15.7</td>
</tr>
<tr>
<td>Increased capacity to manage development plans</td>
<td>18</td>
<td>13.4</td>
</tr>
<tr>
<td>Enhanced formulation of various development plans</td>
<td>16</td>
<td>11.9</td>
</tr>
<tr>
<td>Increased motivation to development issues</td>
<td>2</td>
<td>01.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>134</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.7 The Impact of VRTs on Activation of the Systems and process in the Community

Basically, there are two categories of interpretations of the term impact. The first category, some people look at the direct output of the activity and call this as an impact. The second category goes beyond the direct product and tries to study the effects of this product on the ultimate users the so called people level impact. Specifically, the second type of impact deals with the actual adoption of the programme output and subsequent effects on production, income, environment and whatever the development objectives may be. It begins to occur only when there is a behavioral change among the potential users. Fortunately, the evaluation team got an opportunity to conduct Focus Group Discussion with various people and observed what is happening at grass root level with the intention to gather additional information and validate some findings from participants. In regard to this, the VRTs show several changes at different levels as follows:

(i) Changed the communities attitudes towards the VRTs play an important role in their development process

(ii) Improved and strengthened relationship between VRTs and communities
(iii) Fostered interaction of the VRTs as change agent with the existing community

(iv) Improved capacity of households to initiate various development plans and their livelihoods

(v) Enhanced capacity of the communities to formulate and manage development plans

(vi) Improved communication networks between and among different actors involved in development process

3.8 Sustainability of Village/Mtaa Resource Teams (VRTs) and Challenges

The most important aspect in a successful performance of the VRTs is whether it is sustainable without continued external resource inputs. It is expected that the training offered to various actors will stimulate and strengthen active participation for all actors involved in this programme. The basic premise of this argument stems from the characteristics listed below:

(i) VRT programme functions on volunteer basis or unpaid assistance

(ii) Increased community awareness pertaining to vital role that VRTs play in their development process will definitely lead to acceptability of the VRTs and hence ownership to the community.

(iii) Local Government Training Institute (LGTI) will incorporate the VRT training in its training plans (programs) and turn the LGAs to be an area of model planning demonstration for practical purposes. Whereby students during outreach practical activities will be assigned to visit the district councils and learn how sustainability of the VRTs can be enhanced. In addition to that, students will be required to conduct
research and come out with opportunities, obstacles and challenges facing VRTs and suggest remedial measures to overcome them.

(iv) Local Government Training Institute (LGTI) can work together with district councils as a strategy to ensure that VRTs is mainstreamed into the district planning process and to enable them see VRTs as important opportunities and viable strategy for empowerment of their people and contributing to poverty reduction strategies.

However, VRTs is confronted with the following challenges:

(i) Weak linkages collaboration and coordination between VRTs and other stakeholders

(ii) Weak linkages between LGAs and Ward and village/Mtaa

(iii) Conflicting of interests among actors at all levels

(iv) Lack of clear guidelines for retaining the VRTs members at all levels

(v) Lack of accountability and commitment among VRTs members council officials

(vi) Lack of transport, motivation and working tools

4.0 CONCLUSIONS AND RECOMMENDATIONS

4.1 Conclusion
Despite the short period of time, the impact of the program to targeted beneficiaries is impressive. The trainings provided were effective tool in creating awareness, improved the confidence of VRTs members and communities in
identifying formulating and managing development plans, fostered the interaction between VRTs members and communities, improved communication networks between and among different actors involved in development process, VRTs acts as catalyst in promoting development plans and VRTs has enabled existing institutional arrangements to increase their efforts on development. Nevertheless, it is practically impossible within duration of five years to realize tremendous achievements in almost all aspects. However, basing on aforementioned achievements, it is beneficial for the PMO–RALG to continue using VRTs for the betterment of our community living in both rural and urban areas for purpose of fostering their development process. Therefore, adopting and replicating such approach to all LGAs in the country is also delightful. Correspondingly, extension of the programme is highly acknowledged by evaluation team.

4.2 Recommendations
In view of the findings and conclusions derived above, the following recommendations are made for future direction of the VRTs.

- There is a need to have proper plans and guidelines for making a follow-up and monitoring of the VRTs functions at all levels
- There is a need to establish effective linkages between LGAs and Ward and village/Mtaa or at all administrative levels
- Addition package of VRTs capacity building is required at all levels
- Government and other stakeholders should provide VRTs members vital working tools, equipment and transport facilities
- Community sensitization through education pertaining to VRTs roles that play in development process is also needed
✓ Extension of the VRTs to other district councils in the country is required

✓ Good will in VRTs programme for all stakeholders involved in development process is an important weapon in realizing tremendous achievement of any programme.

REFERENCES CITED


5. PMO –RALG ( 2004). Decentralization by Devolution documents


8. URT (1977 ), Constitution. As amended time to time

APPENDICES

APPENDIX 1: Evaluation Terms of Reference (ToR)
Individual/institutional contract details: Local Government Training Institute Hombolo (LGTI), Dodoma.
Title: Assessment of the impact of Village/Mtaa Resource Teams (VRTs) in the Activation of the Systems and processes in the community within the Local Governments Setup.

(Identify what is being evaluated. Use appropriate programme titles. Indicate the time period of the activity, project or programme that will be covered by this evaluation)

Background:

(“Describe in brief the history, current status, programmed logic, strategies, linkages, budgets, stakeholders, partners, donors and implementing agencies/organizations”)

The Prime Minister’s Office Regional Administration and Local Government (PMO – RALG) with support from the United Nations Childers’s Fund (UNICEF) is implementing a programme on Capacity Building for the Lower Level Local Governments (LLLG) through established of Village/Mitaa Resource Teams (VRTs) in Tanzania Mainland. VRTs have been established fully in the 22 Local Government Authorities (LGAs) and partially in 14 LGAs on trial basis since 2004. The training used a cascade model, a total of 264 District facilitators, 2,265 Ward facilitators, 29,148 VTRs were trained, since then there has not been any detailed assessment of this novel approach to determine its effectiveness in catalyzing systems and processes for development in the lower level of Local Governments.

Objectives of Establishing the VRT’s

It was expected that the VRTs - on a voluntarily base - would serve as well - informed multi-sectoral facilitators acting as additional support to the village government contributing to community-based development initiatives and thereby strengthen the decentralization by devolution process and local governance.

More specifically:
(i) To promote and strengthen multi-sectoral and multi-skilled VRTs for addressing issues related to children and young people.

(ii) To develop facilitation skills that would kink with already established activities such as the O&OD process, CBMIS, Village Health Days and the Day of the African Child.

(iii) Responsible for facilitating village meetings where issues would be discussed and information shared, and

(iv) Expected to make household visits in order to follow-up on any matters that arose in the meeting.

Composition of VRT Teams:

Ideally the Village Resource Teams (VRTs) is composed of 12 trained people at Village level (two Village health Workers (VHW), four Out of School Youth (OOSY) facilitators, four Opportunities and Obstacles to Development (O&OD) facilitators and Community Based Management Information System (CBMIS) facilitators, one Village Executive officer (VEO) , and one village.

TOR for VRTs:

According to VRT – Trainer’s Guide (Kiongozi cha Timu ya Uwezeshaji ya Kijiji/Mtaa) by PMMO – RALG (2006), the roles of VRT in the Village and Mtaa are to facilitate:

(i) Identification of opportunities for development that exists in the community.
(ii) Collection and harmonization of wide range of data in the community.
(iii) Analyzing and translating data and information that exist in the community.
(iv) Identification and prioritization of the challenges existing in the community.
(v) Preparation of the community plan of action (CPA) using recourses existing within and out side the community.
(vi) Implementation of community development plans.
(vii) Monitoring and evaluation of implementation of Village/Mtaa CPA on quarterly and annual basis.
(viii) Identification of community issues which calls for solution.
(ix) Tracking down the flow of information to the District Council and feed back to community.
(x) Lobbying and advocacy to solicit for external support.
(xi) Promotion of community mobilization and self reliance spirit.
(xii) Participation in special occasion’s e.g. Village health day, African Child day, HIV/AIDs day etc.
**Purpose of the Evaluation:**

(“Describe why the programme/project is being evaluated, why now, for who (target audience), how will the results be used and the timing and focus of the evaluation to any decision making events”).

