



**INTERNATIONAL LABOUR ORGANIZATION (ILO)
MULTI-BILATERAL PROGRAMME OF TECHNICAL
COOPERATION**

INTERNAL EVALUATION REPORT

Project number:	INT/04/M16/DAN, INT/08/56/DAN, INT/08/60/DAN (Under the Denmark/ILO Partnership Framework)
Initiative title:	Mainstreaming Gender in Employment Policies and Programmes – A Joint ILO-UNIFEM Initiative. Implemented from May 2007 to December 2008
Countries covered:	United Republic of Tanzania (URT)
Evaluation date:	January 2009
Implemented by:	Country Employment Policy Unit (CEPOL) & Bureau for Gender Equality (GENDER)
Donor:	Government of Denmark

Background and Context

The International Labour Organization (ILO) and the United Nations Development Fund for Women (UNIFEM) collaborated with the Ministry of Labour, Employment and Youth Development (MLEYD) in Tanzania mainland; the Ministry of Labour, Youth, Women and Children Development (MLYWCD) in Zanzibar; workers'¹ and employers'² organizations and civil society organizations to implement a joint initiative for “Supporting the Employment Dimension in the Poverty Reduction Strategies (PRS) Process through Mainstreaming Gender Equality in Employment Policies and Programmes”. The aim was to promote gender mainstreaming and strengthen the employment dimension in the formulation of relevant policies, and to enhance the capacity of key stakeholders to mainstream gender and employment concerns in the implementation of national poverty reduction strategies at the local level. In the second half of the initiative, special focus was given to “engendering” implementation of targeted employment interventions.

The PRSs (popularly referred to as MKUKUTA for Tanzania mainland and MKUZA for Zanzibar) acknowledge that income poverty in URT is closely related to low growth in the productive and services sectors of the economy and identify employment creation and gender equality issues as critical areas for poverty reduction. Both MKUKUTA and MKUZA have targets of halving the unemployment rates by 2010 through employment promotional activities, including self and private sector investments in areas of agriculture, tourism, fisheries, mining and manufacturing, community-based construction and maintenance of roads; strengthening demand driven skills; and development of affirmative actions to create employment opportunities for youth, women and people with disabilities.

Project objectives and strategy

The ILO/UNIFEM initiative on “Supporting the Employment Dimension in the Poverty Reduction Strategies (PRS) Process through Mainstreaming Gender Equality in Employment Policies and Programmes” was launched in May 2007 and came to an end in December 2008. It pursued the following objectives:

- To create awareness among stakeholders on the MKUKUTA/MKUZA and national employment policies, including the gender equality dimensions within these policies, and the specific roles of stakeholders for the implementation of these policies/strategies.
- To enhance knowledge and awareness among constituents on strategies for mainstreaming gender in employment programmes, poverty alleviation and MKUKUTA/MKUZA processes.
- To strengthen the gender dimensions of the national employment policies through building the gender mainstreaming capacity of the drafting teams and sector focal points on gender analysis, gender budgeting and collection of sex-disaggregated data.
- To assist Morogoro Rural District to develop generic guidelines on employment promotion with gender-sensitive indicators for monitoring progress at district level.

¹ Trade Union Congress of Tanzania (ZUCTA) and Zanzibar Trade Union Congress (ZATUC)

² Association of Tanzanian Employers (ATE) and Zanzibar Employers' Association (ZANEMA)

- To promote the creation of decent jobs for women through targeted interventions at district level.
- To reinforce gender equality outputs of the Joint UN Programmes on Wealth Creation, Employment and Economic Empowerment (for which the ILO is the lead agency).

Following consultations with constituents, the strategy adopted under the initiative assisted the Ministries of Labour in Tanzania mainland and Zanzibar to develop and translate into concrete action at district level, gender-sensitive employment creation measures. Morogoro Regional Authority and Morogoro Rural District were selected as pilot areas for this initiative in Tanzania mainland, in addition to Zanzibar.

The initiative thus worked at three levels; national, regional/district and ward/village levels. Emphasis was placed on supporting the national Ministries of Labour and local authorities, including social partners, to take a lead role in the implementation. Lessons from the initiative are currently being drawn on for replication in other regions, most notably the two pilot regions for the Joint UN Programmes on Wealth Creation, Employment and Economic Empowerment in Lindi and Mtwara (JP1) and Capacity Building Support to Zanzibar (JP5). It is also expected that the lessons learned will feed into the preparation of Medium Term Expenditure Frameworks for the Ministry of Labour in mainland Tanzania and Morogoro Rural District.

