

**SENGEREMA MULTI-PURPOSE COMMUNITY  
TELECENTRE**

**FINAL EVALUATION**

July 2005

by

**Ophelia Mascarenhas  
Samuel Maghimbi**

With the assistance of  
Rehema C Mallya



**Sengerema MCT**

**SENGEREMA MULTI-PURPOSE COMMUNITY  
TELECENTRE,**

**ACCELERATED ACCESS TO ICTS FOR RURAL DEVELOPMENT IN  
SENGEREMA DISTRICT**

**FINAL PROJECT EVALUATION**

**Ophelia Mascarenhas (Prof.)  
Samuel Maghimbi (Prof)**

**With the assistance of  
Rehema C. Mallya**

**Dar es Salaam - Tanzania  
July 2005**

## LIST OF ACRONYMS

<b>COSTECH</b>	Tanzania Commission for Science and Technology
<b>DC</b>	District Commissioner
<b>DMMO</b>	District Manpower Management Officer
<b>DMO</b>	District Medical Officer
<b>DPLO</b>	District Planning Officer
<b>FDC</b>	Folk Development College
<b>GTZ</b>	German Development Corporation, Tanzania
<b>ICT</b>	Information Communication Technology
<b>IDRC</b>	International Development Research Center
<b>ITU</b>	International Telecommunication Union
<b>LSC</b>	Local Steering Committee
<b>NSGRP</b>	National Strategy for Growth and Poverty Reduction
<b>OUT</b>	Open University of Tanzania
<b>PMC</b>	Programme Management Committee
<b>SIDA</b>	Swedish International Development Assistance
<b>SMCT</b>	Sengerema Multipurpose Community Telecentre
<b>TANESCO</b>	Tanzania Electrical Supply Company
<b>TCCIA</b>	Tanzania Chamber of Commerce, Industries and Agriculture
<b>TLS</b>	Tanzania Library Services
<b>TRC</b>	Teacher Resource Centre
<b>TTCL</b>	Tanzania Telecommunications Company Limited
<b>TCRA</b>	Tanzania Communications Regulatory Authority
<b>UNCSTD</b>	United Nations Commission on Science and Technology for Development
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organisation
<b>UNESCO –NATL</b>	UNESCO National Commission, Tanzania
<b>VETA</b>	Vocational Educational Tanzania

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# EXECUTIVE SUMMARY

## **Introduction and Methodology**

The end of the project Evaluation of the Sengerema Multipurpose Telecentre was commissioned by COSTECH as the executing agency for the SMCT and IDRC on behalf of the international partners. The SMCT aimed to show that accelerated access to information and communication enabling services would have a positive impact on rural development and livelihoods, would integrate the rural communities in the international information society, test the usefulness of local content; provide a model for future Multipurpose Telecentres and influence policies for information and communication strategies. A Mid-Term Evaluation was carried out in June 2002.

The Evaluation Team was provided an elaborate framework, based on which the main objectives of the Evaluation were considered to be three-fold: (i) Determine what happened in terms of the MCT Process, and why; (ii) Assess the impact of the SMCT operations and service performance in terms of the objectives of the Project and the expectations of the stakeholders; (iii) Identify what was learnt that can inform future initiatives for promoting ICTs in rural areas particularly in terms of the design, operations, issues of ownership of a community based MCT, relevance and sustainability of MCTs. The Evaluation Team was also asked to look into issues that would affect the future of the Project after it was handed over.

The study population included the users/beneficiaries of the SMCT as well the national, international and local partners and other stakeholders. The main findings are based on a sample of 112 beneficiaries/users that were selected randomly and but also partly purposefully in order to get users from the villages as well female users. This information was supplemented by interviews, focus group discussions with other beneficiaries/stakeholders, SMCT records and other documents..

## **Key Findings**

### **(i) Implementation, Management and Financing of the Services**

A great deal of progress has been made in the implementation of the planned services since the Mid Term Evaluation carried out in June 2002. The SMCT is located in its own building at a strategic site. New services have been added to the two that had been established by the time of the Mid-Term Evaluation. As a result it now operates a range of services which includes information communication services (e-mail/internet, mobile telephone, fax, radio) and related services (computer training, IT consultancy, computer based secretarial services, desktop publishing and photocopying). In 2002 the SMCT was facilitated to have a community radio which has greatly enhanced the communication and information services as well as knowledge about the SMCT and its image. The SMCT is very popular and there is a strong sense of local ownership. As one beneficiary put it “The SMCT has become part of the life of Sengerema district” Another sums it by saying that “SMCT has provided computer technology and skills. We have seen and used this technology instead of just hearing about it.”

The multi-tiered management system based on the Programme Management Committee at the national level; the Local Steering Committee at the local district level; and the Executing Agency with the Project Coordinator, the Project Manager and staff to run the Project was very appropriate has generally worked well and there have been relatively little disagreements. There

was some disruption in the internet/e-mail connectivity when it relied on a dial up system but that was resolved when SMCT switched to a wireless system. The operations do, however, suffer from inadequate number of skilled personnel due to low remuneration resulting in a high turnover of staff and difficulties in getting adequate replacements.

During the pilot stage the Project was under the Executing Agency and it was envisaged that at the end of the pilot phase in 2003, the project would be handed over to the community. The management was entrusted with making the preparations one year in advance. However, there has been a delay in the preparations and this has caused some concerns among the local stakeholders especially among those that had contributed in cash and kind towards the operations of the SMCT. The process has now started, initiated by the Local Steering Committee.

In the pilot stage the SMCT has been financed mainly by international partners and national partners. Local stakeholders, the Sengerema District Council, many individuals and groups have also contributed or pledged contributions. The latter contribution has strengthened the concept of local ownership and commitment and augurs well for the future of the Project.

## **(ii) Beneficiary Access and Use of the ICTs and Related Services**

The SMCT is open from 8 am to 6 p.m. daily to anyone who wishes to use the services. It is being used by a range of persons of both sexes with different educational levels and occupations (students, workers, professionals, business persons, and farmers) between the ages of 11 years to over 50 years. The analysis of the sample survey of the users/beneficiaries found the following: (i) Less females than males use all the services except computer training; (ii). <sup>1</sup>Age wise the dominant group was the age group between 11 and 20 years (27%) but there was an even spread of the other 10-year groups even those above 50 years; (iii) in education, the largest single group, at 41%, was those with secondary education; (iv) professionals were the largest single group by occupation followed by students, farmers and business persons.

Respondents were asked to name the services that they used most often. All the 112 persons answered the question and there were 311 responses because more than one service was often mentioned. The responses showed that the most often used service was e-mail (67%), photocopy (56.3%) internet (55.4%); the radio (48%); secretarial (33.9%); the rest were below 15% with fax being the lowest at 1.8%.

All the services show an increase in usage between 2001 to 2003 with some slight decline in 2004 in some services such as training and the use of e-mail and internet. Nevertheless, despite the decline in the use of internet/e-mail the numbers of users had increased from 2,365 in 2002 to 5,856 in 2004. The total number of users of the internet/e-mail over the three years 2002 to 2004 was 17,000 which is over 34 users for every 1000 persons over the three years or about 11 persons/1000 persons per year. According to the data from the United Nations, the national average for 2001 for Tanzania was 2.5 internet users per 1000 persons.<sup>2</sup> That speaks for itself in terms of access to ICTs provided by the SMCT and the response of the people of Sengerema in terms of using the service.

## **(iii) Effectiveness in Contributing to Rural Development**

At the district level the main impact were the changes in methods of communication especially after the Mid-Term Evaluation in June 2002. At that time it was reported that the main methods

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<sup>1</sup> The total population of Sengerema District is about 500,000 persons

<sup>2</sup> UNDP Human Development Report, 2003, New York, p. 277

were letters and the telephone using landlines. By the time of this Evaluation the people of Sengerema District had access to the Internet and the Community Radio through SMCT and both were being used in ways that could not have been achieved by letters or even by the telephone.

Another impact at district level was the fact that computer based communications and information services at the SMCT had created a new demand for such services. There were 6 new small enterprises providing computerized secretarial services; there were also plans by the District Council and some key institutions such as the district hospital and Folk Development College to get internet connectivity on their premises using the SMCT or other internet service providers.

Improved communications leads to improved information. In the sample survey of 112 respondents were asked what they felt was the greatest impact for themselves and the district. About 96% felt that the greatest impact was improved information for themselves; 74.8% felt that improved information was the greatest impact for other people. Nevertheless, 25.2% thought that there was an increase of income for themselves; and 47.7% felt that there was a increase in income for other people.

Since the Mid-Term Evaluation in June 2002 which included some generalized district level socio-economic indicators, there have been improvements in some of these indicators, but it was difficult to say to what extent the SMCT contributed to this. However, there were many cases of individuals and groups that had benefited directly from using the internet/e-mail services or the radio. Two categories of these beneficiaries have been presented in the main report as case studies.

#### **(iv) Ownership, Relevance and Sustainability**

Three issues were assessed with regard to ownership: (i) who currently owns SMCT; (ii) how will the transition be effected and (iii) what form would the new entity take?

**Ownership:** Slightly more than an third of the respondents in the survey felt that the SMCT was owned by the community. In theory that was true since many had contributed towards its operations. However, in reality it was owned by COSTECH as the executing agency. This meant that there was need to establish a process for handing over the Project formally to the community. The process has started; the district has opted that the new entity should be a Savings and Credit Society (SACCO) and that the Project be run on a commercial basis. However, the process should have started in 2003 or at least in 2004. The pilot phase comes to an end very soon (July 2005) and there are concerns that the handing over will be done too hastily.

**Relevance:** An overwhelming 88.1% of the respondents in the survey felt that the SMCT was very relevant to them; a similar proportion (85%) felt that it was relevant to the district. The four major reasons given for considering the Project relevant were: Information, easy communications, simplification of their work; and increased education and skills. The people of Sengerema considered that these issues were part of development and hence their relevance. While better information is part of development and an indicator of improved livelihoods, it has limitations towards improving conventional indicators of improved livelihoods. An example is provided to illustrate both viewpoints.

**Sustainability:** Three issues were considered important for the sustainability of the SMCT: importance of the services to the community; financial sustainability; and ability to offer appropriate quality services. There is no doubt about the importance of the SMCT services to the

people of Sengerema. That is not only the opinion of the people of Sengerema town; at the moment about 50% of the villages have access to the community radio and those that do not have access are demanding that their villages be reached.

Financially, the SMCT income from services provided has increased from \$6000 in 2001 to \$23,900 in 2004. The expenses in 2004 were \$14,100 leaving a surplus of about \$9,000. The expenses did not cover the salary of the manager and other full time staff nor the cost of the monthly charges of the VSAT which amount to \$6,000 annually. Thus the SMCT can generate enough income to run the operations but not enough to replace equipment or hire new staff or train the temporary staff with a view of employing them on full time basis. Other ways will have to be considered to increase the capital base to meet these needs. One good point is that the SMCT is housed in its own building. Several options for increasing the capital base of the Project were discussed with various stakeholders. The options and their feasibility are discussed in the main report.

## **Lessons Learned**

There were important lessons learned from four aspects: Providing Accelerated Access to ICTs; Management; Sustainability; and Measuring Impact

### ***Accelerated Access to ICTs:***

- The most important lesson was that people will use ICTs if these are made available but there are constraints in terms of distance to travel to and from the Telecentre and costs;
- The provision of a multipurpose telecentre with ICTs and related services is better than a single purpose service centre such as one that provides just telecommunications;
- The inclusion of a community radio service is extremely important in a setting where the economic infrastructure (roads, electricity) is poor. It has the potential to bring the internet to the people via the radio;

### ***The Management System***

- A high degree of local/community ownership is necessary to ensure the success of a community telecentre.
- It is important to keep the trust of partners and stakeholders by holding regular meetings.
- For a successful project it is important to have adequate human resources – in number and quality.
- There should be adequate preparation time, not less than a year, and a gradual phasing in of the control when a transition from one organization to another is involved.

### ***Measuring Impact on development***

- There is need to consider access to and use of ICTs and improved information as indicators of development. Beneficiaries' expectations should be considered in assessing impact..
- The impact of ICTs on the conventional indicators should be looked at both the district level and at the level of groups and individuals.
- There are limits of access to ICTs and information to immediately make a district wide improvement using conventionally defined “development indicators.” Some targeted interventions may be necessary to supplement the flow of information.