Training of VRTs has become a major Capacity Development exercise at grassroots level which is well recognized by both the Government and UNICEF. Under the Local Government Act a village is a legal unit of the Local Government Authority being governed by the Village Government. The village community is pivotal for initiating and implementing development activities at the community level, by drawing contribution from each of its members – men, women, children and young people. The need for VRT was acknowledged by communities as the VRT contribute to the availability of well informed facilitators at village level. This is important outreach service to the communities as most of the extension staff are Ward based and most villages are quite large and they need extra support.

The main objective of the assessment exercise will be to evaluate the impact of VRTs concept in the LLGs. Since the introduction of VRTs in 2004 there has not been any detailed assessment of this novel approach to determine its effectiveness in catalyzing systems and processes of development in the lower level Local Governments. Furthermore, the evaluation will assist the documentation of the initiative for further national policy development partners and civil society organizations.

**Specific objectives:**

Specific objectives of the study are to:

i. Find out if the trained VRTs are active in the selected pilot LGAs and why they are active or inactive.

ii. Verify whether VRTs are effective in promoting development activities in the communities using the existing systems and processes or they are duplicating roles and responsibilities of VEOs/MEOs

iii. Explore in how VRTs are interacting with the existing community structures.

iv. Capture the actual contribution of VRTs at household level

v. Provide the feedback on whether the PMO-RALG should continue with promotion on VRTs in the remaining LGAs

vi. Identify key issues for sustainability and propose appropriate measures for sustainability of VRTs.

**Scope and Focus:**
State the information needs related to the purpose above using major questions that the evaluation must answer. Group and prioritize these and ensure that these are realistic and achievable. Consider evaluation criteria – relevance, efficiency, effectiveness, sustainability, impact, cost analysis, human rights-based approach and results based management strategies – in the evaluation questions framed. Non-UNICEF supported districts.

Sample and Sampling:

The sample size will include six LGAs, eighteen Wards that is (three wards per Council) and 45 Villages and 9 Mitaa i.e. (Three villages/Mitaa per ward) where VRT trainings have been conducted. Selection of the Villages will be done at the District level depending on the level of performance of VRT. Both highly performing and poor performing villages will be picked to establish the reasons for both success and failure.

Assessment Design

The Research Team (See Appendix 1 for composition of teams) will spend a total of five working days in each LGA excluding travel days. In each of the LGAs the first day will be spent on discussions/expert consultation with key stakeholders at the Council level and confirming appointments at the Ward and village levels. Prior information on the process and procedure of assessment will be sent by PMO-RALG before the commencement of the exercise. On day two and thereafter the consultant teams will divide into three groups with support from three respective LGA staff members led by LGTI Consultants and proceed to Ward level. Each group will conduct Focus Group Discussions with members of the VRT facilitators at Ward level, village level, other stakeholders/committee members and household level on the same day. Focus group will be composed of both male and females of different age groups. The review of documents, reports and minutes of meetings will be scrutinized wherever available. Day three will cover village two in the same Ward, and day four will cover village three in the same Ward. On the last day (Day five) the three teams will meet again at council level to compile data, and to provide feedback (preliminary) findings and solicit recommendations. This would be one way of validating the findings from the Ward and villages and even from the district level.

In order to gain a clear understanding, the team will examine the roles and responsibilities of the Council and Ward Facilitation teams and the roles and responsibilities of VRTs in the activation of systems in place at the village/Mtaa level.

At Ward level the Team will meet with VRT members of the Ward Facilitation Team and selected Ward Development Committee member to get information on the usefulness of the VRT concept. Researches will also probe on kind of support Ward facilitators have provided to the Villages/Mtaa Resource Teams.
At the Village/Mttaa level, the research team will bring together the Village/Mttaa Resource Team members, Village Council Members as well as other resource persons working in the community to discuss the activation role of the VRTs. The linkage in terms of implementation and support from village to the national level will also be established. This will help in informing how VRTs can be integrated in formal administrative systems.

**Existing Information Sources:**

1. OWM-TAMISEMI (2006) Kiongozi cha Timu ya Uwezeshaji ya Kijiji /Mttaa
2. OWM-TAMISEM (20076) Rejea ya Mwezeshaji
3. UNICEF field exercise on information gathering processes and use from Village to District level, March 2008 Report.
4. LGA reports on VRT.
5. Decentralization by Devolution documents by PMO-RALG.
8. The United Republic of Tanzania Constitution.

The researchers will be required to read all of the above documents.

**Evaluation Process and Methods:**

(“Describe the key stages of the evaluation process – How will the evaluation take place and who will participate. This should show sources of information (caregivers, service providers, children, etc) for any new data to be collected, sampling approaches for different methods (including area and population to be covered), procedures to be used and sample size. The level of precision required, data collection instruments, types of data analysis and any ethical considerations must be specified. Also highlight any process results (capacity, empowerment, feedback of findings) expected. Specify intermediate tasks - meetings with stakeholders, key points of interaction, verification process and presentation of findings”).

**Assessment Process and Methods:**

The study will cover 6 Councils, 18 wards, 36 villages and 18 Mitaa. This sample has been purposively picked to capture diversity of LIGAs, and nature of LGAs to involve both urban and District Councils experiences, better-off and worse-off experiences. Three interdisciplinary teams composed of three evaluators pert council will be involved in the exercise. Participatory approaches and methods shall be applied in the assessment. Assessment teams will apply expert consultation and focuses groups discussions (FGD) guided by a special checklist at each level.
Checklists for group/individual interrogation have been developed in participatory manner; refer the field guides annex 1, 2 and 3. Consultation and discussion - qualitative data will be supplemented by literature review from different sources especially the village/Mtaa reports.

i. Assessment Teams will do a desk review prior to visiting the LGA in order to access information and background materials on the Council situation and background information on VRT’S roles and responsibilities, as well as conducting discussion meetings with key PMO - RALG personnel on the process of establishing VRT system.

ii. Hold discussion meeting with Council MANAGMETN Team before going to the Wards Villages/ Mtaa to get a better understanding of type of training/support given to VRT in the LGA.

iii. Each Team to visit and consult Ward Development Committee, VRT facilitators at Ward level and other key persons to understand the role of VRT.

iv. Each team to work for 3 days in 3 villages/Mtaa in each Ward; bringing together key resource persons (VRT’s, Village Council and Village Committee members) to discuss the role of VRT.

v. One day for discussion and feedback meeting with LGAs to discuss further findings and way forward.

vi. All three teams will meet in Dodoma for in-depth analysis, compilation and report write-up. Most of analysis will have been done jointly with stakeholders in the field.

vii. UNICEF and PMO-RALG meeting will be organized to discuss the preliminary report before the final report is produced.

**Stakeholder Participation:**

[Specify the involvement of key stakeholders and their roles – liaison, technical advisory; observe role, or active role in the evaluation process. Specify at which stage the participation is expected]

**Stakeholder Participation:**

LGAs as key stakeholders will provide three research assistants. Villages/Mtaa will provide venues, create awareness and disseminate information and active participation. Households will spare some time for interviews. VRT facilitators at different levels will...
participate in the assessment mainly in providing information and other relevant documents. PMO-RALG will coordinate the whole study and provide guidance and direction. UNICEF will provide technical and financial support.