Purpose of internal evaluation

The purpose of the internal evaluation was to critically examine the achievements of the initiative. Thematically, the evaluation considered to what extent the project stakeholders were able to meet the key objectives stated in the project outline within the proposed time frame. Of additional interest to the ILO was an examination of the project administration and institutional arrangements in the context of UN “Delivering as One” processes. The brevity of the evaluation exercise did not permit a comprehensive review of the project cycle in the field but did provide some insight into the main project activities through separate meetings with the project stakeholders and beneficiaries. As an outcome, the ILO, and in particular ILO Dar es Salaam and concerned stakeholders, should be able to draw essential lessons to be fed into the Joint Programme review which will take place towards mid-2009 as well as in upcoming revisions of the PRSs.

Evaluation methodology

The internal evaluation did not attempt to provide a systematic examination of all the elements of the initiative. The evaluation is rather intended to provide key lessons for the ILO on achievements towards enhancing constituents’ capacity in formulating and implementing gender-sensitive employment policies and programmes, and to reflect on the institutional set-up and implementation arrangements in the context of joint UN programming. As an internal exercise, no outside consultants were hired to facilitate the evaluation or provide input. A desk review of key documents was undertaken in preparation of the evaluation mission, conducted 19 to 23 January 2009. Individual and

group meetings were carried out with the following project stakeholders (a full list with names is attached in annex 2):

Tanzania mainland/Zanzibar:

- ILO National Project Coordinator
- Ministry of Labour, Employment and Youth Development, Tanzania (MLEYD)
- Association of Tanzania Employers (ATE)
- Trade Union Congress of Tanzania (TUCTA)
- Office of Regional Administrative Secretary, Morogoro
- Office of the Morogoro District Commissioner
- Morogoro Rural District
- Ministry of Labour, Youth, Women and Children Development, Zanzibar (MLYWCD)
- Zanzibar Association of Employers (ZANEMA)
- Zanzibar Trade Union Congress (ZATUC)

Interviews and discussions were also carried out with UNIFEM and staff in the ILO Dar es Salaam Office (The Director, Programme Staff and Project Managers).



Group discussion with district authorities, local social partners and village beneficiaries in Morogoro

Key areas for evaluation of project performance

The internal evaluation paid particular attention to the below elements of performance:

- Achievements of the initiative
- Relevance of the initiative
- Efficiency of the initiative
- Sustainability of achievements
- Lessons learned

Key outputs and achievements

Key outputs:

- Gender-sensitive employment policy formulation in Zanzibar and gender-sensitive employment indicators and targets;
- Translation of the MKUKUTA/MKUZA employment and gender components into concrete operational actions at local level;
- Translation into Kiswahili of the “Gender mainstreaming tools for Government, Employers’ and Workers’ Organisations in Tanzania”;
- Gender budgeting training for both national and district officials in the context of the 2009-10 budget and planning exercise;
- Gender budgeting action plan adopted by Ministry of Labour in Tanzania mainland;
- Development and publication of the ILO-UNIFEM “Guidelines for Gender-Sensitive Employment Creation for District Councils”, 2008;
- Development and publication of the ILO-UNIFEM “Good Practices on Social Protection and Coping Strategies used by Low-Income Women Workers in the Informal Economy in Zanzibar”, 2008;
- Agreed Terms of Reference for Regional and District Employment Creation Committees and work plans for the formation and operationalisation of the committees (NEP 2008);
- Targeted employment creation interventions undertaken with local authorities and stakeholders³;
- A study on supply and demand for microfinance services with a focus on women, youth, people with disabilities and people living with HIV/AIDS in Zanzibar (in collaboration with JP5);
- A concept note and agreement on setup of two pilot Youth Entrepreneurship Centres in Zanzibar (in collaboration with JP5);
- Formulation of a gender policy in Zanzibar to repeal the Women Protection Policy, including specific provisions on employment;
- Mainstreaming of labour and employment targets and indicators in the Zanzibar Gender Monitoring & Evaluation framework;
- Effective integration with Joint UN Programmes (JPs), in particular JP 1 on Wealth Creation, Employment and Economic Empowerment, and JP 5 on Capacity Building Support to Zanzibar;
- Collaboration with UNIFEM – entry point for further collaboration with UN system on promoting gender equality in URT (e.g. planned ILO training of gender audit facilitators among UN Agencies in March 2009).