### ***Sustainability***

A Multipurpose Community Telecentre has a good prospect of sustainability if:

- If there is a strong community ownership of the Project as in the case of the SMCT;
- That the users and stakeholders have been accustomed to pay for the services right from the start;

- That there are ways to access capital for additional costs as in any small to medium enterprise.

## Conclusions

The Project Document envisaged a multi-purpose community centre and this was achieved through the provision of a range of information communication systems and related services that were both relevant, appreciated and used.

It was also envisaged that the SMCT will be used as a model for replication in Tanzania and elsewhere. The whole Project may be too expensive to replicate but aspects of the SMCT such as local ownership, the commercial basis for operation and the use of the community radio are worth replicating.

The third objective was to link rural communities to the global information society. The Project has achieved this to a considerable extent. The level of usage of internet/e-mail shows that it was higher in Sengerema District than at the national level. Nevertheless, most of the rural areas are still unconnected although there is a potential to do so through the community radio and other media.

The fourth objective was to develop and test local content. Some progress has been made. Local content was produced on four of the nine identified areas. The impact of this intervention has yet to be assessed; nevertheless the concept has taken root in other spheres. For instance, the District Planning Officer wants to use the radio for disseminating such information.

The fifth objective of the SMCT was to “demonstrate the impact and usefulness of the accelerated introduction of information and communication enabled services and programmes into rural community life in Tanzania”. This was also achieved to a commendable degree given that again the implementation of the information and communication services did not start until June 2002. The impacts and usefulness have been considerable from the perspective of the people using broader indicators than the conventional indicators of wealth or poverty.

The final objective of the SMCT was to influence policy for promoting ICTs based on telecentres. The concept of rural ICTs and telecentres has been incorporated in the new National Information and Communications Technologies Policy (2003). A number of national institutions such as the TCRA and COSTECH as well as a few development partners and even an NGO, Jua Kali, have set up telecentres in the rural areas. Since the SMCT was the first telecentre in Tanzania, it has undoubtedly influenced these developments

## Recommendations

It is **recommended** that every effort be made by the national and local partners to ensure that there is a smooth transition of the SMCT from COSTECH to the community. In view of the delay in handing over, it would be very useful if the end of the Pilot Project could be extended by at least 6 months and the time used to get the SMCT registered as a legally recognized entity; draw up a business plan, enhance the skills of the staff.

It is also **recommended** that the experiences of the SMCT be documented and given greater publicity in a variety of formats: academic publications, media articles, leaflets on MCTs and giving SMCT as an example.



## **CHAPTER ONE: INTRODUCTION & METHODOLOGY**

### **1.0 Introduction**

#### **1.1 The Evolution of the Sengerema MCT**

In 1996, the International Telecommunication Union (ITU), UNESCO and IDRC proposed setting up of pilot Multi- Purpose Community Telecentres (MCTs) in 5 African countries: Benin, Mali, Mozambique, Tanzania and Uganda in order to accelerate the adoption of modern ICT's such as telephony, internet and e-mail for rural development. The Sengerema Multi-purpose Community Telecentre (SMCT) is part of this initiative..<sup>1</sup>

The SMCT is located in Sengerema Town, the headquarters of Sengerema District in Mwanza Region which lies along the southern shore of Lake Victoria. The headquarters can be best described as a rural town serving as the central node of the district government. It is connected to the national electricity grid and has links by telephone, both fixed and cellular. As a result of the SMCT, it now has access to internet and e-mail. The nearer villages have taken advantage of the e-mail/internet services of the SMCT but most of the other villages have no direct access to the internet and e-mail. However, a recent study found that nearly 85% owned radios, about 17.5% owned mobiles and nearly 60% had used mobiles one or more times via kiosks or through use of mobiles owned by others.<sup>2</sup> The district is therefore already aware of ICTs and is already using some of them even in the rural areas.

The SMCT was established as a pilot project and began operations in January 2001 through collaborative efforts from international, national and local partners. As a multi-purpose project it has established a range of services stipulated in the original Project Document. In September 2003 a Community Radio was added to the Project and although it was not envisaged as one of the services in the original project document, the Community Radio has been a very valuable addition. The Project was originally designed as a three year pilot project and was scheduled to end in December 2003. However, due to certain circumstances, it was extended by one year up to

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<sup>1</sup> SMCT Project Document and Interview with Mona Dahms, representative of one of the international partners.

<sup>2</sup> Souter, David, Scott, Nigel, Mascarenhas, Ophelia, et al. The Economic Impact of Telecommunications on Rural Livelihoods and Poverty Reduction: a study of rural communities in India, Mozambique and Tanzania, DFID and CTO, 2005

December 2004. A second extension of six months was accorded in January 2005. A Mid-Term Evaluation was carried out in June 2002.

This evaluation was commissioned by COSTECH and IDRC on behalf of the other partners. The overall aim was to assess what was implemented; evaluate the impact of the implementation and to identify the lessons to be learned from this Project. It comes at a time when the pilot phase of SMCT is due to end in June 2005 and IDRC/COSTECH hope that the lessons learned can assist the government of Tanzania in its strategy to promote ICTs for rural development. It is also the hope of the Evaluation Team that the lessons learned will help the new community based organization in Sengerema District that will take over the Project when the pilot phase ends.

## **1.2 Objectives of the SMCT**

The main goal of the intervention was to pilot a multi-purpose community telecentre, to assess the impact of accelerated access to ICTs on the social and economic development of the community in which it was located and to draw lessons learned to be used in providing future MCTs in the country. The specific objectives to be achieved were:

1. *To demonstrate the impact and usefulness of the accelerated introduction of information and communications enabled services and programmes into rural community life in Tanzania with special emphasis on rural development, small business, education, health and government service sectors.*
2. *To build an example and a model of a reproducible and sustainable multipurpose community telecentre in Sengerema, Tanzania;*
3. *To promote the integration of rural communities into the national and global information society with access to its associated opportunities;*
4. *To develop and test “content” and applications in the area of:*
  - *Education, health care, and government and community information services;*
  - *Tourism and transport, trade and commerce’*
  - *Culture and entertainment*
5. *.To evaluate the social, economic and cultural impact, resulting from the accelerated provision of information services and network technology through a multi-purpose community telecentre in a rural community context.*
6. *To support national policy makers to develop appropriate policies and strategies for telecommunications and information infrastructure development through multi-purpose community telecentres.<sup>3</sup>*

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<sup>3</sup> URT, Establishment of a Pilot Multipurpose Community Telecentre (MCT) at Sengerema, Mwanza, Project Document, 1999.



The Project Document went on to state that “It was envisaged that through the achievement of these objectives, that the Project would not only serve Sengerema Town but also the outlying villages.” It would also be used by the National Project Management Committee to conceptualize other similar projects in different areas of Tanzania so that the MCT concept takes root as an appropriate tool for accelerating rural development.”<sup>4</sup>

### **1.3 Purpose of the Evaluation**

The Proposal for the Evaluation went through a process which involved the Evaluation Team and experts from IDRC. The final proposal was guided by the framework and approaches that had been developed for other pilot MCTs in the other four countries. The purpose of the framework was to ensure that while the evaluation would consider the project outcomes against the project objectives, the main emphasis would be on the: (i) Process, implications and impact of the MCT at local and national level. (ii) Lessons learned that can inform the future establishment of MCTs both in Tanzania and elsewhere. The full framework is reproduced in Appendix I.

### **1.4 Objectives of the Evaluation**

Based on the framework, the main objectives of the Evaluation were considered to be three-fold:

- ❖ Determine what happened in terms of the MCT Process, why, and what the Implications are from the perspective of the international, national and local stakeholders;
- ❖ Assess the impact of the SMCT operations and service performance in terms of the objectives of the Project and the expectations of the stakeholders at national and local level;
- ❖ Identify what was learnt that can inform future initiatives for promoting ICTs in rural areas particularly in terms of the design, operations, issues of ownership of a community based MCT, relevance and sustainability of MCTs and development value.

### **1.5 Approach and Methodology**

#### **1.5.1 General Design of the Evaluation and Study Areas**

The Evaluation used both quantitative and qualitative methods to address the objectives of the Evaluation. The main instruments were surveys, interviews and discussions with documents and

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<sup>4</sup> SMCT Project Document, 1999, p.10

statistics kept by the SMCT as well as observations to compare data from surveys, interviews and discussions. The Evaluation involved activities in two locations: Dar es Salaam, the headquarters of the national partners, and Sengerema Town and immediate environs. There were logistical constraints to visiting villages beyond the suburbs of Sengerema Town. Users from such villages selected for interviewing were facilitated to come to the SMCT.

The Fieldwork for the Evaluation started with interviews in Dar es Salaam on March 18, 2005. This was followed by fieldwork in Sengerema between April 11 and 18; followed by additional fieldwork in Dar es Salaam. The first draft was presented to COSTECH on May 14, 2005. The full list of the schedule of activities carried out during the Evaluation and the persons met is attached herewith as Appendix II.

### **1.5.2 Study Population and Sampling**

The Evaluation targeted a variety of populations and this necessitated using different sampling processes. The study populations and sampling were as follows:

- (i) **Partners** (organizations that supported the setting up and implementation of the SMCT). The aim was to interview all the partners but eventually the Evaluation Team was able to get in-depth interviews with only 5 out of the 9 national partners and 2 out of the 3 international partners.
- (ii) **Management and Staff of the SMCT** – the target was to interview all persons involved in the management and operations of the SMCT and this was achieved .
- (iii) **Members of the Local Steering Committee** based in Sengerema District – the aim was to get as many as possible since many of the members live outside Sengerema Town. The Evaluation Team was able to get 8 of the 17 members including two who lived quite far from Sengerema Town.
- (iv) **Beneficiaries** : A significant part of the activities of the Evaluation involved a survey of 112 users of SMCT services. This was a partially random and partially purposive sample to ensure that there was a gender balance among the interviewees and representation from users who came from outlying villages. In addition group discussions were held with special groups of users: internet users, trainees undergoing computer training, telephone users, and women's groups involved in using/promoting the SMCT.

### **1.5.3 Data Collection**

Quantitative data was collected in two ways: through a semi-structured questionnaire which was administered to the 112 sample of users; through the registers of users

Qualitative data was collected through the following methods:

- In-depth interviews with members of the Project Management Committee who also represented the national partners; similar interviews were held with the manager of the SMCT, members of the Local Steering Committee. In-depth interviews were also held with outstanding users of the SMCT as cases showing successful use of the SMCT for socio-economic development. A semi-structured questionnaire was devised for each category of interviewees.
- Telephone discussions were held with two members of the international partners. A semi-structured questionnaire was sent to all three but the preference was for discussion.
- A combination of discussions/interviews were held with key members of the District Council, heads of key institutions such as the District Hospital, Vocational Education Institute, Head of the Sengerema Secondary School, head of the district chamber of commerce, industry and agriculture.
- Focused group discussions were held with a number of users such as internet users, those undergoing training in computers, women's groups such as WAHAMASE who operate the community radio, and others involved in promoting the services of the SMCT.

#### **1.5.4 Data Analysis**

The qualitative data from the in-depth and semi-structured interviews and from the documents was thematically analysed to determine what happened and why in terms of the SMCT process and the lessons learned. The survey data was processed using the SPSS computer statistical software. The data from the register of users was processed manually in order to save time and costs.

#### **1.6 Organisation of the Report**

The report is divided into seven main chapters. Chapter One constitutes the introduction and includes among other aspects, the objectives of the project and of the evaluation and the methodology used to meet the objectives. Chapter Two describes the implementation, management and financing of the Project; Chapter Three looks at the degree to which the people of Sengerema District were able to access the ICTs ; Chapter Four assesses the impact of the SMCT at district and specific beneficiaries' level; Chapter Five examines issues of ownership, relevance and sustainability; Chapter looks at the lessons learned. The final chapter , seven section draws conclusions and makes recommendations.

## CHAPTER TWO: IMPLEMENTATION, MANAGEMENT AND FINANCING

The strategy for meeting the objectives of the SMCT consisted of four main approaches: (i) setting up and providing access to internet/e-mail, telephone and a number of related services; (ii) setting up a good management system (iii) providing information to targeted sectors in the form of local content and (iv) monitoring progress as to the use and impact of these services,

### 2.1 Implementation of the Services

#### 2.1.1 Current Physical Resources of the SMCT

The SMCT is located in its own building at a very strategic site in the centre of Sengerema town - at a point where two main roads meet. These roads are the main access roads to the ferry across Lake Victoria. The town spans an area roughly of about 2 kilometres from the centre and the SMCT is therefore within walking distance from any part of the town. The building itself is an attractive structure and the pride of the people of Sengerema Town.