Evaluation Team Composition:

[Identify the composition and competencies of the evaluation team. Distinguish between desired and mandatory competence, as well as whether competencies are required by the whole team or by certain members. Consider multidisciplinary teams if appropriate]

Evaluation Team Composition Formed in 2008:

The research team shall be composed of six consultants and twenty one research assistants.

Team Composition, 2008:

<table>
<thead>
<tr>
<th>S/N</th>
<th>Team 1:</th>
<th>Title &amp; Institution</th>
<th>Role</th>
<th>District.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Donate Musiba</td>
<td>Rector LGTI</td>
<td>Sub-team leader</td>
<td>Magu DC and Musoma DC</td>
</tr>
<tr>
<td>2.</td>
<td>Samanya Eliakundi</td>
<td>Lecturer LGTI</td>
<td>Researcher</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.</td>
<td>Lecturer LGTI</td>
<td>Sub-team leader</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.</td>
<td>3 Research assistants</td>
<td>From LGAs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Team 2:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Judicate Mwanga</td>
<td>Lecturer LGTI</td>
<td>Sub-team leader</td>
<td>Makete DC and</td>
</tr>
</tbody>
</table>
Accountabilities:

[“Specify the role and responsibilities of the evaluation team leader, members and stakeholders – liaison with the evaluation team, providing technical guidance, coordination of stakeholders, selection (and orientation of team members), approval of intermediary and final products, and any capacity building of stakeholders in the process”].

Accountabilities:

1. ZILALA CASTUS D: Overall Team Leader

Mr. Zilala, C.D, a holder of a Masters’ degree in Economics and Management, has been working as a Lecturer at the Institute of Rural Development Planning, Dodoma, since 2003. At the Institute, he held various academic and professional related positions like Programme Coordinator and Admissions Officer. In May, 2006 he was appointed the Lecturer and Director of Studies at the Local Government Training Institute, Dodoma, the position he holds to 2008. Mr. Zilala has a very strong background in participatory methods.

Mr. Zilala was a team member in the identification study for District Development programmes in Kigoma Region in May/June 2004. From 8th January, 2007 Mr. Zilala was appointed National Facilitator and team leader for management Skills Training course for “Mitaa” Executive Officers (MEOs) from Musoma Municipal Council; Bukoba Municipal Council and Mwanza City.
In July, 2007 Mr. Zilala was appointed for Village Executive Officers (VEOs) Training programme for Singida and Dodoma Regions. From June to December he was engaged in National Training programme for Councilors in two regions – Dodoma and Iringa in the capacity as the Facilitator.

He is an active scientist in participatory approaches and especially in project planning, monitoring and evaluation for impact. Mr. Zilala has followed closely various reforms taking place in the Local Government settings. Socially, Mr. Zilala has very good records in the public relation.

2. MR. JUDICATE MWANGA: Assistant Team Leader

MR. Mwanga is currently a lecturer in project planning at the Local Government Training Institute (LGTI). Before joining LGTI he was the head of Socio-Economic research Programme in Central Zone based at Mpwapwa Research Station. He is an active scientist in participatory approaches, natural resources management, Livelihood models, Innovation systems, participatory approach and monitoring for impact, Local and indigenous knowledge system. He is a seasoned field based socio-economist, and has been part and parcel of mult-cultural, mult-disciplinary, and regional terms.

He has offered a number of consultancy services, among others the following are indicated below:

Facilitator: Facilitation on strategic planning, Grape and Winery Stakeholders workshop, Grape development programme, Makutupora, Dodoma.
Facilitator: Sustainable Livelihood Framework, gender agro biodiversity and indigenous knowledge, SEI and approaches to programme managers.

3. MR. DONATI MUSIBA: Assistant Team Leader

Mr. Donati Musiba is currently the Principal of the Local Government Training Institute Hombolo, Dodoma. Before joining Hombolo he worked as a Lecturer at the Institute of Rural Development Planning Since 1996 and rose up to Senior Lecturer. Mr. Musiba has also worked as a head of knowledge department and coordinator of Post-Graduate Diploma Courses

Mr. Musiba is one of the authors of the following publications: (i) A research Manual for FDC Tutors, Adult Education Press, Dar es salaam (ii) Uchumi Siasa (Political

**Overall Team Leader**

The overall team leader will coordinate all the three teams, approve the reports from the three groups, and supervise the production of the final report.

**Assistant Team Leader**

Every team member will have the role and responsibility to execute the said assignment. Nonetheless, team leaders shall have additional roles to play in their capacity as team leaders. Among others, they will have to ensure smooth running of the evaluation exercise from the kick off moment to its completion. The team leader will act as a bridge between the evaluation team members and stakeholders. On top, the team leader will be required to orient his/her team before the whole process kicks off and be required to execute any capacity building of stakeholders in process further, Team Leaders will be required to approve any intermediary reports.

Team members will require to play active roles in the whole evaluation process. They should work hand in hand with the team leaders in ensuring that the expected products are of higher standing quality

Stakeholders are required to provide none financial facilities to enable the smooth running of the evaluation exercise.

**Procedures and Logistics:**

("Specify as necessary logistical issues related to staffing and working conditions")

**Procedures and Logistics:**

Each team will visit two LGAs and will spend five working days in each LGA as follows;

Day one: Courtesy call at Council Headquarter, get an overview of VRT activities with officials of the respective LGA. Recruit and orient LGA staff, make appointments at work level and form sub-groups and, organize for two more vehicles from the LGA or hiring.
Day two: The three groups travel to the respective selected Ward, meet Ward Facilitators and Officials, select the three villages make appointments in the three selected Villages and work in one of the village.

Day three: Work in the second village.

Day four: Work in the third village.

Day five: The three groups meet to compile LGA data and give feedback to Council leaders and get their views.

Day six: Travel to the next LGA.

Three vehicles will be required. One VRT Programme vehicle is available at PMO-RALG and two will have to be hired. At each LGA, two more vehicles will be hired.

The three teams will assemble in Dodoma for five days of report writing. The report writing will take place in Dodoma outskirts (Mtumba Women Centre). One vehicle will be required to ferry the researchers to the Venue and back.

Products:

(“List products to be delivered, to whom and when. Consider the evaluation report, completed date sets, dissemination materials, and summary for UNICEF evaluation database. Specify the format for deliverables – hard copies (number of copies), software, and translations. Mention compliance with “UNICEF Evaluation Report Standards” and UNICEF Evaluation Technical Notes Series no. 3 “Writing a good Executive Summary”)

Products:

The output of the VRT impact assessment will be the reports, lesson learned and an inputs to VRT facilitators at all levels. There shall be a preliminary assessment report that will be discussed between UNICEF and PMO-RALG. Management Team views shall be incorporated in the preliminary report to produce the final assessment report. The assessment exercise itself in a lesson for PMO-RALG and the stakeholders involved in the exercise. This will provide a broader understanding on how systems in place can be enhanced thorough the voluntary catalytic mechanism. VRT, being and innovative approach to community development process need to be followed up frequently to provide moral support to those involved in execution. In this case it is anticipated that the assessment will provide a momentum to implementers of VRT activities with knowledge that they are recognized.

Resource requirements:
Estimate the cost and prepare a detailed budget. Note the source of funds. Link the budget to the key activities or phases in the work plan. Cost estimates may cover items including travel, team member costs, payments for translations, etc. Estimate separately staff and stakeholder time commitments to the extent possible.

