

## Summary Learning report 2008

### Tanzania Good Governance

This report is a summary of the Monitoring & Evaluation (M&E) report on the Kinondoni project of the Tanzania Country Programme in 2008 (data was collected in 2007). Summaries are published on the IICD website to show the work of our local project partners and the results that these partners and IICD have achieved. Important to point out is that evaluation reports are meant for learning, hence they focus on the outcomes and impact of the projects as well as their successes and challenges, rather than checking on project progress or money spent, which is done via progress reports.

Evaluations are based on questionnaires for different stakeholders. Depending on the country, the evaluation includes project teams (reflecting on IICD's support), participants of trainings (reflecting on capacity development) and end users (reflecting on the projects they take part in). Data from these questionnaires is analysed by a local M&E partner, who also facilitates a subsequent Focus Group meeting with the partners who implement the different projects. The discussions in this meeting result in more qualitative data from the projects (what is actually happening on the ground) as well as exchange of experiences (successes and challenges), and lessons learned for partners and IICD.

The evaluation report below is the unmodified original work of Dr. Magdalena Ngaiza, the local M&E partner. It gives an overview of both the data collected and the discussions that followed in the Focus Group. Though sensitive information from specific partners has been removed to maintain a trust relationship with and between partners, M&E reports are an honest representation of the processes and lessons concerning the Country Programme. In 2008, the Country Programme in Tanzania consisted of 14 projects on the ground with almost 15.000 end users. 141 questionnaires have been collected so far in Tanzania in 2008.

The evaluation for Kinondoni ICT services took place between June and November 2007, while the Focus Group with users took place in February of 2008. The questionnaire was filled by 37 people. Out of these, 23 had attended the previous evaluation workshop in 2007 and had effectively discussed what it is to work in an ICT environment which is promising but not yet complete. Others (14 people) filled the questionnaire in Kiswahili from their offices after the evaluation workshop. It was a lot of fun learning about the ICT environment in which local government worked. By participating and giving suggestions the staff are actually helping to construct a better ICT environment at Kinondoni municipal. The key questions to ask ourselves are; how best do I want to work with ICT and what is frustrating my ICT environment?

#### Project Users

The project users age range between 21

years to 60. The majority are 41-50 years of age followed by 31-40 years. Looking at their position in the organisation we see a nice spread among respondents: 8% are managers and directors, 16% do administrative work, 38% is technical staff and 32% support staff. There is almost a gender balance with 49% women. Of all respondents, 27% have primary education, 35% secondary and 38% have tertiary level of education.

There was no difference in using the project daily by age, nor by level of education or gender. Majority people especially Local government staff use the project daily (82%) while a few others also use it weekly (6%) and monthly (9%). Electronic use is about (68%), oral use is at (11%) and written materials is (6 or 16%). Those likely to use it daily were the technical staff (92% or 12 people used it on a daily basis) and administrative staff (80% or 4)



### Objectives for joining the project

Participants responded to a question about individual objectives. Key ideas included improving work performance and learning more about the use of ICT. Some of the statements below represent key ideas:

- o *To improve work performance, make it easy and provide accurate reports in time and for less costs;*
- o *To learn to keep records for a long time and produce my reports on time;*
- o *To improve communication with the community.*

### Goal achievement

80% of people indicate to have achieved their goals participating in the project, while seven people or (20%) have not achieved goals. When comparing groups, we see that those having tertiary education more often claim not to have reached their goals: while 90% of people with primary education and 100% of those with secondary education claim to have reached their goals, only 54% of those with tertiary education says the same.

During the FGD some men expressed that they have not caught up with the use of computers so that they depend on the whims of secretaries. If secretaries are indisposed men had to type things elsewhere outside their office and sometimes secretaries insisted that they type slowly starting with a finger. To the men, it seems that secretaries have gained power over men at the work place.

A question answered by all on goals was "Can you explain why you have achieved your goals by participating in this project?"