Besides the impressive ten rooms cement block building with a tiled roof, the SMCT owns a wide range of resources. At the time of the Evaluation the Centre owned the following:

**Table 1: Current Physical Resources of the SMCT**

Item	Number	Working	Out of Use
Computer	26	16	10
Fax machine	1	1	0
Telephone receiver	1	1	0
Chairs (wood)	34	34	0
Chairs (metal)	30	29	1
Satellite Dish (with broadband connectivity)	1	1	0
Dish DSTV	1	1	0
Bicycle	1	1	0
Printer	1	1	0
Blackboard	2	2	0
TV set	1	1	0
Tables	48	43	5
Digital Video Camera	1	1	0
Clock	3	3	0

Scanner	3	2	1
Decoder	1	1	0
Modem	5	1	4
Hub	9	3	6
Network Cabinet	1	1	0
Radio transmitter	1	1	0
Cable tester	1	1	0
Mixer	1	1	0
CD deck	1	1	0
Tape deck	1	1	0
Headphone	3	3	0
Power stabilize	1	1	0
UPS	25	20	5
Telephone	2	1	1
Tape recorder	5	5	0
World space	1	1	0
Photocopier (IR 2200)	1	1	0
Windup radio	1	1	0
Air conditioner	1	1	0
Paper cutter	1	1	0
Binding machine	1	1	0
Lamination machine	1	1	0
Heavy duty stapler	1	1	0
Numbering machine	1	1	0

It can be seen from this list that the SMCT has a wide range of resources which are mostly in good working condition.

### **2.1.2 Setting Up Services for the Beneficiaries**

The SMCT operates from 8.30 am to 6 p.m. and offers a range of services. The dates of implementation and some general comments on the current situation are shown below.

**Table 2 Progress in Implementation**

Services Envisaged in the Project Document	Start Up of the Services	Comments
Telecommunications <ul style="list-style-type: none"> <li>■ Public Telephone Booths</li> <li>■ Telephone lines for the SMCT</li> </ul>	Started in 2001	Services dependent on fixed lines including the public booths were not available; Cellular phone (Vodacom) was available.
<ul style="list-style-type: none"> <li>■ Training</li> </ul>	Started in 2001	Very popular and a good income earner; demand even from outside the district
Secretarial Services	Started in 2001	One of the important services
(IT Consultancy – not specifically mentioned in the Project Document but linked to training)	Started in 2001	Demand was slow at first but is now picking up
E-mail and Internet	Started in 2001 but had problems due to weak signals in the dial up system and stopped in 2001. Re-started in September 2002 after a change from dial up to wireless using VSAT;	Services are now more satisfactory but affected by frequent electricity power outages. Has the largest number of users Demand outstrips availability of computer stations during the weekends
Fax	Started in 2003	Not working due to disputes with telephone company (TTCL) over bills
Desk Top Publishing Services	Started in 2002	One of the important services and good income earner
Facilities Use	Was not set up	Not mentioned in any of the reports
Photocopying	Started in 2003	Very Popular
(Fm Radio – not provided for in the Project Document)	Started in September 2003	Very Popular
Develop and test Content materials in education, health, etc	Nine areas identified in 2002; 4 booklets developed and distributed; an inter-active website created	No statistics on
Monitoring and evaluation	Register of users and usage set	Useful for monitoring use, but not impact.

*Internet and e-mail:*

This is one of the major services offered by the SMCT. The service which was started in 2001 had some initial problems due to weak signals observed when the SMCT was using the dial up system through an ISP based in Mwanza. As a result, it was interrupted for a number of months

in 2001/2002. Internet connectivity was regained in September 2002 after the SMCT switched to a wireless system through an ISP provider in Dar es Salaam who had donated the satellite dish to COSTECH. Since then the community of Sengerema has satisfactory access to internet and e-mail services, except when there are power outages.

#### *Computer Training:*

The SMCT offers one month short course which range from introduction to computers, windows, internet and e-mail; to an intermediate course (MS-Word and MS-Excel); and advanced course (MS-Access, MS-Publisher and MS-Power Point). In addition the SMCT also offers a course on installation of computer equipment. The fees range from Tz. She. 17,500/= (USD\$17.5) for the preliminary courses to Tz.Shs. 25,000/=(USD\$25) each for the more advanced courses. The SMCT also offers a one week free sensitization course. This course introduces the participants to computers and the e-mail and internet. In 2002, 111 females (52%) and 101 males (48%) males participated in the sensitization course. No data was available for 2003 and 2004.

*Secretarial Service:* The SMCT offers secretarial services such as typing/printing using computers, and binding. These are used by individuals in CBOs, NGOs, businesses and even government departments. Some academic institutions use the services to produce mock examinations.<sup>5</sup>

#### *IT Consultancy*

The SMCT offers consultancy services for installation of equipment, user training and technical support. This is a slow growing service because of the small use of computers in the district. In 2003 the SMCT offered consultancy services to the Sengerema District Council, Sengerema Seminary, Sengerema Coca Cola Depot, National Microfinance Bank , Sengerema Branch, Sengerema One Club and Sengerema Nursing School.

#### *Conference Room*

The SMCT has a conference room with a capacity of about forty people. The service of hiring out the conference room started in September 2002 but it is growing slowly as there is considerable competition in the provision of such facilities. Other institutions in Sengerema town also have such facilities and the demand is limited.

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<sup>5</sup> Interview with the Academic Master, Sengerema Secondary School

### *Photocopying*

Many people in Sengerema town depend on the photocopying service of the SMCT. Unlike computer training and internet and e-mail services, the SMCT does not have a monopoly in the town for this service. There are five stationery shops in Sengerema town which offer photocopying services. However, many people come to SMCT because its services are cheaper (i.e. Shs. 35/= per copy compared to Shs. 40/= to 50/= per copy in the other places). The quality of the photocopying was very good in the beginning. At the time of the Evaluation the quality was poor because the “drum” was scratched and needed replacement. This was taken care of shortly after the Evaluation and the service is back to being very good. Photocopying earns the SMCT Shs. 700,000/= to 900,000/=(approx.1000) per month.

### *Radio*

The SMCT started its radio broadcasting services on 1<sup>st</sup> September 2003 (known as Sengerema Fm Stereo). It broadcasts at 98.8 MHz and is on the air for nine hours per day. On 30<sup>th</sup> November 2003 the transmitter of the radio station was burnt and broadcasting was halted but resumed on 23<sup>rd</sup> December 2003 after the transmitter was repaired. The Sengerema community uses the radio for a variety of social and economic purposes. The District Council also use it to inform members about Council meetings, and communities about health programmes such as vaccination drives for children under five years.

The radio is operated by 3 women who work mainly as volunteers who are members of a women’s group known as WAHAMASE. They were given on the job training by skilled radio operators from the national radio station, Radio Tanzania. Each is given an allowance of Shs. 8,000/= per months. WAHAMASE which comprises of forty members is hoping to take a prominent part in the project after the SMCT is handed over to the new community based organization and have already made substantial financial contributions to purchase shares in the SMCT. The radio is very popular even though at present it does not reach all the villages.

### *Content development and testing*

The development and dissemination of appropriate local content was seen as critical to meet the objectives of the Project. It was realized that access alone was not sufficient. Accordingly, a consultant was engaged in 2002 to develop appropriate materials. Booklets and leaflets have been developed (in Kiswahili language) and disseminated on the following topics:

- Sengerema Primary English Test Yourself (22 Common English prepositions)
- Prevent yourself from Malaria (Booklet)



- Drive safely: stop overloading passengers
- Directory of cotton ginneries and exporters in Tanzania

In addition SMCT has developed a website on Sengerema District with information about the district. ([www.sengeremateleccente.or.tz](http://www.sengeremateleccente.or.tz)). Unfortunately, the Evaluation Team was not able to get information on how often this website was used by whom and to what if any impact. It was also not possible to get details as to the distribution of the booklets.

#### *Monitoring and Evaluation*

One of the objectives of the SMCT is to assess the impact of the provision of services especially SMCT. In line with this objective, SMCT has kept registers of users and usage particularly for the use of the telephone (mobile) e-mail/internet, secretarial services, photocopying and training. A number of studies of the use and impact of internet and e-mail SMCT have been carried out by interested researchers specially Prof. Mona Dahms and Dr. Claire Mercer. A generalized set of socio-economic indicators for agriculture, health, education, water and tax collected was carried out as part of the Mid-Term Evaluation. There are also examples of assessing the impact of targeted information such as the drive for Oral Polio Vaccination which was found to have increased from around 50% to nearly 80% following the announcement of the vaccination drive over the Sengerema FM Radio.<sup>6</sup>

#### *Telephone and fax*

At the time of this Evaluation the telephone and fax were not operating because of disagreements with TTCL over the charges for the landline charges. The public telephone kiosks were installed but the kiosks were also not in operation. The SMCT did, however, provide access to pre-paid mobile services on behalf of Vodacom, one of the three mobile telephone service providers.

In conclusion it can be said that the range of services that the SMCT was able to establish in the short span and maintain until the time of the evaluation is remarkable. This is due in part to the commitment of the partners, the coordinating agency, the commitment of the local community in Sengerema District, especially the Local Steering Committee, and the Management and staff (most of whom are volunteers) of the SMCT. This was the first telecentre in the country and due recognition has to be given to the fact that the SMCT was mostly established as planned and has been operational.

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<sup>6</sup> Information was given by the Project Manager.

## **2.2 Promotion and Awareness Creation**

The services offered by the SMCT appear to be well known in the town of Sengerema and about half of all the villages in the district. The main channel for promotion has been the radio particularly the community radio since late 2003. Prior to that in 2002 and early to mid-2003 the SMCT used the government radio in Dar es Salaam (Radio Tanzania Dar es Salaam) to disseminate information about itself. It is estimated that between January 2004 and March 2005 about 300,000 people in Sengerema district had heard about the telecentre and the services it offers.<sup>7</sup>

Public rallies were the next most important channel used for promotion and awareness. These were organized in the town in 2001 and 2003. About 1200 people attended three rallies which were held in Ibonde, Isabageni and Basisi Mission areas. The rallies were organized by the staff of the SMCT. In addition, cultural groups such as the Bantu Group (mixed male and female) and Lelemama Migombani (entirely women) were used in 2001, 2002 and 2003 and about 400 people attended the performances which were held in Sengerema Town as well in villages such as Katunguru (18 km. away) Busisi (35 km.) away and Nyamillo (8 km.) away.<sup>8</sup>

The district council was also used to raise awareness about the SMCT, between 2001 and 2004. The councilors and heads of government departments who attend the council meetings were sensitized through a special sensitization and training workshop. About 60 people participated, each of whom was given the responsibility to disseminate information about the Project. The awareness created through this workshop and the use of the community radio to disseminate district council messages contributed towards the District Council providing the SMCT a sum of Shs. 5,000,000/= to buy a standby generator for its radio.<sup>9</sup>

## **2.3 Management of the SMCT**

Under the Heading of “Ownership and Management of the Sengerema MCT” the Project Document states that:

“The Sengerema MCT will be a community centre, organized in such a way that the different public service actors in the community (both governmental and non-governmental) will be

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<sup>7</sup> This information was given by the SMCT management and staff.

<sup>8</sup> Information provided by the secretary of the Bantu Group) and members of the Lelemana Group.

<sup>9</sup> Radio broadcasting is often interrupted by electricity power outages leading to the Community Radio being unable to broadcast messages and greetings for which the clients had already paid. This aspect causes a great deal of inconvenience to the clients, prevents dissemination of important information and damages the credibility of SMCT.

empowered to define strategies for affordable community access and to provide and utilize development oriented applications and services.” Project Document, p. 12.

This objective was to be met through a management system supported technically and financially by international partners. The main elements of the management system were: the Programme Management Committee (PMC); the Local Steering Committee (LSC), an Executing Agency to oversee the implementation of the Project on behalf of the partners and a Project Manager (see Figure 1).

At the national level the Project is managed by a Project Management Committee (PMC) chaired by COSTECH. The PMC includes representatives from the national partner institutions.<sup>10</sup> The SMCT Project Manager and the Chairman of the Local Steering Committee (LSC) attend as ex-officio members and provides one of the links between the PMC and the LSC. Currently all the PMC members are male. International partners and stakeholders also attended some of the meetings in 2001 and 2002.