Resource requirements:

<table>
<thead>
<tr>
<th>PROPOSED BUDGET FOR VRT EVALUATION ASSIGNMENT IN SIX DISTRICTS</th>
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<td>GRAND TOTAL</td>
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**Appendix 2: Questionnaire for Participants**

**JAMHURI YA MUUNGANO WA TANZANIA**

**OFISI YA WAZIRI MKUU**

**TAWALA ZA MIKOA NA SERIKALI ZA MITAA**
TATHMINI YA UTEKELEZAJI WA TIMU
YA UWEZESHAJI NGAZI YA KIJIJI/MITAA (TUKI)

NA. 3
DODOSO KWA AJILI YA TUKI

S. L. P 1923
Dodoma
Simu: 026-2322848, Fax 2322116
Barua pepe: ps@pmoralg.go.tz March, 2009
DODOSO KWA AJILI YA TUKI

A: Eneo la kufanyia Tathmini

(i) Jina la Mkoa: .................................................................

(ii) Wilaya .................................................................

(iii) Halmashauri: .................................................................

(iv) Kata: .................................................................

(v) Kijiji/Mtaa: .................................................................

B: Uongozi wa TUKI

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<tr>
<th>(1)</th>
<th>Idadi</th>
<th>Elimu Isiyorasmi (Informal)</th>
<th>Elimu ya Msingi</th>
<th>Elimu ya Sekondari</th>
<th>Elimu baada ya Secondari (Post –Secondary education)</th>
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Kazi nyinginezo

C: Utambuzi wa Fursa za Maendeleo

1. (a) Mnafahamu kwamba kuna fursa za maendeleo katika ngazi ya Vijiji/Mtaa?
   (i) Ndiyo □
   (ii) Hapana □

   (b) Kama jibu ni ndiyo, huwa mnazitambuaje?

   ................................................................................................................
   ................................................................................................................

D: Ukusanyaji wa Takwimu za Maendeleo

2. (a) Mnafahamu takwimu mbalimbali za kijamii katika ngazi ya vijijini/mitaa yenu?
   (i) Ndiyo □
   (ii) Hapana □

   (b) Mnazitumiaje takwimu hizo, katika mipango ya maendeleo?

   (i) ..............................................................................................................
   (ii) ..............................................................................................................
   (iii) ..............................................................................................................

E: Mpango wa Maendeleo (Mpango kazi)

3. (a) Je Mna mpango kazi?
   (i) Ndiyo □
   (ii) Hapana □

   (b) Kama jibu ni Ndiyo eleza jinsi mnavyoshirikiana na serikari ya kijiji.

   ................................................................................................................
   ................................................................................................................
   ................................................................................................................

F: Utekelezaji wa Mpango Kazi wa Jamii

4. (a) Mpango kazi mliouibia, unatekelezeka ipasavyo?

   (i) Vizuri sana □          (ii) Vizuri □
   (iii) Kiasi □               (iv) Siyo sana □
G: Kuchambua na kutathimini mpango kazi

(a) Je mnafanya uchambuzi na kutathmini kwa kila robo/mwaka?

<table>
<thead>
<tr>
<th>Jibu</th>
<th>Robo</th>
<th>Mwaka</th>
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<tbody>
<tr>
<td>Ndiyo</td>
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<td>Hapana</td>
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H: Utambuzi wa masuala mbalimbali ya kijamii yanayohitaji utatuzi

6. (a) Je mnatambua masuala ya kijamii?

   (i) Ndiyo  [☐]  (ii) Hapana  [☐]

(b) Taja maswala ya kijamii unayotambua?

   (i) .................................................................
   (ii) .................................................................
   (iii) .................................................................

I: Ufuatiliaji wa taarifa kutoka katika jamii kwenda ngazi za juu pamoja na mrejesho wake

(a) Mna utaratibu wa kufuatilia taarifa ziendazo kwenye Halmashauri na Mrejesho kwa jamii kijijini?

   (i) Ndiyo  [☐]  (ii) Hapana  [☐]

(b) Mnatumia utaratibu gani kufuatilia masuala hayo?

   (i) .................................................................
   (ii) .................................................................
   (iii) .................................................................

J: Mbinu za ushauri na utetezi wa misaada mbalimbali kutoka nje ya kijiji

(a) Taja utaratibu wa kutafuta au kushawishi upatikanaji wa misaada toka nje ya kijiji? .................................................................
K: Uhamasishaji wa juhudi za kujitegemea

(a) Mnatumia mbinu gani ili jamii iwe na mwamko wa kujitolea na Kujitegemea katika uendelezaji wa maendeleo yao?

(i) ………………………………………………………………………………………………………

(ii) ………………………………………………………………………………………………………

(b) Taja mafanikio ya mwamko huo tangu kuanzishwa kwa TUKI

(i) ………………………………………………………………………………………………………

(ii) ………………………………………………………………………………………………………

(iii) ………………………………………………………………………………………………………

L: Ushiriki katika shughuli maalum.

TUKI inawezeshaje wanajamii kushiriki katika masuala ya:-

(i) Siku ya Afya Kijijini?
………………………………………………………………………………………………………………
………………………………………………………………………………………………………………
………………………………………………………………………………………………………………

(ii) Siku ya Mtoto wa Afrika?
………………………………………………………………………………………………………………
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………………………………………………………………………………………………………………

(iii) Siku ya UKIMWI DUNIANI?
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………………………………………………………………………………………………………………

(iv) Siku ya Mwanamke?
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………………………………………………………………………………………………………………
(v) Siku ya Nane Nane?

……………………………………………………………………………………………………
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……………………………………………………………………………………………………

1. Eleza kwa kifupi maeneo ambayo TUKI na Afisa Mtendaji wa Kijiji/Mtaa wanashirikiana katika kuleta maendeleo ya Jamii.

________________________________________________________________________
________________________________________________________________________

2 a. Utaratibu wa vikao vya TUKI katika ngazi ya Kijiji/Mtaa ukoje?

________________________________________________________________________
________________________________________________________________________

b Je, Katibu wa TUKI anaitisha vikao kama inavyotakiwa?

(1) Ndiyo   [ ]    (2) Hapana  [ ]

c Kama ni hapana toa sababu

________________________________________________________________________
________________________________________________________________________

3. TUKI kama sehemu ya Jamii, mnaonaje ushirikiano uliopo kati ya TUKI na Jamii nzima katika kuchochea maendeleo?

________________________________________________________________________
________________________________________________________________________

4. Je, TUKI wamewezaje kuwasaidia Vijana na Watoto katika kutambua na kupata haki zao za msingi?

________________________________________________________________________
________________________________________________________________________

5. Je, ni kwa vipi/namna gani TUKI inachochea masuala mtambuka katika mtiririko mzima wa upangaji na utekelezaji mipango ya maendeleo ya Kijiji/Mtaa?

________________________________________________________________________
6. a. Je, **Idadi** ya wahudumu wa afya ya msingi katika ngazi ya Kijiji/Mtaa inatosheleza kwa kiasi gani?

(a) Vizuri sana (  )
(b) Vizuri (  )
(c) Wastani (  )
(d) Mbaya (  )

b. Toa maelezo mafupi juu ya **ufanisi** wa huduma zinazotolewa na wahudumu wa afya ya msingi katika ngazi ya Kijiji/Mtaa

________________________________________________________

________________________________________________________

7. Je, TUKI ina **nafasi** gani katika kuboresha huduma za afya?

(a) Nzuri sana (  )
(b) Nzuri (  )
(c) Wastani (  )
(d) Mbaya (  )

Toa maelezo kwa jibu ulilochagua

________________________________________________________

________________________________________________________

8. a. Je, Jamii inaelewa kwa kiasi gani dhana ya (U-3) Utambuzi, Uchambuzi na Utekelezaji (kwa mfano tunapochambua vifo vya Watoto)

(a) Inaeleweka vizuri (  )
(b) Inaeleweka (  )
(c) Inaeleweka kiasi (  )
(d) Haieleweki (  )

Toa maelezo kwa jibu ulilochagua

________________________________________________________

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b. Toa mifano halisi jinsi dhana ya U-3 ilivyotumika


10. Tangu TUKI ianzishwe katika Kijiji/Mtaa, utekelezaji wa mikakati ya maendeleo imeboreshwaje?

(a) Vizuri sana (  )

(b) Vizuri (  )

(c) Wastani (  )

(d) Hakuna tofauti (  )

Toa maelezo kwa jibu ulilochagua


11. Je, dhana ya Mbinu Shirikishi Jamii ya Fursa na Vikwazo kwa Maendeleo (O&OD) inatumikaje katika kupanga mipango katika eneo lako?