The statements below show inner feelings and the accomplishments of most of the workers. They show the kind of empowerment they have gained. This shows that the ICT inputs were well calculated and timely. Workers explain the results they have experienced and the reasons why they have been able to reach the goals. In the following words:

- o *I can prepare my daily, weekly and monthly reports on time and accurately;*
- o *To do away with corruption issues, it shortens work, it keeps memory for a long time, it reduces use of stationery;*
- o *My work is clear, faster, and retrievable if lost.*



From the above statements workers have realized an improved working environment and better results. They have realized that before they had access to ICT work efficiency was too low, there was fatigue and despair. Besides, they have taken pride in helping others better like serving the community and reducing fatigue as well as corruption. Customers too cannot yet believe their eyes that some services have also improved especially the land registration which has been computerized (role play by one of the groups).

### Satisfaction with Services

The local government staff have assessed the services provided as follows:

Training scored 74% for being strong and partly satisfactory. We see that people with tertiary education are less satisfied with the training; most positive are respondents with primary education.

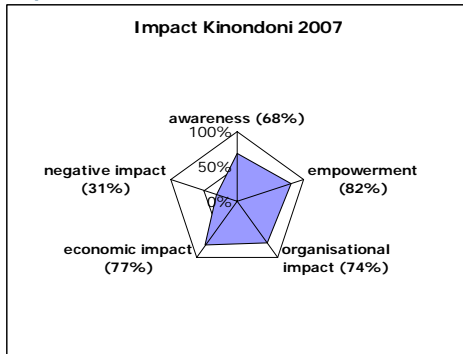
Technical support is weak by 30% while 70% think it is partly satisfactory and also strong. Here too, people with primary education are more satisfied than those with tertiary education.

The impression obtained here is that the services are rather weak since the score on the positive side is also not high. However, this situation has nothing to do with goal achievement since it remained at (80%). Something has to be done to improve the services that are offered. However some of the participants have expressed the shortcomings and challenges to the ICT infrastructure and services as follows:

- o *No time to go to internet cafe*
- o *Because of lack of important information at the right time*
- o *Inefficiency of ICT services*
- o *Little understanding by the community*
- o *ICT infrastructure is not yet efficient*
- o *Connectivity not good at the work place*

Some of the statements above show the groups that are not linked to computers and those that are expecting much better services at the municipality. For example reliable connectivity is a problem and general infrastructure.

### Impact Assessment



On assessing impact five variables were computed namely; awareness, empowerment, organizational impact, economic impact and negative impact in the diagram.

Awareness of the end users shows how much more aware they became as a result of the ICT activities of the municipality: They are also more aware of the possibilities of ICTs (for their work) because of these new activities. This conclusion is reached from the qualitative statements above. In 2007, 68% of users claimed that they became more aware. This is quite high, especially since the activities have already been in implementation since 2003. Compared to last year, awareness dropped a bit (2006: 81%), but this may also be influenced by a new questionnaire and other inconsistencies.

Empowerment indicates whether users of the ICTs became more empowered as a result of it: did they gain additional skills and if so, what did they do with these skills: did they support others? Did they gain confidence? A high percentage of 82% of users claim to have become more empowered as a result of the ICT activities in Kinondoni. This percentage has risen since last year, when it was only 64%. It is very interesting to see that women tend to be more empowered than men in 2007: while 93% of women claim to be more empowered, only 74% of men say the same thing. It would be interesting to find out what caused this outcome.

Discussing the above at the FGD it was said that technology made the work of women who were largely secretaries much simpler and interesting. In the process women also gain some power over men by knowing how to use technology when some men including bosses did not know.

Economic impact in the case of a good governance project many times does not talk about direct economic impact in terms of earning more money. It does talk about whether end users see an impact related to lower costs for the organisation, more efficiency and a better job description. The economic impact that users view is high (77%) and has increased greatly compared to last year (66%), though this may also have been influenced by new statements in the questionnaire that are a better reflection of the situation on the ground in Kinondoni. The participants admit that Local government people now make fewer costs for the same work they did before (97%) and they see better job opportunities in future (97%).

Impact on the organization looks at the impact the ICT activities have had (in the eye of the end user) on the organisation as such: Has report making improved? Is the decentralization process supported and have the services become more accessible to the general public? Organisational impact is viewed by 74% of end users, a very high percentage. This percentage has raised a lot over the years. Last year it was 76%, but the years before it was much lower (14% in 2004). This type of impact is usually only reached after some time.