At the local level the Project is managed by a Local Steering Committee which was set up following a stakeholders meeting held in February 2001. It is currently chaired by Mr. Felicien Ncheye of the Sengerema Development Trust (SEDET). The members represent a variety of institutions and small enterprises.<sup>11</sup> The Chairman of the PMC, who is also the Project Coordinator, and the Project Manager are ex-officio members of the LSC. At the international level the main collaborating partners, ITU, IDRC, UNESCO who are involved in the 5 African country project to pilot MCTs have their own consultative process. They monitor the Project through regular reports such as the *Annual Progress Reports*.

The actual implementation of the Project is the responsibility of COSTECH as the Executing Agency. COSTECH appointed a Coordinator to oversee the Project and liaise with the international, national and local partners. At the Project level the implementation is coordinated by the Project Manager. The manager is assisted by a number of supporting staff some of whom were in the original project document while others are not. Figure 1 above shows the staff that should have been on board but were not employed.<sup>12</sup>

The Evaluation Team got the impression that on the whole the management system worked well particularly in the first two and half years of the Project. Both the PMC and the LSC met as stipulated in the Project Document and there were no major differences among the various

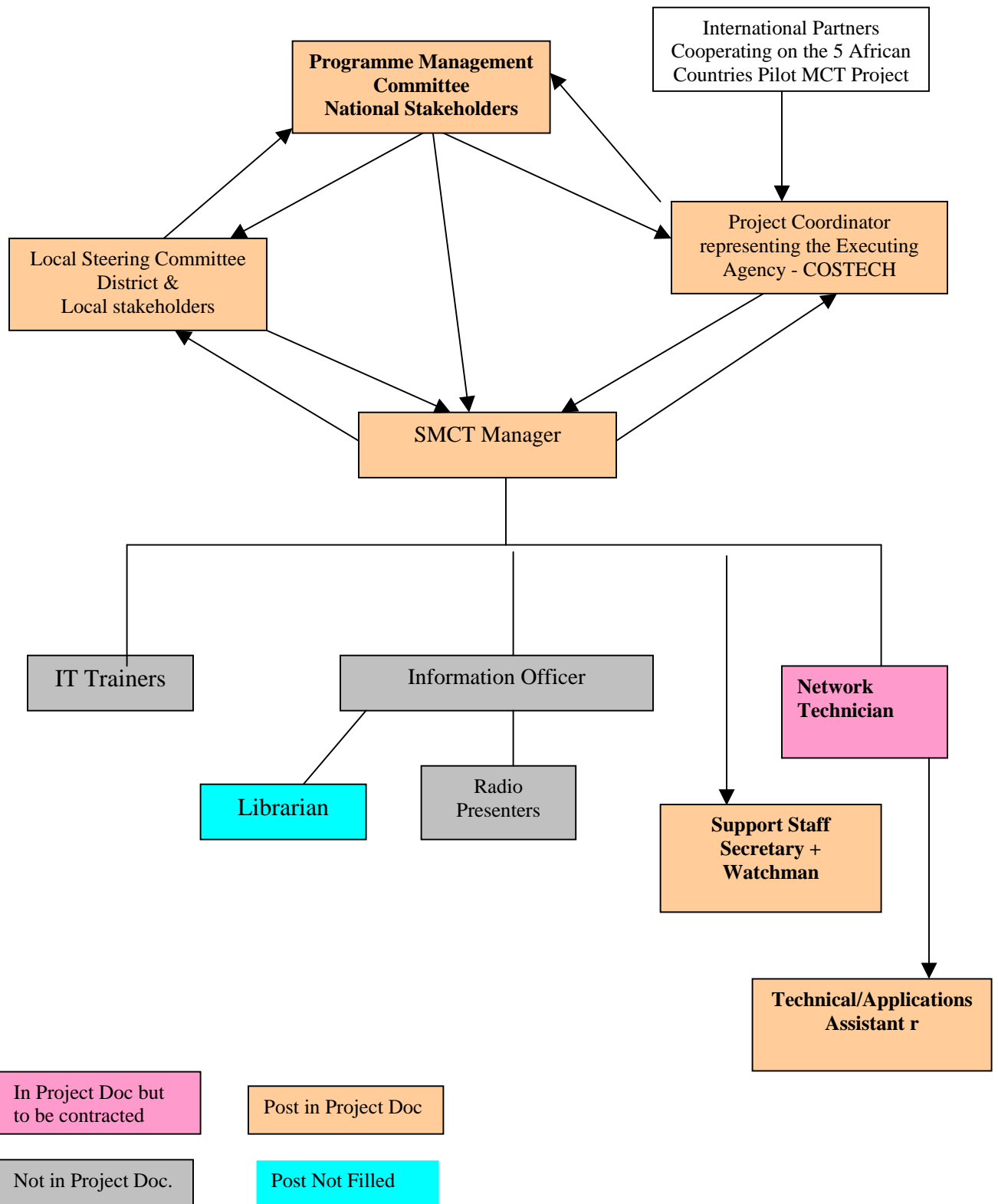
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<sup>10</sup> See Appendix II for the full list of the national partners

<sup>11</sup> See Appendix for a full list

<sup>12</sup> These gaps have seriously affected the quality of the services

**FIGURE 1: MANAGEMENT STRUCTURE OF SENGEREMA MCT PROJECT**



components of the management system. Representatives from the international and national partners visited the Centre from time to time and one meeting of the PMC was held at the SMCT.

Dissatisfaction began to arise towards the end of 2003 and during 2004 when the meetings that were scheduled were not held and the preparations for the handing over of the Project to the Community did not materialize. Nevertheless, the Project continued to provide the services, which is a credit to the various stakeholders in the management system who continued to give their support both financially and technically where needed. Credit is also due to the Project Manager who has continued to ensure that the services are maintained despite many technical, and lately, personal problems.

#### **2.4 Finances**

**The SMCT** has been financed by international partners, ITU, UNESCO and IDRC; by national partners, and local stakeholders who have contributed in cash and kind. By April 2005 COSTECH had spent Tz.Sh.300,233,073<sup>13</sup> on behalf of the partners while the Project had generated Tz. Sh. 41.1 million between 2001 and 2004.

The District Council has also been **very** supportive through getting its staff trained at the SMCT but also directly through providing a generator for the radio and other contributions. We were told that all teachers had made a contribution through deductions in their salaries. The SMCT also generates income but is not allowed to use this since the Project gets a subvention from COSTECH in the form of petty cash for running the Centre.

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<sup>13</sup> These figures were given by the Chief Accountant at COSTECH. The Evaluation Team was told that the expenditures did not include the contributions from the district stakeholders which had been contributed as shares in the SMCT which had been deposited in the bank.

## **CHAPTER THREE: BENEFICIARY ACCESS TO AND USE OF THE SERVICES**

The Telecentre is open to anyone and thus works on the principle of universal access. So far the access has been on individual basis – people coming to the telecentre, but the introduction of the radio has provided a new angle to access.

### **3.1 Knowledge about the Services**

The 112 users in the sample survey were asked how they came to hear about the SMCT services. Generally the four most important ways that were stated by the respondents were: the radio both Radio Tanzania (before the SMCT had its own radio) and Sengerema Radio 49.2%; other people (family members, teacher, friends, MCT staff) (31%) publicity (rallies, advertisements) (10%) brochures (5%). The rest were a combination of these methods.

### **3.2. Records of Users and Usage**

The Evaluation Team was impressed by the range of record keeping: separate registers for e-mail/internet/secretarial; photocopying; training, telephones, radio greetings, etc.; annual reports and even monthly reports with statistics of usage/users. However, the Evaluation Team was disappointed by the inconsistencies in these records. The register of the users of the internet and e-mail/secretarial services showed only the name, the occupation, area of residence, time in and time out for the users. It did not have a provision for sex nor the reason for the use/topics especially for the internet. The photocopying showed just the number of pages and the cost – no provision by age, sex, occupation, area of residence, etc. The annual reports and other official SMCT data sources were equally inconsistent, giving gender breakdowns for some and not others; age /gender breakdown for one service in one year but not in other years. Nevertheless the records provided useful insights into the profiles of users, patterns of use, geographical reach of the users, and other related aspects.

## **3. Usage and Users**

### **3.3.1 Trends in the Use**

The trends in the use of the SMCT services between 2001 and 2004 are shown below (see Table 3).

**Table 3: Trends in the use of different services at the SMCT**

Type of Service	2001	2002	2003	2004
Training	532	682	653	649
Secretarial services	140	458	1,391	1,413
Internet and e-mail		2,365	9162	5856
Photocopy				6,453
Radio: greetings				5,600
Radio :announcements			48	372
IT Consultancy				
Telephone				

**Source: Data from SMCT User Registers and Other Records**

The trends show that the use of the services, rose steadily up to 2003 but for some reasons unknown to the management began to show a declining trend in 2004, for internet/e-mail and for training. Even the Chairman of the LSC expressed concern at this declining trend. The greatest decline seems to be in the area of internet/e-mail use. However, this service is still one the most used of all services and the biggest income earner.

### 3.3.2 The Most Often Used Services

The 112 respondents in the sample survey were asked to state which services they used most often. All the respondents answered the question. The results of their preferences are shown below (see Box 3.1)

**Box 3.1: Most Often Used Services by Beneficiaries**

E-mail .....	67%
Photocopy.....	56%
Internet .....	55%
Radio.....	48%
Training.....	12.5%
Telephone.....	4.5%
Fax.....	1.8%

Some services were conspicuous in not being mentioned at all (IT Consultancy, Conference facilities, desktop publishing, local content; they could have been used but not often.

### 3.3.3 Reasons for using the SMCT Services

The respondents from the sample survey gave a number of reasons for using the SMCT services. There were some differences across the services but there were also some commonalities (see

Table 4). The data is analysed from the perspective of ICTs which include e-mail, internet, telephone, fax and the radio on the one hand and related services such as computer training, secretarial services and photocopying, on the other.

**Table 4: Purpose for Using (ICTs): the Internet/E-mail / Telephone/ Fax/ and Radio services at the SMCT**

<b>Reason / ( %)</b>	<b>Internet</b> N= 86	<b>E-mail</b> N=70	Telephone N=11	<b>Fax</b> N=26	<b>Radio</b> N=55
For communication	59.3	50.6	72.7	26.9	18.2
For information	14	26.6	9.1	26.9	25.6
Education/learning/retrieve learning materials	15.6	16.5	9.1	23.0	5.4
To simplify work	2.3	n.a	n.a	3.8	18.2
To receive good services	2.3	n.a	n.a	n.a	n.a
For business	2.3	3.8	9.1	n.a	n.a
Looking for scholarships	3.8	n.a.	n.a.	n.a	n.a
Get Computer Knowledge	1.2	1.3	n.a	n.a	n.a
Cheap facilities/Save money	1.2	1.3	n.a	n.a	n.a
To advertise about my NGO	1.2	n.a	n.a	n.a	n.a
Announcement of seminars	<b>n.a.</b>	n.a	n.a	n.a	<b>23.6</b>
Entertainment/send greetings	n.a	n.a	n.a	n.a	<b>12.7</b>
Educate people through the radio	--	--	--	--	<b>3.6</b>
Get current news about Sengerema					<b>1.8</b>

The above data on the reasons for the use of the ICTs reveal the following aspects

- The three most important reasons for the use of the ICTs were: communication, information and education/learning.
- The largest proportion of the sampled users was using the internet/e-mail. A greater proportion of the sampled beneficiaries were using the internet than the e-mail. The data is only for “ever used” and does not reflect the intensity of use.
- There was low use of the telephone and fax. This could probably be explained by the fact that telephony using the landline was not available and the cost of using the mobile was



high in comparison. Alternatively, it is possible that many would be users had other venues for using the landline/mobile.

**Table 5: Purpose for Using Related Services at the SMCT**

<b>Reason / ( %)</b>	<b>Secretarial Services N= 42</b>	<b>Training N=32</b>	<b>Photocopying N=68</b>
To simplify my work	33.3	3.1	41.2
For communication	7.1	3.1	5.8
For information	n.a	6.3	4.4
Store documents well	4.8		
*For learning/making copies from textbooks	n.a		41.2
**Knowledge and learning computer skills	n.a.	78.1	
Up-date my secretarial work	2.4		
Typing /printing purposes	30.8	n.a	n.a
Better quality and efficiency	12.0	n.a	1.5
For business	2.4	n.a	n.a
Producing more copies	2.4	n.a	n.a
Cheap facilities/Save money	2.4	n.a	4.4
Saves time	n.a		1.5
Preparing announcements	2.4,	3.1	n.a
Entertainment	n.a	6.3	n.a
Total	100.0	100.0	100.0

\*Learning – in formal education system

\*\* Learning a skill

The most important reasons for using the services in this category were: to simplify work and for learning, that is for facilitating formal schooling through the ability to get photocopies and for learning a skill, namely computer related skills. Communication and information was mentioned but to a lesser extent than in the case of ICTs. Obviously the SMCT met a range of needs through the two categories of services.