In Zanzibar, support was offered to MLYWCD on gender-sensitive employment policy formulation through capacity building of sector focal points and policy “drafting teams” (comprising five women and six men). The training offered focussed on collection and analysis of sex-disaggregated data/information and gender analysis of opportunities and constraints facing women and men, girls and boys in the labour market. Support was also provided to review and refine the monitoring and evaluation frameworks for employment policy implementation by designing gender-sensitive indicators and targets.

³ As an example, a transcription of beneficiaries’ feed-back from a group discussion in Morogoro is attached in annex 1. (Free translation from Kiswahili)

Both in Morogoro and Zanzibar there is enhanced capacity of the key actors, including social partners, to both understand and translate MKUKUTA/MKUZA employment intentions into concrete and workable actions. Tripartite consultative sessions and discussions were held to examine the broad goals, operational targets and cluster strategies of the MKUKUTA/MKUZA and to identify links to employment policies as well as the gender dimensions within the policies and strategies. Furthermore, the MKUKUTA/MKUZA monitoring master plans and established links with district-level plans were examined and the role of district stakeholders in the implementation of employment policies and programmes outlined.



Ministry of Labour, Youth, Women and Children Development, Zanzibar

Technical support was provided to stakeholders in Morogoro to mainstream employment and gender concerns into district strategic plans. To this end, the guidelines *Gender mainstreaming tools for Government, Employers' and Workers' Organisations in Tanzania* were translated into Kiswahili and disseminated. The gender budgeting training and sensitisation carried out at both national and district levels, facilitated movement towards a gender budgeting approach during the 2009-10 planning and budgeting process.

Gender-specific studies were conducted, and guidelines developed, to influence the implementation of MKUKUTA/MKUZA at district level. In Morogoro Rural District, a gender-sensitive situational assessment on the socio-economic situation was carried out in 12 villages, involving 1,256 villagers (438 women and 818 men) who participated in focus group discussions. Out of these, 337 (156 women and 180 men) responded to structured questions. The assessment focused on activity profiles – access and control over productive resources (land, training, credit etc.); decision-making for women, men and youth – with a view to developing indicators for monitoring job creation interventions. This work resulted in the validation and publication in 2008 of the ILO-UNIFEM “Guidelines for Gender-sensitive Employment Creation for District Councils”. In Zanzibar, a study on lessons learned and good practices employed by low income women to address their socio-economic needs was carried out. The study looked

at the demand and supply for micro-finance services in Zanzibar. 14 focus group discussions, involving 228 women workers in the informal economy, were conducted. Out of these, 43 had hitherto not been reached by development assistance, mobilised savings or received loans. Discussions were also held with key actors including financial institutions; government officials, leaders of women's SACCOS⁴ and Zanzibar Social Security Fund. This work led to the publication in 2008 of the ILO-UNIFEM "Good Practices on Social Protection and Coping Strategies used by Low Income Women Workers in the Informal Economy in Zanzibar".

The initiative offered support to the launch of gender-balanced employment creation committees for Morogoro Rural District. The 2008 National Employment Policy of Tanzania foresees the establishment of such committees as well as "focal desks" to coordinate and report on the implementation of the employment creation initiatives at Regional and Local levels. To this end, a two day consultative workshop on *consensus building* was convened by the Ministry of Labour, Employment and Youth Development in collaboration with the ILO-UNIFEM Initiative and the Joint UN Programme on Wealth Creation for Poverty Reduction in Tanzania to discuss the rationale and need for forming employment committees, structure and composition. 52 (11 women and 41 men) attended the workshop including representatives from the regional and district levels in Morogoro, Lindi and Mtwara, Ministries of Labour, Human Resource Planning, workers' and employers organizations, and civil society organizations. Participants agreed on the Terms of Reference for Regional and District employment creation committees and came up with work plans for formation and operationalisation of the committees.

Targeted interventions were designed and implemented to promote the creation of decent jobs for women and men. The formation of agricultural marketing and supply cooperatives in Morogoro, for example, enabled producers to mobilize around a common goal so as to obtain greater value for their produce. Linked to this were capacity building workshops on gender mainstreaming in cooperatives which were conducted in collaboration with the COOPAfrica project and targeted representatives of cooperative institutions; ministries of labour, and agriculture; workers' and employers' organizations in Tanzania mainland and Zanzibar.