(a) Vizuri sana (  )

(b) Vizuri (  )

(c) Haitumiki (  )

Toa maelezo kwa jibu ulilochagua


12. Je, Jamii inaelewa kwa kiwango gani juu ya mchakato mzima wa Kupanga, Kutekeleza, Kufuatilia na Kutathmini mipango ya maendeleo?

(a) Kiwango cha juu (  )

(b) Wastani (  )

(c) Haielewi (  )
13. Ni kwa kiasi gani Jamii inashiriki katika mchakato wa (O&OD) ?
   (a) Vizuri sana ( )
   (b) Vizuri ( )
   (c) Wastani ( )
   (d) Haishiriki ( )

14. a. Je, unajisikiaje kuwa Mjumbe wa TUKI?
   (a) Vizuri sana ( )
   (b) Vizuri ( )
   (c) Kawaida ( )
   (d) Vibaya ( )

b. Ni Kwa kiasi gani unazimudu kazi za TUKI?
   (a) Vizuri sana ( )
   (b) Vizuri ( )
   (c) Kiasi ( )
   (d) Sizimudu ( )
15. Ukiwa kama mwana TUKI, eleza ni kwa namna gani utekelezaji wa majukumu uma boresha ujuzi wako

16. Ukiwa mwana TUKI nini matarajio yako ya baadaye?

17. Taja changamoto mbalimbali unazozipata katika utekelezaji wa kazi za TUKI.

18. Unadhani nini kifanyi ke katika kukabiliana na changamoto hizo?

Ahsante kwa ushirikiano wako

Appendix 3: List of People Met From Six LGAs
1.0 MAKETE DISTRICT COUNCIL

1.1 AT COUNCIL LEVEL

TOP LEADERS AT COUNCIL LEVEL

1. MR. JOSEPH CHOTE - AG. DISTRICT COMMISSIONER
2. MR. JOSEPH NKUMBI - AG. DED

VRTs AT COUNCIL LEVEL

1. UPENDO MGAYA - NATURAL RESOURCES
2. MAHENGE - AG. DT
3. ENG. SAMWEL - UJENZI  
4. J. THOMAS - COORDINATOR TASAF  
5. E. LAMOSAI - COMMUNITY DEVELOPMENT OFFICER  
6. THOMAS J. MWENDA - EDUCATION OFFICER  
7. ENG. MLUNGU - DISTRICT ENGINEER  

RESEARCH ASSISTANTS  
1. SOLOMON TWISAGILAGE  
2. THOMAS J. MWENDA  
3. UPENDO MGAYA  

1.2 IWAWA WARD  

1.2.1 VRTS AT WARD LEVEL  
1. SALEMANI KIONE - WEO  
2. ALOYCE MKWAMA - AGRICULTURAL OFFICER  
3. AGATHA MBILINYI - HEALTH OFFICER  

1.2.2 LUDIHANI VILLAGE  
1. DAKTA J. MAHENGE - VEO  
2. MICHAEL MAHENGE -  
3. PATSON MAHENGE -  
4. BENET MAHENGE -  
5. OTINA SWALO -  
6. BEATUS MAHENGE -  
7. AMBONWE MOGELLA -  
8. FALESTINA MAHENGE -  

1.2.3 IVALALILA VILLAGE  
1. NABOT MAHENGE  
2. PHILEMON MBILINYI  
3. OMBI SANGA  

1.2.4 IWAWA VILLAGE  
1. EVOTA SANGA
2. JANET KYANDO
3. AGNESS TWEVE
4. TADEN K. SANGA
5. DENGE SANGA
6. ROZI MBILINYI
7. NICOI MBWILO
8. AMBELE K. SANGA
9. CHALAMBWENE NGAO

1.2.5 INIHO VILLAGE

1. TIGRATH Y. SANGA
2. JUHUDI D. SANGA
3. MTEMI JUMAMOSYA
4. AHAZI SANGA
5. JULISI MBOGALA
6. ALLAN MBILINYI
7. FEDDY RABICK
8. MARY MBOGOLA
9. NITWELE MBOGELA
10. VEIDA MBOGELA
11. SUZANA SANGA
12. MUSA KALULU

1.2.6 UKWAMA VILLAGE

1. RASHIDI SANGA
2. EXANDA MNDELWA
3. ALAN TWEVE
4. LEHIWA MBILINYI
5. OMARI TWEVE
6. HEURIKE SANGA
7. ROBERT CHAULA
8. TAFUTA SANGA

1.2.7 MASISIWE VILLAGE

1. DANFORD SANGA
2. COSMAS SANGA  
3. PHILBERT SANGA  
4. ABSAHIM MBILINYI  
5. ALFAYO PITA  
6. FIDELIC CHAULA  
7. ANIPENDA SANGA  
8. CECILIA SANGA  
9. EVODIA MTWEVE  
10. DANIEL ILLOMO  

1.2.8 UTWEVE VILLAGE  
1. BENSON MBILINYI  
2. GODEN SANGA  
3. ADELA MAHENGE  
4. HAMIS SANGA  

1.2.9 MWAKANUTA VILLAGE  
1. EUNIKE LUVANDA  
2. REHEKA SWALLO  
3. TABIBU NGAILO  
4. NOELY VEGULA  
5. OSWARD SANGA  
6. FROIDA PERA  
7. AJERA SWALLO  
8. JOELY A. VEGULA  
9. INLOVE MWINAMA  
10. FRIDA MSANGATI  
11. VUMILIA SWALLO  
12. CHRISTOPHER FUNGO  

1.1 INIHO WARD  

1.3.1 AT WARD LEVEL  
1. CHRISTOPHER FUNGO  
2. FARAJI B. KOMBA  
3. GRACE FUNGO  
4. MANASE LUPONDO
1.3.2 KIDOPE VILLAGE

1. ABELI S. MWANAYO
2. JOFFREY E. FUNGO
3. DAIMON K. KYANDO
4. LAZARO L. FUNGO
5. KAFANELI M. FUNGO
6. JOSEPH H. NGALA
7. ALIMA M. CHAULA
8. MADEUSI W. MMILA
9. SOKOINE W. MMILA
10. ALANJESA M. SANGA

1.4 NANYAMBA WARD

1.4.1 AT WARD LEVEL

1. JOHN E. MALEMBO
2. AHMED R. LIWUTI
3. NOELK E. NCHICHU
4. MOHAMED KAZUMASI
5. REUBEN MTUMBELA

1.4.2 DINYENCHA VILLAGE

1. SALUM A. MBYONDYO
2. SOPHIA A. MTUMA
3. ZUHURA SI NYAMBI
4. SHANI Langa
5. LUKAS A. KITENGE
6. ISSA ALLY LUPANA
7. HADIJA R. CHIPOTELA
8. HAMEDI MWASUMBA
9. ATHMAN M. NAMPEJA
10. YUSUPH Y. ABDALREHEMAN