### **3.3.4 Profile of the Beneficiaries**

Three types of data were used to create a profile of the users. The main method was the sample survey. This was supplemented or used for comparative purposes by data from the ledgers of users (separate for photocopying and for e-mail/internet/secretarial services) and data from the Project Manager, either directly or in the form of annual reports.

#### **Age**

The sample survey of 112 users carried out during the Evaluation showed that the users were mainly in the age group of 11 years to 30 years as can be seen in the following data 11-20 (27.7%); 21-30 (16.9%); 31-40 (16.0%); 41-50 (16%) and 51 and above (17%). This data was somewhat different from the data from the register of users of e-mail/internet which showed a greater concentration in was more concentrated in the age group of 11-0 years (Annual Reports of SMCT). Undoubtedly, this was slightly biased because the sample used by the Evaluation Team was partly a purposefully selected sample and partly random when exit polls were held.

The general predominance of the age group 11 years to 30 years among the users is also borne out in other surveys such as that by Claire Mercer (2004) or Mona Dahms (2005) and other studies on the use of Internet cafes in Tanzania. Nevertheless, to the Evaluation Team the more even distribution among the other age groups was more significant because it shows that more than half were over 30 years and fairly evenly distributed among the older groups even those 50 years and above. Thus while the largest single group is indeed the age group of 11 to 30 years, the SMCT is being used by older persons. The reason is probably related to the fact that SMCT provides a wider range of services and therefore meets the needs of a wider range of beneficiaries.

#### **Educational Level:**

The largest single group by educational level consisted of those with secondary education, both lower (33%) and upper (8.9%) giving a total of 41.9%; followed by those who had completed Primary Education (26.8%); Diploma holders (17.9%) ; holders of certificate level qualifications (6.3%); Bachelor's and postgraduate degree holders (7.2%). The level of education correlated strongly with the use of internet but not the other services including e-mail.

#### **Occupation of the users**

Data from the overall survey was used to get information on the occupation of the users. Data from the ledger for e-mail users was used to analyse the occupation/ discipline of the users, for e-

mail, internet and secretarial facilities. The analysis was limited to these services because these were the only details available in the ledger. The various occupations and their proportionate use using the two sources are shown below (see 6)

**Table 6: Overall Occupational Status of Users/Beneficiaries (in %)**

Occupation of Users	Sample Survey	Data from the Register (for e-mail)	Data from the Register for Internet Users
Professionals	36.4%	28.8	33.3
Students	29.1	43.6	34
Farmers	15.5	10.1	7.8
Businessmen/women	7.3	8.7	13.7
District Council officers	4.5	1.9	3.8
Other	7.3	6.9	7.4

Data from a sample survey

ICTs are often promoted as a tool to improve livelihoods and income/business. It is interesting to note that more than 10% of those using the internet were business people. It is also significant that more than 15.5% of the users were farmers using a range of services and about 10% were using the e-mail and internet. The data shows that the SMCT has attracted a range of users in the three years of its existence and has proved that people of different livelihoods will use ICTs and related services if they are available.

### 3.4 The Gender Aspect

There are significant gender differences among the users of the SMCT and the use of the services. In the sample survey the very composition of the sample showed a remarkable gender difference. The assistants who were carrying out the survey complained that in both the purposeful survey and the exit polls it was difficult to get female users. Out of the 112 persons interviewed in the sample survey, 83% were male; 17% were female even though deliberate efforts were made to have a gender balance. The Evaluation Team could not get the records for those who had or were undergoing training and therefore the Evaluation Team had to get this from the Annual Reports for comparative purposes. The data from the register of users for e-mail, internet, secretarial services and training showed considerable gender aspects (see Table 7)

The MCT has made a special reduction in the cost of the use of the internet/e-mail for females (Tz. Sh 400 per hour instead of Tz.sh 500 but the balance is still biased towards males).

Nevertheless, in training girls exceed boys. Perhaps the parents are willing to spend money send the girls to a training that might lead them to getting employment rather than spending money on e-mail/internet that did not have direct potential benefits.

**Table 7: Gender Differences in the Use of SMCT in 2004**

Type of Service	Male		Female	
	Number	%	Number	%
E-mail	3,104	88.7	397	11.3
Internet	432	95.5	20	4.5
Secretarial	139	92.6	11	2.4
Training	279	42.7	374	57.3

Source: SMCT data

### 3.5 Geographic Reach of the SMCT Services

The sample survey of 112 users showed that nearly half (42.8%) lived within a mile from the MCT; another two-fifths (42.7%) lived within 5 kilometres. The optimum distance then can be said to be 5 kilometres.

Data from the register of users of e-mail/internet/secretarial services also showed that while the majority came from Sengerema Town and its suburbs, a number of users came from 60 villages out of total of 124 villages in the district. Distances did make a difference: Isabageni, and Igogo both within a kilometer from the SMCT had 667 and 288 users respectively, whereas Bugisi, a ferry port with a much larger population than Igogo, but 35 km. away had only 4 users. However, distances did not seem to be the only barrier. Katunguru village which is 18 km away had 10 male and 3 female users, whereas Tabaruka which is only 5 km. away had only 5 users.

Specifically for e-mail/internet which was the special focus of the SMCT, it must be pointed out that for some villages there is only one user. If one takes 10 users as the minimum for village access, only 4 villages had more than 10 users, giving a reach of only 4%. Nevertheless, one can say that the computer based ICTs did reach some of the villages in less than 2 years of operation<sup>14</sup>. In addition the Sengerema FM Community Radio vastly improved the reach. Presently it reaches

<sup>14</sup> SMCT began operations in January 2001 but the e-mail and internet did not begin to be fully operational until September 2003.

about half of the villages where the majority of the villagers can access it using their own radio sets. Radio ownership is currently over 85%.<sup>15</sup>

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<sup>15</sup> Household Budget Survey, 2000/01 and Souter, D, Scott, Nigel, and others, 2005

## **CHAPTER FOUR : EFFECTIVENESS OF THE SMCT SERVICES IN CONTRIBUTING TO RURAL DEVELOPMENT AT DISTRICT AND BENEFICIARIES' LEVEL**

### **4.1 Impact at District Level**

#### **4.1.1 General Socio-Development Development Since the Mid-Term Evaluation**

The Terms of Reference of the Mid Term Evaluation carried out in 2002, specified that the Evaluation should “Establish the status of key developmental socio-economic indicators (health, education, water, housing, household incomes, gender, environment.”<sup>16</sup> Accordingly, the Mid Term Evaluation Report did have a short section on some indicators related to agricultural production, estimated tax collection, education, health, and water. The authors of the report stated that the socio-economic indicators were available only in “generalized terms” and that there was no opportunity to carry out a “detailed baseline study.”

This Evaluation Team used the same principle of generalized socio-economic indicators. Compared to what was found in the Mid-Term Evaluation Report, there seem to be some noticeable socio-economic changes in the district. For instance, in education, the number of primary and secondary schools increased from 151 to 160 and 10 to 13 respectively between the Mid-Term Evaluation and the present evaluation. In addition, the district was engaged in a programme to expand secondary schools following a directive from the Central Government that there should be a secondary school in every ward.<sup>17</sup> At least two of these were in the final stages of preparation for receiving the first batch of students.

There have been improvements in other sectors, such as fishing, a major contributor to the GDP of the District and the Region. Sengerema District now provides 70% of the income from fishing accrued to the region. At the time of the Mid-Term Evaluation this sector was barely mentioned. Other sectors have worsened: Infant Mortality (IMR) at 65/1000, Child Mortality at 175/1000 and Maternal Mortality (MMR) at 169/100,000 appear to have worsened by 2005 compared to the time of the Evaluation which found IMR to be 45/1000 and MMR to be 85/100,000.<sup>18</sup> Malaria,

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<sup>16</sup> Report of the Mid-Term Evaluation of the Pilot Multi-Purpose Community Telecentre at Sengerema District, Mwanza Region, June 2003

<sup>17</sup> A ward is an administrative division of a district and covers 4-5 villages

<sup>18</sup> Information for 2005 provided by the District Medical Officer during an interview on 14/04/05

Pneumonia, Diarrhoea, Acute Respiratory Infections (ARI) and Intestinal worms are still the 5 top diseases leading to morbidity and mortality.

#### **4.1.2 Improving Communications within the District**

The sector that has undergone considerable change is the telecommunications sector. In 2002 the Mid-Term Evaluation found that the main means of communication were letters and the telephone. At the time of this evaluation the district had access to 3 mobile services: Celtel, Vodacom and Mobitel. A study carried out in 2004 found that about 17 per cent owned cellular phones but more than 60% had used/were using them<sup>19</sup>. It found that as a result of the greater access to the mobile telephone, the use of letters as a channel for communication had declined. The availability of the mobile telephone has provided new links with the outside world and a demand for faster and better means of communications.

It is in the field of communications that SMCT can be said to have contributed most to changes at the district level. Since the Mid-term Evaluation in 2002, the district has had access to e-mail and internet as well as a community radio. Although the numbers of users and the reach of some of the services are still low, SMCT has changed the way people communicate. The district wide impact of the introduction of the services can be best inferred by the fact that none of those interviewed whether they be officers in the district council, members of the Local Steering Committee, nor the users wanted to see the Centre close down for lack of support from the donors. It can also be seen in the following comments (See Box 4.1).

The SMCT has also created a demand for expanding access to improved channels for communication. A number of institutions are contemplating having internet/e-mail on their premises. At the time of the Evaluation the District Council, the District Hospital and the Folk Development College had were contemplating to have such connectivity using SMCT as the ISP. At least one commercial secretarial bureau has plans to get internet but it is not clear if the owner is going to use the SMCT or an ISP from Mwanza, the regional capital.

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<sup>19</sup> David Souter, Nigel Scott, and others, *The Economic Impact of Telecommunications on Rural Livelihoods and Poverty Reduction*, CTO for DFID, 2005

#### **Box 4.1: Peoples' Perspectives of Communications at the District Level**

*"The SMCT has become an important part of the life of the district"* Mr. Najana Kora, District Manpower Officer

*"Many people would not like to see it (SMCT) closed"* Head of the Vocational Training Centre

*"SMCT has provided computer technology and skills. We have seen and used this technology instead of just hearing about it. The radio has been useful for advertisements, notification of deaths... before I had to go to Mwanza which used to cost me Tz.Sh. 2800 each time. I have good communications for the group and more customers."* ( The Secretary of a women's group called Wanawake na Maendeleo (Women and Development).

*"In the initial 1-2 years there was a very low use; as time went on this changed. People were illiterate in computers – now it is very popular. One can be in a queue [to use a computer for e-mail or internet search] especially over the weekend."* R.N. Mbanga, District Planning Officer).

For the first time the people in Sengerema are using modern ICTs and their own community radio and are happy that they have better access to communications. To them the new means of communication in themselves equal development of the district.

## **4.2 Impact of ICTs and other SMCT Services on Beneficiaries**

### **4.2.1 Perspectives on the Role of SMCT in Contributing to Development**

In the sample survey respondents were asked about their expectations of the SMCT. The Evaluation Team felt that the expectations revealed the community perceptions of the role of MCTs in their livelihoods. The answers are summarized in Table 8 below.

The majority defined the role of MCTs as providing information, increasing knowledge and enabling access to efficient communication systems (more than 65%). Nevertheless more than 20% wanted the MCTs to contribute directly to development (improved livelihoods, raise standards of education, improve rural life). The two groups are not mutually exclusive or contradictory. The short term role of MCTs is to provide the relevant channels of communication, information and knowledge in order to achieve the long term goal of social and economic development with its conventional and non-conventional indicators.