Assessments were also carried out of the strengths and weaknesses of the cooperative institutions to mainstream gender. Participants at a workshop in Zanzibar presented work plans for supporting formation/strengthening of producers' associations with a focus on women seaweed farmers in Zanzibar. For Morogoro Rural District, the focus was on women, men and youth farmers. Further, training on association building/strengthening was conducted with 84 (42 women and 42 men) members of groups and cooperative societies from 12 villages in Morogoro Rural District. The training focused on critical gender issues; association building and formulation of group/association bylaws/constitution; gender, poverty and employment links; entrepreneurship (business idea generation, qualities of an entrepreneur, business management, and basic record keeping); leadership and communication; monitoring and evaluation. In addition, 25 women leaders of groups and SACCOS attended a four day training on critical gender issues; women in leadership and management (opportunities and challenges); group/association building and formulation of bylaws/constitution;

⁴ Savings and Credit Cooperative Societies

gender, poverty and employment, entrepreneurship; leadership and communication; monitoring and evaluation.⁵



Morogoro Rural District

Linking up with the Joint UN Programme on Capacity Building Support to Zanzibar (JP5), awareness-raising on gender concerns in employment creation – with a focus on young women and men – was undertaken. A concept note on the establishment of Youth Entrepreneurship Centres was developed and discussed with the ministries of labour, industry and trade, agriculture, finance, local government and infrastructure. It was agreed to start with two centres and then draw lessons for replication and up-scaling.

In all activities, attention was paid to balanced representation and participation of women and men. Some activities were held for women only.

Relevance of the initiative

Through consultations with constituents, it became evident that the initiative had responded to their concern of building capacity and “translating” national policy instruments into concrete, gender-sensitive, action at local levels. Considerable effort has gone into developing and refining national policies, both in Tanzania mainland and Zanzibar. On this basis, ILO was requested by its constituents to specifically assist in piloting implementation of the national employment policy, through the decentralised administrative structure at district level.

The respective ministries of labour in Tanzania mainland and Zanzibar sought ILO’s support in mainstreaming gender in the implementation of national employment policy

⁵ As an example, a transcription of beneficiaries’ feed-back from a group discussion in Morogoro is attached in annex 1. (Free translation from Kiswahili)

frameworks. The initiative was able to provide such support through capacity building initiatives at both central and decentralised levels. In particular, the initiative enabled the ministries of labour to initiate and build stakeholders' consensus on the role and function of gender-sensitive employment creation committees, as mandated by the national employment policies.

The evaluation found that the initiative had succeeded in providing appropriate technical guidance and tools for enabling local government structures to support employment creation in line with national commitments and programmes. In particular, the initiative had supported capacity building of district officials to address the gender dimensions of employment promotion. Among the tools that were provided were *Guidelines for gender-sensitive employment creation for district councils* and capacity building on gender budgeting.

The evaluation ascertained that the initiative had a strong linkage to the Joint UN Programme on Wealth Creation, Employment and Economic Empowerment (JP1), for which ILO is the lead agency, and JP5 on Capacity Building Support to Zanzibar. Good practices and lessons from the initiative had informed ILO's approach in this context and will be employed and expanded in other districts of Tanzania, in particular the pilot regions for the Joint UN Programme (Lindi and Mtwara), Zanzibar and to a lesser extent Morogoro Rural District through extension of the previous ILO Cash Guarantee, now managed by the ministry of labour.

The initiative resonated well with the priorities of both UNIFEM and ILO at national level and thus represented an opportune entry point for inter-agency collaboration. The initiative also builds closely on earlier efforts made by the ILO through technical cooperation to build the gender mainstreaming capacity of ILO constituents in URT.⁶

Efficiency of the initiative

Timely delivery of allocated resources was ensured under the initiative. The National Project Coordinator, based in ILO Dar es Salaam, developed a detailed work plan which was shared and agreed with ILO Headquarters as well as with implementing partners.

In total, the resources committed by ILO (EMP/CEPOL and GENDER) and UNIFEM for the initiative amounted to no more than USD 140'000. The considerable number of outputs achieved with this limited funding speaks to the efficiency of the implementation plan.