1.4.3 NAMKUKU VILLAGE

1. SAID A. MKAMIIJANE
2. ISMAILI A. NDUVA
3. JOSEPH M. NANYIMBULA
4. MOHAMED MCHAPA
5. MOHAMED ULENJE
6. ASHA A. MKAVU
7. ZAKINA SI TIPA
8. MOHAMED I LINGUNYELE
9. ZAMALI AATHUMAN
10. ABDULKARIM A. MKONGOLO

1.4.4 MBAMBALEO VILLAGE
1. RASHID A. MPOYO
2. ZUHURA NI MBEMKA
3. ZAND A. INTA
4. HAMIS S. NAMTUPA
5. SEIPH A LEPITAKO
6. ABDALLAH S. NAMKOMA
7. SHAIBU SI INMBE
8. MOHAMED H. KULAIKA
9. ISSA S. LILNACHUGWA
10. ASHA M. KULAUKA
11. HASANI AMRI
12. MARIAM CHITEPE

2.0 MTWARA DISTRICT COUNCIL

2.1 AT COUNCIL LEVEL
1. DICKSON MATEI
2. MANFRED Y SANKWA
3. FEDSON K. MAGAFU
4. HAMISI KITERWE
5. SWALEHE MBOWA
6. AMANI NALING

2.2 MAHURUNGA WARD

2.2.1 AT WARD LEVEL
1. MOHAMED SHATE
2. MOHAMED ALIWA
3. AMINA LIKWATI
4. ZAMDA M. NAPUNDA
5. ZAHARAN L. NAYOPA
6. ANDREW PL MUNYUKU  
7. DICKSON MATEI  

2.2.2 KUTUNGULI VILLAGE  

1. ISSA S. CHITUTA  
2. MOHAMED D. LIKURUNGA  
3. ISSA S. LIPINDO  
4. MADINA PANCULI\REHEMA AHAMEDI  
5. INILI I. MKIYONGO  
6. YUSUFU MAPATU  
7. DADI MTENDA  
8. SAULI R. LUKANGA  
9. ALLY H. KANGA  
10. MUSSA I NGUMBO  
11. RUKIA MCHANGA  
12. MOHAMED A. PACHULI  

2.2.3 HUHURUNGA VILLAGE  

1. SELEMANI A. NANJAMA  
2. ALLY ISSA NANUMU  
3. MOHAMED MAUTANGA  
4. FATU S. MPUTA  
5. ABDALLAHA A. NAMANJASI  
6. SWALEHE M. MADEVU  
7. SOMES NAMTIKA\AMINA FAKILI  
8. TATU H. KIPILA  
9. SOIPHIA MOHAMED  
10. ISMAILI H. MPOTA  

2.2.3 TANGAZO VILLAGE  

1. MOHAMED SHWAMTE  
2. MOHAMED AL UWA  
3. AMINA LIKWALI  
4. ZAMDA M. NAP UNDA  
5. ZAHARANI L. NAYUPA  
6. ANDREW P. MUNYUKU
2.3 NDUMBWE WARD

2.3.1 AT WARD LEVEL

1. AHAMAD A. MCHENDEWA - WEO
2. JUMA A MLAPONI - MISITU
3. JOSEPH M. KAPINGA - KILIMO
4. HAWA R. WAMKWENU - AFISA AFYA

2.3.2 NDUMBWE VILLAGE

1. ABDEREHEMAN ABDUL
2. ALLY MSHAMU UCHENJELE
3. JUMA ATHMANI SHAMTE
4. HASAN B. MATIPA
5. HADIJA CHIKAYUMA
6. SALUM B KINDAMBA
7. AMINA BUSHIRU
8. ATHUMAN A YASIN
9. AHMAD ATHUMAN
10. HAMISI MALINDI

2.3.3 ITEMDE VILLAGE

1. MOHAMED MKOZA MAMBO
2. KASIMU MOHAMED
3. AHMADI HAMISI
4. VIKTORI NGULI
5. ABDULI ALLY
6. MWAJUMA YUSUFU
7. FATMA SULEMAN
8. AHMAD ABUBAKARI

2.3.4 MBUO VILLAGE

1. SALUM NDEGE
2. MZEE KAMBANDE
3. SALUM MBONDE
4. IBRAHIM HAMISI
5. IBRAHIMU ALI
6. HASSAN MWELI
7. BRANDITA PITA
8. HAWA SAIDI
2.4 VIJIBWENI WARD

2.4.1 AT WARD LEVEL

1. MWISHEHE RAMADHANI
2. RAHABU MANDANDU
3. FADHILI ALLY
4. HEMED ALLY
5. MAULID AHME
6. HADIJA RAMADHANIWEMA ABDALA
7. MWANAWETU RASHID

2.4.2 KIBENI VILLAGE

1. EZEKIEL JOSEPH
2. FANI SELEMAN
3. HAVIJAWA HAMISI
4. YUSUFU MWICHANDE
5. SAID ABDALA
6. ABDUZATIF IDDI
7. ASHA HASSAN

2.4.3 KISIWANI STREET

1. SAIDI MWISHEHE
2. SEIF RIDHIWANI SIABA MOHAMED
3. HASANI SAALUMU
4. PETER MUKISI
5. SIWEMA HAJI
6. FAIDHA HAJI
3.0 TEMEKE MUNICIPAL COUNCIL

3.1 AT MUNICIPAL COUNCIL

1. MGAYA MTRUNDU  
2. REGINA R. CHAMI  
3. BLANDINA Y. MHINA  
4. HAMOUD OI. KUBBO  
5. SALEHE J. BULENGA  
6. SAID MALESENI

3.2 VIJIBWENI WARD

1. MOHAMED LIKWEMBE  
2. MARY STALA T. HABOMBE  
3. N.MBWAMBO  
4. Y.N. MAKONGORO  
5. KIWA M. NINALWO

3.3 TOANGOMA WARD

3.3.1 AT WARD LEVEL

1. MADGALENA MARUNDA - WEO  
2. LEAL B. KABUNDILLAH - HEALTH OFFICER  
3. EMMANUEL MARKO HINJO - COMMUNITY DEVELOPMENT  
4. WITNESS D. MJEMA - AGRICULTURE/ LIVESTOCK  
5. REGINA R. CHAMI - COMMUNITY DEVELOPMENT

3.3.2 TOANGOMA STREET

1. MOHAMED P. MKENDWA  
2. MOHAMED M. MATOROKA  
3. JUMA S. MDOSE  
4. MWATANGA SHABANI  
5. FATUMA N. LUWA

3.3.3 MIKWEBE STREET

1. SAIDI A. BETELA  
2. LUCAS B. NGAILO
3. RASHID MKUKI
4. PILI HASHIM
5. MTIORO BONDE
6. HANJE JOHN
7. REGINA R. CHAMI
8. HADIJA ALFANI

3.3.4 MZINGA STREET

1. GRECE EDWARD
2. IDD R. SAMWELI
3. MANASE RICHARD
4. ABDALLAH MPANJINJI
5. KHALIFA R. KIDAMI
6. SUBIRA ATHUMANI
7. OMARY NGOZY
8. BAHATI BAKARY

3.4 SIMANGILA WARD

3.4.1 AT WARD LEVEL

1. ALPHONCE THOMAS – WEO
2. JUHUDI K. MYAMBUKA – AFISA AFYA
3. IBABATHI R SHELUKINDOI – AFISA KILIMO / MIFUGO
4. OMARI Y SAIDI – MAENDELEO YA JAMII.
5. EDILTRUDA B KISAKA – AFISA MIFUGO.