**Table 8: Community Expectations of the SMCT**

■ Provide computer skills .....	24.7%
■ Provide new communications systems ....	19.2%
■ Provide information.....	15.8%
■ Raise standard of education.....	5.6%
■ Increase knowledge.....	5.6%
■ Improve services (secretarial, photocopying desktop publishing , etc .....	5%
■ Improve rural life.....	4%
■ Raise livelihoods.....	3.2%
■ Others .....	16.9%

Source: Sample of 112 users of the SMCT

In view of the fact that people place such an emphasis on communication and information there is need to view improved communication and information as part of development and not merely a cause for development. This view was recently expressed in a very comprehensive study of vulnerability in Tanzania which defined well being/development in a wide range of indicators including communication, information and education.<sup>20</sup>

#### **4.2.2 Perception of Beneficiaries of the Extent to Which Expectations Were Met**

In the sample survey of users, 86.2 per cent of those who responded said that their expectations had been met. However when asked to give reasons, only 76.2 per cent gave positive responses while 23.8 had answers that showed that their expectations had not really been met. The responses are summarized below (See Table 9).

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<sup>20</sup> Vulnerability and Resilience to Poverty in Tanzania, Research and Analysis Working Group, Dar es Salaam, 2003

**Table 9: Beneficiaries Reasons for Stating that Their Expectations Had Been Met**

<b>Reasons</b>	<b>Percentage</b>
Have learned to use computers	<b>26</b>
Gained information and knowledge	<b>25.1</b>
Good services	<b>11.6</b>
Easy communication	<b>6.7</b>
Satisfying needs	<b>1.9</b>
Increased Education	<b>1.0</b>
Improved Business	<b>1.0</b>
Good management	<b>2.9</b>
Not satisfied	<b>23.8</b>

#### **4.2.3 Assessment of the Evaluation Team on Expectations**

The Evaluation Team also used the information that they had collected from other sources to see to what extent the expectations of the beneficiaries had been met.

##### **Provide computer skills**

Between 2001 and 2004 the SMCT trained a total of 2,506 male and female persons. That is a considerable number of persons acquiring skills in computers that they would not have had if the SMCT had not been established. Many of the trainees expected to get employment within or outside the district. Unfortunately there was no data on them. One can only infer from the increasing enrolments, that the graduates did get good jobs. Some of the trainees came from outside Sengerema District showing that the reach of SMCT goes beyond the district.

Cases of the impact of the introduction of computer skills were given during interviews. “Computers have contributed to improved work performance: for instance the reporting of the bee-keeping officer has become very efficient since he started using the computer to prepare his reports. Training in computers has led to promotions, for instance of accountants – from Stage IV to Stage III. ...” (District Manpower Officer – Mr. Najjanana Kora).

An offshoot impact is the increasing number of secretarial services that have been established in Sengerema District Headquarters since the SMCT was established. The Evaluation Team walked around and found 6 such centres which were offering computer based secretarial services and which had been opened within the last two years. We could not meet the owners, but according to the District Education Officer, these enterprises have been started/are being operated by the trainees of the Telecentre . One of these services was started by a teacher from the Teachers' Resource Centre, as a family business. The teacher who is also a member of the LSC, was trained in Dar es Salaam but says that he was inspired by the SMCT.

### **Provide new communication skills**

These have been provided through the access to e-mail and internet. The number of users has totaled over 17,000 between 2001 and 2004. Given that the population of the district is about 502,000 this means that about 34 users per 1000 used the internet/e-mail over the 3 years or more than 11 per 1000 per year. This is far higher than the national average of 2.5 per 1000 reported by the UNDP.<sup>21</sup>

The community radio has also provided a new channel of communication. It was used by about 5,000 persons in the first year but the communication goes beyond the numbers who use it directly. Even with its current technical problems it reaches about 50% of the villages. It is also more affordable. The beneficiaries are just beginning to see the potentials of its use. The District Council uses the radio to inform people about vaccination drives, voter registration, seminars and meetings. One of the impacts has been the increase in the rate of vaccination of children under 5 years following the announcement of this drive over the Community Drive. There are plans to use the radio to transmit more targeted information such as how to avoid intestinal worms (the 5<sup>th</sup> most deadly illness) or the importance of using insecticide treated nets to reduce vulnerability to malaria (the number one killer). Individuals use it for social purposes to inform friends about major events and even for greetings. The radio is also used to pass on messages. Several of the interviews for the Evaluation Team were arranged over the radio! The message was often heard by neighbours and passed on to the relevant interviewee. These are all new channels of communications.

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<sup>21</sup> UNDP, Human Development Report, 2003, New York, p.277

### **Providing Information**

In a survey of 112 beneficiaries, 96.4 % mentioned information for themselves as the major impact of the SMCT, while 74.8 % mentioned information for other people as the major impact.

When questioned about the kinds of information that they receive, beneficiaries often mentioned the following: information about the rest of the world via the Internet; information about events in Sengerema via the radio, educational information mentioned most often by students, teachers and some business people via the internet; information about markets for purchase of goods or for sale of goods via the internet, news about family and friends via the radio.

The radio was reaching the villages and at least in the case of information about the drive for vaccination of children, there was a positive impact in the form of increase in the rate of vaccinations. The Principal of the Vocational Education Training Association, Sengerema Branch, felt that the increased information had led to “closeness and greater knowledge of people” which the Evaluation Team found interesting. It is just being recognized that one of the attributes of poverty is the feeling of “marginalization and exclusion” and here was this teacher/trainer talking about the impact of SMCT as leading to “closeness”! It really emphasized the need to look at development from a broader perspective than income or improved health and education.

### **Raising the Standard of Education**

Although the majority of the users of the internet/e-mail were secondary school teachers and students there was no corresponding improvement in the performance of secondary schools. A few students had benefited at a personal level to the point of getting scholarships to study abroad nevertheless the majority had not seen a direct impact on the educational performance.

There is, however, awareness that the internet and other services of the SMCT could contribute significantly to improving the educational performance of the secondary schools. The academic masters and principals are aware that so far only a small proportion of their students can afford to use the internet at the SMCT and that most of the initiative to use it has been on a personal basis. At the time of the Evaluation, the heads of the public secondary schools had started working with the Manager of the SMCT to find ways to increase the access of secondary school students. One idea that was being floated was to pay the SMCT a fixed annual fee that would then allow all the students access to the internet either free or at a very nominal fee. Should this work out, the impact would probably be very visible especially if this is tied in with guided use of the Internet

for getting information related to the school curriculum. Currently, the lack of impact on the secondary school performance of the students using the internet is a major set-back to the sector.

### **Increase knowledge**

There was a general consensus that the SMCT had increased knowledge about new technologies, about new ways of working using computer based secretarial services, about Sengerema District and about the outside world. It was difficult to assess the extent of this new knowledge.<sup>22</sup> This would have required more in-depth research but in a situation where there are few other sources of information such as newspapers, one can understand that any new source of information increases knowledge. The radio has certainly increased news about Sengerema; similarly the internet has increased knowledge about the rest of the world for those who use this service.

### **Improve secretarial services**

The range of services and their use particularly of secretarial services and photocopying supported the respondents' view that the SMCT had met their expectations. The impact can also be seen from the reasons for using the SMCT services. About a third of the respondents in the sample survey were using secretarial services and more than two-fifths were using the photocopying for "simplifying their work." Another 12 per cent were using the secretarial services to improve the quality of their work. Secretarial services were being used to prepare certificates (FDC), mock examinations for schools in the district, letters and minutes for individuals in institutions and groups, etc. The demand for quality work based on the computer technology had led to the establishment of 6 other secretarial services mentioned above.

### **Improve livelihoods**

Respondents from the sample survey were asked to state the impact from the perspective of income and social benefits. From the perspective of income, the most important impact appeared to be saving money by using the cheaper services of the SMCT (50%); followed by increase in business (13.6%) ; improvement in efficiency and quality of work (10%) easy communications (9.1%); getting market information more easily (6%); saving time (4.5%) ; others (6.8%). From the perspective of social benefits the most important were "easy communications " (37%) ; getting information (27%); acquiring computer skills (6.4%);

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<sup>22</sup> This would have required a greater in-depth research.

efficiency at work (6%); entertainment (6%); easy contact with donors for scholarships (2.2%); others (calling participants for seminars, saving time, saving money, change in community life).

Saving money seemed to be a common benefit. One woman said that a death announcement used to cost here Tz.Sh.2800, and a 5-6 hour trip to Mwanza by road and ferry. Now she can make the announcement via the community radio for Tz. 500 shillings and also save in traveling time and costs. The Evaluation Team was told of and met many individuals and groups whose livelihoods had benefited from the services at the SMCT. A few case studies are given below.

#### **4.4 Case Studies of Impact**

##### **4.4.1 Improving academic qualifications**

The classic example is the case of Mr. R.N. Mbanga, the District Planning Officer (DPLO) who has just finished a Master's course in community economic development with the New Southern Hampshire University in the USA. The degree took eighteen months to complete and was done on line at the SMCT. The DPLO said that he would not have been able to do his degree without the email and internet services at the SMCT. All his lectures and reading material were received through the internet and email at the SMCT.

The district trader officer, Mr. S.B. Nteko will soon start to do a masters degree by using the internet and email at the SMCT. He got admission to this on-line study programme through the internet at the SMCT. Mr. Nteko also mentioned the fact that there are some students of the Open University of Tanzania who live in Sengerema district and use the SMCT's internet and email for their studies. Another district officer, in the Lands Department will soon be leaving for Australia after having secured scholarships through using the Internet. In addition to the district officers, the Evaluation Team was told of young persons who had also used the internet to secure scholarships abroad.<sup>23</sup>

##### **4.4.2 Improving Business and Income**

Sengerema Informal Sector Association (SISA) consists of 75 small business groups with a total membership of 500 men and 550 women. Its project coordinator is Mr. Joseph Simeon Shigulu. The SISA members have small businesses like carpentry, construction, tool production, metal works, tin and black smithing, selling milk and water processing (purified water is packed in plastic packets) and tailoring. Thirty-five members of SISA undertook computer training

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<sup>23</sup> Interview with the Chairman of TCCIA< Sengerema District Branch

(introduction, intermediate and advanced) at the SMCT and they paid for themselves. They also use the SMCT for email/internet, secretarial, photocopying and radio services.

Mr. Shigulu's group was able to secure the Commonwealth Youth Record using the Internet resulting in an award of £3,000.00 plus a certificate and a gold medal. The money was used to buy equipment including tools. At a personal level he successfully used the Internet to get opportunities to attend conferences and travel outside the country.

By using SMCT services to publicise their work including via the sale of a publicity video, the income of SISA had increased from 7,000,000/= in 2003 to Tz. Sh. 25,000,000/= in 2004. The income of Mr. Shigulu's own group had risen even more sharply, from Tz. Shs. 200,000/= per month last year to Tz. Shs. 2,000,000/= per month in 2005. Mr. Shigulu ascribed this sharp increase to the video film and the community radio.<sup>24</sup>

In conclusion, then one can safely say that the SMCT had met the expectations of the beneficiaries and has had a direct impact on the livelihoods of at least some of the users. District wide the environment for communication and information has changed significantly and created awareness for a more effective use of these tools for communication..

#### **4.5 Constraints in Making Full Use of the Potential of the Services**

Notwithstanding the achievements, the Project also had some constraints. This is not surprising given the range of services that had to be maintained, the resources available to the Project and the time factor. The major new channels of communication were established after the Mid Term Evaluation in June 2002 so one is talking of a short period of 18 months. Nevertheless the Evaluation Team decided to probe the issue of constraints both to provide data for improvement of services as well as a lesson learned for future MCTs.

To start with the respondents were asked to name three services that they felt did not work well. The analysis of their perspective is reproduced below (see Table 10).. It shows that there was some dissatisfaction with all the services although at different levels. However the data also revealed that nearly 85% had no complaints with each of the services, which reflects the proportion who said that they were satisfied with the services.

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<sup>24</sup> Interview with Mr. Joseph Simeon Shigulu during the Evaluation , May 2005

**Table 10: Beneficiary Perception of Services That do not work well**

Service	Level of dissatisfaction (in %)
Internet	11.7
E-mail	13.3
Fax	10.3
Telephone	3.3
Secretarial Services	8.3
Photocopying	16.7
Radio	16.7
Training Services	8.3
No response	11.7

### **Technical**

The users complained about the inadequacy of the number of computers available for e-mail/internet leading to long queues and long waiting time especially during the weekends. This was also confirmed by senior district staff who wanted to use the internet late in the evenings or during the weekends and by our own observations. The users complained of the slowness of the computers when using e-mail and constant interruptions in the connectivity. They attributed this slowness to poor technology but this was denied by the Project Manager who said that the SMCT did not have connectivity problems and the slowness and interruptions were more likely to be due to interruptions in power supply.