In some instances, the efficiency of implementing a joint initiative with another UN Agency was limited by differences in administrative procedures. This became particularly evident in the transfer of funds from UNIFEM to ILO which was heavily delayed due to administrative routines. It could also be mentioned that at the time of launching the initiative, UNIFEM had recently set up an office in Dar es Salaam with

⁶ From 2002-2004 ILO implemented a project in URT entitled "Enhancing the gender mainstreaming capacity of ILO constituents". An output of this project were a set of guidelines for constituents in Tanzania mainland and Zanzibar on how to strengthen gender equality in the implementation of constituents' mandates. These guidelines were translated into Kiswahili and employed in the current initiative.

limited human resources. This obviously affected UNIFEM's ability to participate fully in all activities.

On the side of the ILO, collaboration between EMP/CEPOL, GENDER and ILO Dar es Salaam worked well, as did the timely input from the Gender Specialist in the ILO's Regional Office for Africa in Addis Ababa. From GENDER's side, the initiative was seen as a strategic way to promote gender mainstreaming in a technical area of the Denmark/ILO Framework Agreement and to foster closer linkages to other ILO units.

Sustainability of achievements

Some of the factors that are seen to contribute to the continuation and sustainability of the above achievements are:

- Involvement of constituents at all levels of design and implementation, including capacity building;
- Integration of the initiative and activities in Joint UN Programmes (e.g. JP1 and JP5) which ensures continuation and up-scaling;
- Replication of activities, modelled on Morogoro, in Lindi and Mtwawa (pilot regions for Joint UN Programme);
- Planned collaboration with other ILO programmes, e.g. WEDGE and COOP Africa;
- Continued support of National Project Coordinator who will remain with ILO Dar es Salaam throughout 2009;
- Tools that have been developed under the initiative in Tanzania mainland and Zanzibar are being translated into Kiswahili and disseminated. Support is being provided to district employment committees for application of these tools.

Lessons learned

The need to translate the national framework (policies and strategies) to the local level where implementation is supposed to happen, including ensuring that key actors understand their roles and have the capacity to convert the strategies and policies into concrete employment creation actions is paramount to achieve any impact on the ground. Likewise, the need to ensure that local authorities have adequate capacity to mainstream gender in employment creation interventions including having in place gender responsive indicators for tracking performance.

Based on constituents' feedback, the evaluation found that the initiative had contributed to the initial steps of operationalising national employment frameworks at the decentralised level. The approach used was highly appreciated and it was suggested that a similar approach could be employed in other regions which benefit from ILO's support under the Joint UN Programme (Lindi and Mtwara). This possibility was confirmed in discussions with ILO Dar es Salaam.

The initiative cultivated links between national employment and gender equality frameworks. This was seen as critical for ensuring that the above operationalisation benefited both women and men. In Zanzibar for example, the initiative supported finalisation of both the national employment policy and the gender policy and was thus able to support cross-fertilisation of relevant issues.

The initiative was demand-driven and was designed following close consultation with ILO constituents in Tanzania mainland and Zanzibar. Constituents were closely involved in implementation of activities and were in some instances sub-contracted to undertake activities. This reportedly inspired a considerable sense of ownership for the outputs. A critical lesson, in this respect, is the need to build relevant capacity among constituents to enable them to assume this role.

From the project management's point of view, the initiative involved close collaboration between different units at Headquarters as well as with ILO Dar es Salaam and the Regional Office for Africa in Addis Ababa. In addition, and particularly during the first year of implementation, there was also close collaboration with UNIFEM Tanzania. This form of collaboration was innovative and worked particularly well in terms of pooling technical and financial resources as well as integrating work plans. The ILO-UNIFEM partnership is also a demonstration on how UN agencies can work together. Collaboration with other technical programmes in ILO Dar es Salaam and Joint UN Programmes also contributed to the success of the initiative. Joint activities were undertaken with WEDGE and COOP Africa, as well as with relevant Joint UN Programmes. In some instances, however, time pressure and differences of approach limited the extent of such collaboration. For future reference, more effort can be made to undertake joint planning at an earlier stage of implementation.

Examples of feed-back given by beneficiaries of the targeted interventions at district level, Morogoro.