3.4.2 SOMANGILE VILLAGE

1. GABRIEL GEORGE
2. SUPERY B. DUMALIGA
3. TATU N. MALOKA
4. SOPHIA A. SALUMU
5. BEBADETHA SUPERY C.S.PAD.
6. HAMEDI SULTANI
7. VICTORIA BONIPHACE
3.4.3 VISIKINI VILLAGE

1. AHAMADI ALLY
2. RICHARD ATARIAS
3. SABINA PAULO - MHUDUMU WA AFYA
4. RIZIKI ABDALA
5. ASHA SAIDI
6. AHMED KANUWA - MEO
7. BNASORO BUNDALA

3.5 MALIMBIKA WARD

1. VERONIKA HATIBU
2. MAULID MNAMPAMBA
3. SHAMILA OMALI
4. MORIS SSENDEI - MEO

4.0 MBARALI DISTRICT COUNCIL

4.1 AT COUNCIL LEVEL

TOP GOVERNMENT OFFICIALS

1. GEORGE KAGOMBA - DED
2. JOPHIA - LIVESTOCT OFFICER
3. KAMUNYONGE - HRO
4. BAKARI PLANNING OFFICER
5. ROMAN KESSY - COMMUNITY DEV
6. CHIWAYA - A (MICHEZO)
7. ANNA MWAKAPESA - COMMUNITY DEVELOPMENT OFFICER
8. IMELDA - EDUCATION OFFICER
9. MARTIN NDAYASE - COMMUNITY DEV. OFFICER
10. ANYOLBATILO - COMMUNITY DEV OFFICER
11. MHECHE - PLANNING OFFICER

RESEARCH ASSISTANTS

1. JOPHIA NZIOBONALIBA
2. MARTIN NDAYANSE
3. BAKARI RAMADHANI
4. JAMSON KAONGA CHAISULI - AGRICULTURE (LIVESTOCK)
5. ESTER ANDREA KALOMA - NATURAL RESOURCES FORESTMY
6. BERIA ELISHA MPINGA - HEALTH OFFICER

4.2 IPITINDI VILLAGE
1. PARISIA Z. KATULI
2. LEONIDA J. TANDIKA
3. FEDINANT KAPUNGA
4. GLORIA AMAGE
5. ZAVERIA MWILOINGO
6. TREZIA JOHN

4.3 IKANUTWA VILLAGE
1. DANIEL MHEMAE
2. TWALA NGULUVATA
3. PAMELLA NGAVENGA
4. ENITHA MAKUNGA
5. REMIJU MJENGWA
6. SALOME NACHENGE
7. EDSON MATAGE

4.4 IGAVA VILLAGE
1. EZEKIEL MAKUNGUGA
2. REHEMA MRIO
3. BONIFACE RUHANZU
4. FATHIA MUTANI
5. ZAUJATI SADIQ
6. CARLOS KIKUNGWE
7. R IASI TANDIKA
8. HOMARINO NGAIROI
9. IMELDA KILILIMBI
10. ZAUDA MBWILO
11. ABRAHAM E. SHABNGWA

4.5 MADIBIRA WARD

4.5.1 AT WARD LEVEL
1. NAKOILI KULANGA
2. MOSES MSEMENBO
3. MARRY MARELEMA
4. MILTON MRAMO
5. GWANTWA MWANDAMBO
6. MAODE

4.5.2 MKUNYWA VILLAGE

1. JACKSON K. MWAMTAJI
2. EXAVERY E. MUHANGA
3. WILBART A. GENCE
4. LUKA MAHANGULA
5. NORWARD S. CHAPUGA
6. STEVEN E. MGOWOLE
7. EMA NOLELO
8. DEO CHALAMILA
9. TREZIA A. MNDEMO
10. MICHAEL KISIMINI

4.5.3 MAHAGNO VILLAGE

1. ALFONCE MWINUKA - MWENYEKITI
2. SOFIA KOMBA - KATIBU
3. TINA SANGA - MJUMBE
4. MARY NDEME - MJUMBE
5. DAINES FWIME – MJUMBE
6. STANI MKEVE – MJUMBE
7. ADURA MWINUKA - MJUMBE
8. MICHAEL MJOLA – MJUMBE
9. FURAHA MBUNZI - MJUMBE
10. DAUD MJOLA – MJUMBE
11. PHILIPO ZACHARIA (VEO)

4.5.4 NAMAKUYU VILLAGE

1. JUMANNE MANGULA VEO
2. BONIFAS SANGA - M/KITI
3. ZIADA MBATA – KATIBU
4. LASTIKA SAMWEL – MJUMBE
5. ELIKA MASANZA - MJUMBE
6. DORATEN CHALAMILA - MJUMBE
7. DAUD LALIKA - MJUMBE
8. MARY MALENDA – MJUMBE
9. ZAHARA OMARY - MJUMBE
5.0 MAGU DISTRICT COUNCIL

5.1 AT COUNCIL LEVEL

1. LUTANDULA MABIMBI -
2. MANG’ARAJ. L
3. SHEBURI J. JUMA
4. HATIBU NUNU
5. GOIDFREY K. JUMBULA
6. MUGANI C TELESOPHY
7. EUPHRASE B MUSABILA
8. PETER K. MOLLEL

5.2 KITONGOSIMA WARD

1. JOSEPH C NYONI
2. JULIAS DAWA
3. MILKEMBE MPELA

5.3 KITONGOSIMA – MAGU WARD

5.3.1 AT WARD LEVEL

1. MESHACK MABULA
2. ELIZABETHI RAZALO
3. CHARLES MK. MABOWA

5.3.2 LUGEYE VILLAGE

1. YUSUPH B. WEGORO
2. SAIMON M. SIYABO
3. MISANA JOSEPA

5.3.3 JUJABGANA – MAGU

1. MINZA ZABRONI
2. RENATUS M. BUJILIMA
3. SENDAMA NESTORY
4. SAMWEL B KADASO
5. SUZANA S SWEYA
6. THEREZA MISHAURI
5.4 NYIGOIGO WARD– MAGU

5.4.1 YICHOMBELA VILLAGE– MAGU

1. PRISCA S. MAYALA
2. NGHOBOKO B. MAGUNILLA
3. JULIANA N. MANYAZA
4. EMMANUEL N. MAIGE
5. MARY MARCO
6. MAKUNGU BUKOMBE
7. BUKOMBE MANZAGA
8. SAMSON MHINGA

5.5 NYIGOIGO WARD

5.5.1 AT WARD LEVEL

1. SHAPHIE MATIVO
2. BEATRICE P MMASY
3. REBECKA B. KISUSI
4. AGATHA M SLIVESTA
5. RENATUS M. BUGOMB
6. JOHN C. YABASABI
7. SYLIVERY M. RWELAMBA
8. IROGA B. NYAKIA

5.5.2 ILUNGU VILLAGE – VYIGOGO – MAGU

1. SALOME W. STEPHANO
2. JOHN Y. SHIGELA
3. RESTUTA MTALASI
4. FELICIAN MCHEMBE
5. LAURENCIA NICHOL Aus
6. CRACIANA KOIMBA WILLE
7. CHARLES N. NKobo
8. JOHN FULAHA
5.5.3 YANSHIMBA KULWA NYAWAI VILLAGE

1. JAMES MEDARY
2. SABINA ELIAS
3. MARTHE ELIKANA
4. ROSY MAY CHARLES
5. SIMONI SHIJA NTUBI
6. SALAGO MAKUNGU
7. VERONICA NUCIMBA
8. JOYCE KUNYALA
9. EVELINA ABELI

5.6 KAHANGARA WARD

5.6.1 AT WARD LEVEL

1. LEONARD B. MABUGA
2. SAID O. SHILUNWA
3. DINOS N. MAROGO
4. CHARLES SHATA
5. JULIUS MTALASI
6. MATHIAS M. NDIBOTO
7. REBECCA JONS
8. TEKELA GERVAS
9. KUSHOKA S. PASTORY