Another technical problem was related to the community radio being operated by SMCT. At the moment the radio reaches only 50% of the villages due to the location of the antenna with respect to the terrain of the district. Some parts of the district hinder the radio waves from reaching the villages near them. This results in some messages and critical information not reaching the intended beneficiaries.

The Focus Group discussion with trainees undergoing computer training revealed other aspects: the trainees had no access to a printer to practice their skills in computers; training manuals were



not available on an individual basis even for sale; only one computer in the e-mail/internet had audio facilities and most of all, the trainees did not get a certificate at the end of their training. A certificate was important to secure formal employment. There were suggestions that SMCT should link with VETA or the Computer Training Centre in Mwanza in order to be able to issue certificates.

Another technical aspect was that the services of the SMCT are often affected by interruptions in the electricity supply. This affects all the services. The district council has contributed a considerable sum of money (\$5,000) to purchase a generator which is meant to come on when there is no electricity from the national grid. However, this generator is specifically for the community radio and will not resolve the interruptions in the other services such as training, e-mail/internet, photocopying etc.

### **Human Resources**

Some of the users of the Internet/E-mail complained that they did not know which websites are useful to them and do not get the support that they need when they request for it. Part of this is related to gaps in the human resources of the SMCT. The Project suffers from gaps in both quantity and quality with regard to staff. The Project Document had provided for the post of a librarian, a network technician (to be contracted as needed) and a technical applications assistant. To date these have not been filled.

While it is justifiable not to hire a librarian when there is no library, there is no reason for not filling the other posts. The Project Manager has requested for a qualified Training Officer and assistant, who can carry out formal training in computers and on the job training for the internet/e-mail users. One or both could develop local content and relevant radio programmes in accordance with the specified needs of the beneficiaries. These requests have also not been looked into. As a result the Project has to rely on “volunteers” who are poorly paid with the result that there is a high turnover of staff. Their replacements are less qualified and the service suffers as a result. The number of trainees and the users of internet/e-mail are already showing declining trends and this can be at least partly attributed to the poor quality of the staff responsible for these services.

### **Affordability of ICTs**

Although the services are available and the costs of using the internet/e-mail are low compared to those used in commercial internet cafes, the use of these services may be affected by the poverty levels in the district. The Academic Master in the Sengerema Secondary School was of the opinion that only 10% of the students in his school were using the Internet because of the cost factor. The Project depends on the fees in order to be sustainable but it also needs to reach a wider population. A balance is obviously necessary. The other way is to link up the information on the internet with the radio and later with the planned community television. Nevertheless, on the whole, the costs of using the services was not mentioned as a deterrent to using the services by the majority of those interviewed.

### **Knowledge and skills Needed for the Use of ICT's**

Affordability is not the main constraint for some. The Evaluation Team talked with two businessmen who could well afford the fees but who were not using it. Through the discussions it could be inferred that the businessmen felt that they would not be able to use the Internet because they did not know how to use the computer and that they were not familiar with the language of the information available on the Internet. Many of these fears can be allayed by having personnel who can provide the appropriate guidance to websites, internet searching skills, training programmes tailored to special needs and even provision of translation services for a fee.

## CHAPTER 5: OWNERSHIP, RELEVANCE AND SUSTAINABILITY OF THE PROJECT

### 5.1 Community Ownership of SMCT

The question of ownership became a critical issue during the Evaluation because the pilot phase of the SMCT was coming to an end and preparations for the handing over of the Project to a legal entity representing the Sengerema District community had not yet been completed. Three issues became apparent:

- Who owned the assets and resources of the Project during the Pilot Phase?
- How was the transfer to be effected?
- What form would the new community based entity take?

#### 5.1.1 Who owned the Assets and Resources of the SMCT

Opinion on the ownership of the assets and resources varied from national to local level (see Table 11).

**Table 11: Opinions on Who Owned SMCT**

Sample Survey of users	Community---35.1%; District----- 6.3%;Donors ----- 1.8% COSTECH --- 1.8%; MSTHE* ----- 1.8%;Govt -----1.8% Don't Know---49.5%
Project Manager	COSTECH on behalf of the donors and beneficiaries
TCRA* Repr on the PMC	Sengerema Community
DMMO**	Community has a share; the community believes that they own it
LSC chair	COSTECH
Principal of the TRC++	50% by donors; 50% by District Council
Group of Internet/E-mail users	4 of the 6 said that it was owned by the community but sponsored by donors; 2 thought that it was owned by the District Council sponsored by others

\*TCRA – Tanzania Communications Regulatory Authority;. DMMO – District Manpower Management Officer

++ TRC – Teachers' Resource Centre

In theory the community did own the SMCT because they had pledged and contributed cash when it was set up and had elected a Steering Committee to oversee its operations. It is true that all the pledges were not filled but some proportion had been contributed by nearly all those who had pledged. In addition, deductions had been made in the salaries of the teachers as a

contribution to the SMCT. Groups like WAHAMASE had pledged Tz.Sh.7,000,000 and already paid more than half of it. The District Council had contributed in cash and kind towards the new building for the SMCT and had recently contributed a considerable sum towards the purchase of a generator for the radio. This ownership by the local stakeholders was also reflected in the efforts that the LSC made in order to initiate the handing over process.

In practice, the necessity for having an executing agency led to the ownership being vested with COSTECH. This became quite clear in 2004 when no meetings of the PMC were held but the disbursement of funds went on. It was COSTECH which could take decisions on staff, equipment, creating new services, etc. The PMC and the LSC were involved but merely on an advisory capacity. In some ways it helped the MCT to operate effectively because COSTECH could lend resources when there were delays in receiving funds from the other partners. In some ways it hindered progress since the SMCT could not use locally generated funds for quick purchases such as when the photocopier drum needed to be replaced.

Such an ownership also meant that there was need for a formal handing over of the Project to a new community based organization that was legally recognized and able to operate the SMCT.

### **5.1.2 Transfer to the Community**

The procedure for the transfer was clearly laid out in the original Project Document. According to this procedure, the preparations should have started at the beginning of year 2, namely at the beginning of 2002. Some effort was made at the beginning of 2003 to get the Project Manager to draw up a Business Plan. However, the full plan for handing over at the end of 3 years or even 4 years when the Project period had been extended was not in place. This necessitated some urgent action by the LSC who invited the Project Coordinator from COSTECH in February, 2005, to come to Sengerema to discuss with them the timing and procedures for the handing over. Some of the major agreements were: (a) district community should decide on the type of organization that would take over SMCT. The District Cooperative Officer was asked to prepare a paper on the various possibilities; (b) The legal status of the SMCT – as of the time of the Evaluation SMCT had no legal status; (iii) Status and handing over of the assets and resources of the SMCT.

### 5.1.3 Legal /Institutional set up for the new SMCT

The LSC on the advice of the District Cooperative Officer and at one of the extra-ordinary meetings of the LSC decided to adopt the institutional set up of a savings and credit society (SACCOS) for the SMCT. The process was well underway to get the necessary approvals from the PMC and the executing agency as well as the stakeholders especially the District Council and those who had contributed in cash and kind.

## 5.2 Relevance

Out of the 112 respondents in the survey, 110 responded to the question on the relevance of the SMCT services to them. All the services were mentioned and 310 answers were given. Out of these 273 (88.1%) answers said the SMCT services were very relevant; 28 (9.0%) answers said the services were relevant. Only six answers or 1.9% said the services were a little relevant and two answers or 0.3% said the services were not relevant.

The same picture on relevance was obtained when the 112 respondents were asked to state the relevance of the SMCT services to the district. Here 85 respondents answered the question and they mentioned all the services of the SMCT. A total of 204 answers were given and out of these 164 (80.4%) said the services were very relevant; 29 answers (14.2%) said the services were relevant and eight or 3.9% said the services of the SMCT were a little relevant. Only three answers or 1.5% indicated that the services of the SMCT were not relevant.

On reasons for relevance, 109 out of the 112 respondents answered the question and mentioned all the services resulting in 309 responses. The 4 most important reasons for saying that the services were relevant were:

- Benefit from easy and fast communications .....79.9%
- Obtained relevant information .....51.3%
- Simplifies their work .....37.7%
- Gain education and skills .....28.3%

### **5.2.1 Broader View of Relevance of ICTs to Development**

The primary objective of the SMCT was to “...demonstrate the impact and usefulness of the accelerated introduction of information and communication enabling services and programmes into rural community life in Tanzania with special emphasis upon rural development, small business, education, health and government service sectors.” The Evaluation Team found that in Sengerema people felt that the Project was relevant because it provided new communication technologies, and new skills, new sources of information and new ways of simplifying their work without directly linking it to social and economic development. The majority of the people of Sengerema consider relevance from this perspective of improvements to their livelihoods.

This definition is not necessarily in contradiction with the primary objective of the Project which was rural development; it is a broader way of defining development. In a situation where people feel marginalised and cut off from mainstream communication technologies and information, access to better communication technologies and more information is rightfully associated with development.

The radio and other services of the SMCT currently have more meaning to the people of Sengerema as part of development rather than the widely held view that ICTs are causes of development. The Sengerema people’s view does not exclude the view that ICTs can and have caused development using the more commonly used wealth and other socio-economic indicators. However, the people of Sengerema have a more comprehensive view of development from the point of view of ICTs and this is indeed a lesson learned.

That viewpoint is justified through the following example. district trade officer of Sengerema used the internet at the SMCT to find a market for beeswax in India. He secured an order of 40 tons but he could not find supplies of so much beeswax in Sengerema district. Here the problem in development is now no longer communication and information; it is to increase beeswax. However, without this access to communication and information the market would not have been discovered. The information did not lead to the immediate increase in beeswax but the absence of the immediate increase (i.e. the conventional view of development) does not mean that the SMCT has not contributed to progress. A step has already been made in the right direction in development and further spread of information through the community radio and other channels could eventually lead to increase (and export) of beeswax from Sengerema District. The developmental information provided the potential economic opportunities; it now requires

interventions from both the district and the community in order to turn the potential into reality. Providing new knowledge about new ways to improve economic conditions and new potentialities is already a way to development. In that sense then, the SMCT has been very relevant.

### **5.2.2 Limitations of Information for Development**

Notwithstanding this viewpoint, the above example also shows the limitation of greater access to information to improve conventional indicators of development. The discovery of the market for beeswax will only lead to increased production of beeswax, increased incomes and improved livelihood if the district and the communities will work together to increase the production of beeswax. An intermediate step is thus necessary for information to bring about improvement in socio-economic development. Some organisation such as the district council or an NGO needs to empower the people or the people themselves need to empower themselves. In promoting ICTs and improved access to information this aspect needs to be considered.

### **5.3 Sustainability of SMCT**

The Pilot Phase of the SMCT is coming to an end and the Project will soon be handed over to the district to be run as a community centre. The district stakeholders have already decided to make it a Savings and Credit Society. The Project was heavily funded during its pilot stage and the question that is on everyone's mind is will it be sustainable?

What is sustainability? One definition of sustainability was given as “*In addition to full establishment (fully staffed) the Centre should be able to meet all operational costs including the maintenance /replacement of equipment.*” (J. Kilaba, TCRA). Another defined as “*It can be run as a going concern i.e. that is it can continue to expand, replace equipment and run economically*” (Mr. Manongi, representative of TTCL on the PMC). Both were very skeptical about the sustainability of the SMCT using these definitions.

The Evaluation Team assessed sustainability using the following aspects: its importance to the district community and stakeholders; financial sustainability; sustainability in terms of offering the current services and even expanding if there is a demand.

### **5.3.1 Importance to the Community:**

There is no doubt that there is strong local support for the Centre. Certain individuals and groups stand out in the support and commitment. At the top of the list one has to put the District Commissioner who was adamant that the SMCT must continue and who even made time to attend an emergency LSC meeting held at very short notice. This political support is and will continue to be a strong factor in the future of the SMCT. The very senior district council decision makers are also very supportive. The District Council has already used the SMCT for training its staff in the use of computers. It has provided funds to purchase a diesel operated generator for the radio. Many institutions are also supportive: the Secondary schools, the Mission Hospital, the Nursing School, the Teacher Resource Centres, Technical Colleges, etc. The institutions are also good customers of the SMCT services. There are also groups like the Women's Group known as WAHAMASE who have volunteered the services of their members.