SACCOS Chairperson: Mngazi Village

Members of my SACCOS are appreciative of the training offered by ILO-UNIFEM Initiative, which really touched on poverty issues, for example, the training on entrepreneurship and business idea generation. Many people at village level are poor, surviving on less than one dollar a day, especially during dry season (we call it hunger season). The training on business idea generation is very useful in helping villagers' to identify and initiate side-line economic activities that will cushion hunger. I personally, after attending the training, requested the village leaders to convene a village meeting. I gave feedback from training and sensitized villagers on the importance of forming economic groups and mobilizing savings. Four economic groups were formed as a result of sensitization, mainly engaged in farming and livestock keeping (goat, local chicken and piggery). The groups have equal numbers for women and men, local chicken groups have more women. There is also a youth group engaged in sunflower production. However, none of the members have received training in modern farming and livestock keeping. We hope that the district will find a way of providing training.

Village Chairperson: Mbwade Village

First of all, allow me to thank ILO for inviting me to the training. It was until I participated in the training that I understand what leadership is. Previously I was doing by guessing, but now I act with confidence because I know what it entails to lead others. Before training, none of the villagers were involved in small businesses, we all relied on agriculture. After attending the first training, I convened village meeting and provided feedback on training. I specifically, sensitized villagers on the importance of forming economic groups, mobilizing savings and initiating off-farm economic activities. We put in place a strategy for mobilizing villagers. As a result, ten groups were formed, out of which five met requirements for formal registration and four have been registered so far. I called a village meeting again after attending the second training. The aim of this meeting was to review the progress and to support the groups that could not meet requirements for registration. The registered groups have equal numbers for women and men and are grouped as follows:

- Rice farming group has 100 acres
- Bee keeping group has 20 hives
- Sunflower and maize group has 40 acres
- Local chicken group has 150 chicken
- A group for people with disability engaged in bicycle repair (but not registered).

We have a ward SACCOS but it has not been able to issue loans due to limited funds. As a recommendation, I would advise training for the formed. Although we tried to educate members but they need specialized training.

Leader of women's group: Gomero village

I am very happy with the intervention. As a woman, I did not know my rights before training, but now I know my rights. The training for women leaders of SACCOS was particularly useful, because men dominate mixed training and we do not always find space to air our views. The training has awakened us, we do not sit home and wait for husbands to bring food home anymore. Now, I am confident, I can go out and earn additional income apart from the money we get from farming. We village women are afraid to invest into business because we did not know the ABC of business. After receiving training, within a short time, we have been able to mobilize and sensitized women to form economic groups as follows:

- 17 women have formed a group and intend to engage in fruit production i.e. water melon
- 15 women are engaged in livestock
- 17 women are doing food preparation and selling.

We are having problems to reach women due to geographical location and women's triple roles, so sometimes, we loose them.

We have a ward SACCOS but it has very few women members largely because of low education and understanding. Now we are sensitizing women and hopefully in the next harvest season more women will join.

Persons consulted during the internal evaluation

Institution	Name	Title
Ministry of Labour	Mr. Ernest K. Ndimbo	Director of Employment
	Ms. Marietta Mcha	Assistant Director, Employment Promotion
	Mr. Ikusubisya W. Kasabele	Assistant Director, Employment services
	Ms. Mary Awinia	Statistician, LMI Section
ATE	Dr. Aggrey Mlimuka	Executive Director
	Mr. Mark Mfunguo	Training Coordinator
TUCTA	Ms. Margaret Mandago	Education
	Ms. Siham Ahmed	Gender Women and Youth Department
	Mr. Edwin R. Mwakyembe	Training and Human Resource Management Officer
	Mr. John Gonza	Director of Economics and Research
	Dr. K. M. Kapalata	Occupational Safety and Health and HIV/AIDS
UNIFEM	Ms. Hendrica Okondo	Country Programme Manager
	Ms. Bintuni Mbwambo	Communication officer
Office of Regional Administrative Secretary, Morogoro	Mr. Hussein Kattanga	Regional Administrative Secretary
	Mr. Stephen Bushiri	Assistant Administrative Secretary – Staff Service
	Ms. Margareth A. Chande	Assistant – Local Government Officer
	Mr. Bwai Biseko	District Officer
Office of Morogoro District Commissioner	Mr. Bruno Njovu	District Administrative Assistant
Morogoro Rural District	Mr. Anthony Kimbueza	Acting District Executive Director
	Mr. Juma S. Mtumbei	ATE local representative
	Mr. Beda Mkiki	Village representative
	Mr. Shaban A. Mangala	Village representative
	Ms. Zaidani Silia	Village representative