5.6.2 SHINEMBO VILLAGE

1. ZACHARIA E. NZUGWA
2. DONALD J. KIBANI
3. MONICA CLAVERY
4. LETICIA MAGELEJA
5. MARIETHER CLAVERY
6. MAGUHISA MSHIGWA
7. MICHAEL MASALU
8. REBECA MBOFU

5.6.3 KAHANGALA VILLAGE

1. PETERE SEGESE
2. ZAINABU MOHAMED
3. JACOBO LUCHAGULA
4. YOHANA M LUCAS
5. MARCO G. SHIPANDE
6. HELENA GERUAS
7. MONICA MAGUBU
8. LETICIA LUSAICHA
9. JOHN J. KUZENZA
10. MANYANZA STANSLAUS
11. SALOME MUSSA

5.6.4 BUNDIRYA VILLAGE

1. JOHN M. SHILUNGA
2. MKALIJIWA BUSEGETWA
3. CHARLES TUMBE

6.0 MUSOMA RURAL DISTRICT COUNCIL
6.1 AT COUNCIL LEVEL
1. BERNADETTA MACHA
2. LYDIA KWESIGABO
3. GOSBERT L.R. NYAMBERWA
4. SALIMU NYAHURI
5. MUSILIMU H. MAKENE

6.2 BUKABWA WARD-MUSOMA

6.2.1 AT WARD LEVEL
1. HAMISI I. WARYOBA
2. MYAMBURA I EMMANUEL
3. MWL GRAGORY J. SWAI
4. MCIHOYA MIRIRO

6.2.2 KIRUMU VILLAGE – MUSOMA

1. OLLO OKELO
2. MWAJUMA CHANGWE
3. JENIROIZA JUMANNE
4. PASKALIA JULIUS
5. JUMA W. SOMBA
6. CHARLES SEGERU
7. MWISIMGAYA  
8. JUMA MYAMHANGA

6.3 BUKABWA WARD

6.3.1 MMAZAMI VILLAGE-MUSOMA

1. WEGORO MAZANGO  
2. JOSEPHIT MANYONYI  
3. PAULO MAKABI  
4. JULIUS W. MATIKO  
5. JUHN NYEMAA  
6. BEILIA JACKISOIN  
7. PETRO MARASI  
8. UST Q. MFAUME  
9. MASEGENYA MAGOITI  
10. PAUL W. NKAKARA  
11. RAPHAEL KOMOGOI  
12. FIRMINER KIRAHUKA  
13. JOYCE MANYAMA

6.3.2 BUKABWA VILLAGE- MUSOMA

1. JOSEPHAT M. IPEREMA  
2. BIRA GI BIRAGI  
3. CHRISTOPHER OISWAGO  
4. HAMISI JEREMIA  
5. BWANA MATIKU  
6. MAKONGORO SOMBAW  
7. NYAMKAMBA WATIRYA  
8. METHRYA B BAJA  
9. CONSOILATA KIRAKA  
10. AMOS MAGESA MASANJA  
11. EMANUEL SARUNGI

6.4 NYAKATEMDE WARD – MUSOMA

1. ADAMU S. MAUNGO  
2. ALPHAXARD NGELEGGELE  
3. ALFREED B. KISANJAVA  
4. KIJOJI V. HITRA
5. PILLY THOMAS  
6. SHEBA NENJAMIN  
7. KISOGOYE B. MAGIGE  
8. DAVID M KIMAYA  

6.5 NYAKATENDE WARD  

6.5.1 KIGERAETUMA VILLAGE- MUSOMA

1. MARICE GASPER  
2. ELUGA MANYAMA  
3. KITENDE MAJIRA  
4. MZUMA MZUMA  
5. LILIAN MASOTU  
6. NYANGABO MAJENGO  
7. SCHORASTICA JAMES  
8. MARINDA KAMENGE  
9. ALIYS ALPHONGE  
10. KAMADHANI MANYAMA  
11. MASUMBUKO WAMBURA  

6.5.2 KAMAGURUKI VILLAGE- MUSOMA

1. MARIA MICHAEL  
2. RICHARD INYA  
3. CAURENT M. MABI  
4. SHEBA JAMES  
5. DAUD MAINDA  
6. MORANDI F. SAIRE  
7. DEVOTA SAISITA  
8. CHRISTINA JAEMES  
9. JONAS ESIGIRA  
10. EMMANUEL BUGINGO  

6.5.3 NYAKATENDE VILLAGE- MUSOMA

1. MGANYWA KAGINA  
2. MARIA RUTUBWI  
3. PETRONILA MAAMGA  
4. MUSIRA NYAMTUGAABBAKAR H. MUGAYA  
5. LULAS MAJENGO
6.6 KYANYARI WARD– MUSOMA

6.6.1 AT WARD LEVEL

1. PENINA CHACHA
2. MARGRETH MUTAYEMBO
3. SIMON H. MATEO
4. MAGEMBE BWIRE
5. TOBIAS M. SAGAJA
6. RAMADHANI MAGITTA
7. SELVESTER MABUI
8. ALFRED M. KITAMBARA
9. MNASHON THOMAS

6.6.2 NYAKISWA VILLAGE– MUSOMA

1. ALPHONCE MWITA
2. LUCAS S. KAGINA
3. ALLOYS EDWARD
4. JONATHAN JACOB
5. ALEX J. ISSAROI
6. TATU ROBERTI
7. TATU AMOSI

6.6.3 MWIBAGI VILLAGE- MUSOMA

1. JERALD ANDREA
2. JACKOIB OIMATO
3. MAGE NSIKO
4. STANSLAUS KATORO
5. JUMA MADIRISHA\wegesa tubeti
6. CHAUSIKU MSAKA
7. ROSE KAFUMU
8. YOHANA KIJJIJI
9. JOHN MATARO
10. YAHYA AYUBU
11. MONHICA RANGII

6.6.3 NYAMIKOMA VILLAGE– MUSOMA

1. MACHUGU KIBOTENA
2. JULIUS MAGESA
3. SABOKI J. MAFURU
4. AYUBU MSIBA
5. NYANGANA KIRUGU
6. SITI ISMAIL
7. MOSHI MRABE
8. ADENI STEPHEN
9. ANINA MAJURA
# Appendix 4: Names of Consultants from LGTI

<table>
<thead>
<tr>
<th>Zone</th>
<th>Council Name</th>
<th>Consultants’ Name</th>
<th>Designation</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lake Magu and Musoma</td>
<td>Dr. Robert W. Kisusu</td>
<td>Acting Rector and Senior Lecturer</td>
<td>Overall Team Leader</td>
<td></td>
</tr>
<tr>
<td></td>
<td>John Kasubi</td>
<td>Tutorial Assistant</td>
<td>Assistant Researcher</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Eliakundi F. Samanya</td>
<td>Tutorial Assistant</td>
<td>Assistant Researcher</td>
<td></td>
</tr>
<tr>
<td>Southern Highland</td>
<td>Mr. John Muriri Joseph</td>
<td>Lecturer</td>
<td>Team Leader</td>
<td></td>
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<tr>
<td></td>
<td>Mr. Danford Sanga</td>
<td>Assistant Lecturer</td>
<td>Assistant Researcher</td>
<td></td>
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<tr>
<td></td>
<td>Mr. Peter B. Kadirinkansimba</td>
<td>Tutorial Assistant</td>
<td>Assistant Researcher</td>
<td></td>
</tr>
<tr>
<td>South-east Mtwara and Temeke</td>
<td>Mr. Alexander Lupindo</td>
<td>Lecturer</td>
<td>Team Leader</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manumbu Ezron Daud</td>
<td>Tutorial Assistant</td>
<td>Assistant Researcher</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ms. Rose Likangaga</td>
<td>Tutorial Assistant</td>
<td>Assistant Researcher</td>
<td></td>
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