Some new statements have been added to the questionnaire, reflecting on negative implications that a project may have. We for instance look at negative influences as seen by the end users, whether or not they feel the activities mainly reach the privileged and/or their plans to find a job in another organisation (though this might be good for the individual, it may not be so good for the organisation). Negative impact here is 31%, which is quite high. Looking at individual statements we see why:

- There is a feeling that the project influenced some people negatively. This is expressed by 58% while. This statement finds support in the ideas expressed in the qualitative statements whereby participants express shortcomings of the ICT such as eye damage. Others include failure to satisfy expectations such as unreliable

connectivity at the work place and lack of chances to practice the use of computers. But also it was concurred by all positions. Perhaps a change in technology temporarily disturbs ways in which everybody works.

- o Already others are planning to find jobs with other organizations. It may be dangerous if staff becomes easily flexible and soon leave the organization that has improved their chances. However, it is good also that an individual be able to change jobs as soon as need arises.
- o We also see that more negative impact is seen by end users with tertiary education level (55% of them views negative impact, compared to only 23% of people with primary education). The negative impact was due to expectations. The FGD revealed that the ICT users wanted to gain speed much faster but they find themselves inhibited by technological failures. Workers stay around and gossip or find no work to do while waiting for power to return, or waiting for a technician to help with viruses and other difficulties.

A question was asked and answered by all to find out whether or not ICT moved them to be pro active: "Please indicate any actions that you undertook as a result of this project (in order to improve your work)."

Interesting developments are reported such as creating data banks, reporting easily and providing data and reports to clients fast. Others are receiving reports and data from various places that are connected. There are also feelings about helping the ward level to be connected so that they can be easily reached as well as being able to report back. The following statements were made:

- o *I helped the heads of departments to learn ICT (trained) Training others has*

*helped to reduce my work load since they can also do some of it.*

- o *Writing reports and other correspondences. preparing the data base on revenue collection*
- o *Through this project there is an improvement within a section and department that have achieved, whereby administrative staff now are not in headquarter only but are drawn down up to lower level for good decisions*

From these statements there is obvious consciousness about personal change for improving work efficiency. They know now both managers and line staff that there is always something that can improve work performance, increase happiness, revenue and client services. In this case the inputs have been, ICT and people's readiness to learn.

#### **Recommendations**

Below are ideas that participants were asked to offer on the ICT services at Kinondoni municipal council. This is a participatory way of ensuring that ICT is not misdirected.

Excitedly every one wants to see perfection in ICT infrastructure and services. In their own words they have said:

- o *Train people/staff who are ignorant on computer use in municipal*
- o *Give education on computer negative effects and have some meetings on this*
- o *Provision of working facilities and motivation so as to maintain efficiency*
- o *Increase experts with knowledge of ICT*

**If you would like to know more about the IICD M&E methodology, visit [www.iicd.org/evaluation](http://www.iicd.org/evaluation). Contact [ampodt@iicd.org](mailto:ampodt@iicd.org) for queries concerning this report.**

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*The International Institute for Communication and Development (IICD) assists developing countries to realise locally owned sustainable development by harnessing the potential of information and communication technologies (ICTs). IICD realises its mission through two strategic approaches. First, Country Programmes bring local organisations together and help them to formulate and execute ICT-supported development policies and projects. The approach aims to strengthen local institutional capacities to develop and manage Country Programmes, which are currently being implemented in Bolivia, Burkina Faso, Ghana, Ecuador, Jamaica, Mali, Tanzania, Uganda and Zambia. Second, Thematic Networking links local and international partners working in similar areas, connecting local knowledge with global knowledge and promoting South-South and South-North exchanges. Thematic Networking focuses on sectors and themes like education, health, governance, the environment, livelihood opportunities (especially agriculture), and training. These efforts are supported by various information and communication activities provided by IICD or its partners. IICD is an independent non-profit foundation, established by the Netherlands Ministry for Development Cooperation in 1997. Its core funders include the Directorate-General for Development Cooperation (DGIS), the UK Department for International Development (DFID) and the Swiss Agency for Development and Cooperation (SDC).*