### **5.3.2 Financial:**

The income of the MCT has increased from Tz. Sh. 6.1 million in 2001 to 11.1 million in 2002 to 23.9 million in 2004. In 2004 the biggest earners of income were communications media (internet/e-mail/radio) and training. By comparison, the partners had contributed a total of Tz.sh. 309 million by April 2005. Expenditure in 2004 amounted to Tz. sh. 14.1 million. There is thus a surplus of Tz. Sh. 9.8 million.

The expenditure included "allowances" which is probably a euphemism for the low salaries of the volunteer and temporary staff but it did not include the salary for the Manager or the other more long-term employees. The detailed breakdown of the expenditure also did not include the monthly service charge for the VSAT from AFSAT. According to the Manager, the SMCT is financially sustainable only for the current operations. It does not have enough savings to employ and train more staff that are so critically needed nor for replacement of equipment or for expansion of services such as purchasing a colour printer and photocopier or the often mentioned TV and Video Production Studio. Some extra funds are therefore necessary.

The Project and the Local Steering Committee are already planning for increasing the financial sustainability of the SMCT when the partner funds are no longer available. These include:

- Mobilizing the community to contribute as a tax for the services of the SMCT;
- Increasing the capital base through the purchase of shares into the MCT;



- Getting support from the District Council on a yearly subvention basis
- Providing internet services/an ISP to the district, commercial outlets, institutions like the mission hospital and the Folk Development College
- Improving the coverage and quality of radio programmes.

It will be a challenge to get the community to pay on a yearly basis. It is more feasible to get people to buy shares where shareholders get a dividend. That practice had already started at the start of the Project in the form of pledges and about 30% of the pledged money has already been collected and is on deposit in the bank. Some groups like WAHAMASE pledged Tz. Sh. 4 million and have already contributed 75% of that. However, that means that the SMCT will have to make a sufficient profit to pay dividends and cover its operational costs. The Credit and Savings Society concept incorporates the concept of generating income through savings and loans. Some have been very successful. Some portion of the income could be used to capitalize the SMCT when required on a loan basis.

The District Council was not very positive about a yearly subvention since this would have to come from the district revenue which is not enough to cover current costs at the moment. However, the District Council and its schools could be steady customers for the internet/e-mail radio and other services.

Another alternative for the SMCT would be to operate the services on a commercial basis relying on its income to cover the costs and seeking additional funds for up-grading its equipment and increasing more staff as needed. There are a number of funds in Tanzania set up for promoting rural development in general and rural ICTs in particular. As a legal entity the SMCT should qualify for support from such funds particularly if there is a more rigorous strategy for targeted interventions and monitoring of its impact, e.g. performance in secondary schools, reduction in fatalities from malaria, increase in incomes of small and medium enterprises. The SMCT could use either or both to access capital.

### **5.3.2 Ability to Provide the Current Services**

The SMCT staff has gained enough experience to run the current services. There are however a few challenges. The smooth transfer from COSTEC to the new Community owned legal entity will depend to a large extent on the willingness of the present manager to continue. Secondly, in addition, the SMCT needs at least the following well trained staff: a trainer, manager of the radio

programmes, a technical assistant who can provide technical back-up support, and an information expert who can carry out needs assessments, re-package information and monitor its impact, users of the internet/e-mail . It also needs at least the current level of support staff: secretary, accountant, photocopier assistant, security guard and radio operators.

It will not be easy but it is not impossible especially if the partners can provide some support at least in the initial year to six months particularly in the fields of training in advanced computer skills, re-packaging of information, making radio programmes and monitoring and evaluation.

## **CHAPTER SIX: KEY LESSONS TO BE LEARNED FOR FUTURE MCTS.**

The lessons learned are categorized into 4 groups: intervention logic in providing accelerated access to ICTs ;

### **6.1 Intervention Logic Based on Providing Accelerated Access to ICTs**

Four lessons can be learnt from the provision of the accelerated access to ICTs and other information enabling services.

- The first is that people will use these services if they are available.
- Secondly, the provision of a multipurpose telecentre with ICTs and related services is better than a single purpose service centre such as one that provides just telecommunications. The wide range of services provided by the SMCT attracted and reached a wider selection of beneficiaries than if it were restricted to just e-mail and internet dominated by the age group of 11-30 years of age and mainly students as has been found to be in several research on internet cafes<sup>25</sup>.
- Thirdly, the inclusion of a community radio service is extremely important in a setting where the economic infrastructure (roads, electricity) is poor. It should be a basic addition to the ICTs based on telecommunications. There is also a great potential to link ICT's based on telecommunications with community radio broadcasts in order to take access to ICTs to the people rather than waiting for people to come to the Centre.
- However, there are constraints and these have to be recognized. Distance is one of them. The limit for distance seemed to be within 1-2 kilometres for intensive use, 5 kilometres for infrequent but regular use. Beyond that the use was very occasional. The second limit may be costs. Only about 10% of the secondary school students, for instance, were using the internet/e-mail mainly because of the cost factor. Transport costs to and from the SMCT could also be a factor why there were relatively few users of the SMCT services at SMCT itself.

### **6.2 The Management System**

The three tiered management system was generally very good especially the involvement of stakeholders at the district level. It created a high degree of ownership of the Project especially at the district level. There are important lessons to be learned from the management system.

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<sup>25</sup> Research carried out by Mona Dahms and by Claire Mercer.

- The SMCT was not a donor project right from the start and this is extremely important for community based projects. In spite of the pilot nature of the Project, and the need to centralize control with the executing agency, the national and local partners had an important role in the management. This type of management is essential for ensuring the success of a community based ICT project.
- In a multi-partner situation, it is important to keep the trust of the partners and holding regular meetings is essential.
- For a successful project it is important to have adequate human resources – in number and quality. Provisions need to be made to be flexible to respond to new needs, as for instance, in the case of a training officer for computer training, and qualified radio operators when these services became popular.
- There should be adequate preparation time, not less than a year, and a gradual phasing in of the control when a transition from one organization to another is involved.

### **6.3 Measuring impact on development**

There are major lessons to be learned here.

- There is need to consider levels of access to and use of ICTs and other information channels, as well as improved information as indicators of development and improved livelihoods and not only as means to development.
- The expectations of the communities to be served needs to be taken into account when measuring impact. Their definitions of “development” and “impact” as well as conventional indicators of development need to be considered.
- There is need to consider the impact of ICTs at both the district level and at the level of the individuals and groups in order to avoid a digital divide. Although the SMCT has improved individuals and groups the impact on the socio-economic district level indicators of health, education, income etc have not yet been achieved and the benefits will thus not be felt by the majority.
- Finally, there is need to realize the limits of access to ICTs and information to jump-start conventionally defined “development” . Information alone is not enough to bring about development. Future MCTs will need to consider ways in which there can be practical partnerships between information and development.

#### **6.4 Sustainability**

ICT projects are not different from other development projects in terms of sustainability. Too often projects started with donor funding die out soon after these funds have been withdrawn.

Sustainability has a good prospect of sustainability if:

- If there is a strong community ownership of the Project as in the case of the SMCT;
- That the users and stakeholders have been accustomed to pay for the services right from the start;
- That the project is within the main national policy frameworks. In Tanzania rural development and poverty reduction are strong policy frameworks. More recently the role of ICTs in rural development is being constantly mentioned in the media.

## **CHAPTER SEVEN: CONCLUSIONS AND RECOMMENDATIONS**

### **7.1 CONCLUSIONS**

This section seeks to assess to what extent the SMCT met its objectives.

#### **7.1.1 Provide Accelerated Access to ICTs Other Information Related Services**

The Project Document envisaged a multi-purpose community centre and this was achieved through the provision of a range of information communication and related services that were both appropriate and appreciated. The change from dial up to wireless in September 2002 and the addition of the radio were useful changes to the original project plan. The computer based communication technologies, internet/e-mail are accessed by 11 persons for every 1000 persons per year including people from the villages. This percentage is higher than the national users/1000. The radio reaches about half the villages and of course the entire Sengerema Town. While the radio is not part of the original project elements, it owes the decision to locate it in Sengerema to the SMCT and is now a fully integrated part of SMCT.

However, two essential services which had been stipulated for in the Project Document, namely telephony using the cheaper land lines and the library were not implemented. These services will greatly enhance the relevance, use and impact of the SMCT particularly telephony since the use of mobile telephones in the rural areas is increasing. SMCT does operate a mobile telephone service on behalf of Vodacom but it is relatively more expensive than the landline. The telephone kiosks would have been a cheaper alternative

The usage pattern showed that SMCT through a range of services reached a wide section of the population by age and geographic coverage including the villages. This is a great achievement in terms of access given the fact that the major services such as e-mail, internet, photocopying, local content, Sengerema Website and the radio were installed after the end of the Mid-Term Evaluation in June 2002.

#### **7.1.2 Model for Replication**

According to some national partners and some development partners, the SMCT was too expensive to duplicate. They point out that the new building that was constructed for the

Telecentre was too expensive for the situation as prevailed in Sengerema.<sup>26</sup> The national representative from TTCL claims that the wireless using the VAST is too expensive to operate, forgetting the fact that this was necessitated by the failure of TTCL to provide effective dial up connectivity!

Even if one concedes these aspect, there are other elements of the SMCT that are replicable. The first of these is the level of stakeholder involvement and commitment especially at the local level. The incorporation of the local stakeholders and the local ownership that has been created in Sengerema is worth replicating.

The second aspect that is worth replicating is the location of the Telecentre. Although the aim of the telecentres is to contribute to rural development, in the initial stages when the energy and telecommunications infrastructure is poor as in Sengerema, it is better to locate the Telecentre in a place that has both. Links to the rural areas can be set up using a variety of methods.

Thirdly, a very important component that is worth replicating is the inclusion of a community radio in any telecentre in order to reach the villages which (i) are too far from the Centre and do not have affordable transport links to the location of the Telecentre (ii) where a wireless link for internet/e-mail would be very expensive. The radio enhances communication and information at affordable costs and has the potential of taking the internet to the rural areas through re-packaging of targeted and much needed information from the internet into radio programmes.

### **7.1.3 Integration of the rural communities into the national and global information society**

The internet/e-mail provides a link to the global information society. About 17,000 persons have used the internet/e-mail between late 2002 and April 2004 and have accessed international news and other information. There is already awareness about the potential of this link and the District Council, the District Hospital and some academic institutions are planning to increase the intensity of the use of the Internet so that their workers and clients can have closer links to the global information society. This use will increase when the link between the internet and the villages is enhanced through the use of repackaging of the relevant internet material and transmitting it via the radio or other media.

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<sup>26</sup> Senior officials from TCRA .

#### **7.1.4 Develop and test Local Content**

The SMCT commissioned a study to assess the need and feasibility for producing local content. So far the SMCT has produced booklets and leaflets in four areas that were identified as a focus for this activity. The four publications are: education (Sengerema Primary English Test Yourself: revise 22 common English prepositions), health (leaflet on Protect Yourself from Malaria) and (leaflet: drive safely); and agricultural marketing ( a directory of ginneries and exporters in Tanzania). The impact of this intervention has yet to be assessed; nevertheless the concept has taken root in other spheres. The District Planning Officer wants to use the radio for disseminating such information. Already the District Medical Officer has begun some radio talks on various health aspects.

#### **7.1.5 Impact on Rural Livelihoods**

The objective of the SMCT was to “demonstrate the impact and usefulness of the accelerated introduction of information and communication enabled services and programmes into rural community life in Tanzania...”. This was also achieved to a commendable degree given that again the fact that the implementation of the information and communication services did not start until after June 2002. The impacts and usefulness have been considerable from the perspective of the people.

- At the district level since the Mid Term Evaluation it can be safely said that the district has experienced a technological revolution both in the access to the new communication and information channels but also in terms of the use of the computer. About 6 new computer based secretarial services have been opened since the SMCT started and as a result of it.
- Among those that were interviewed it was said that the primary impact for themselves and the district was information. The other major impacts were easy communications and improvements in the way they work. The internet and the radio were singled out as the main sources of information. Being a community radio it was used for a variety of very district level information ranging from health information to notices about meetings, enrolments in academic institutions, seminars, voters’ registration, and news in general about Sengerema. One of the interviewees said that it has created a “closeness” among people through the radio and the links with the outside world through the internet.



- A third major impact has been on the way that people work. Nearly 40% said that the computer based services have simplified their work.
- There have also been conventional development impacts (improved educational levels, improved incomes, improved business opportunities) at individual and group level. The Evaluation Team was able to document only a few.

From all the above, it can be concluded that the SMCT has succeeded in demonstrating that accelerated access can have a positive impact on rural development.

### **7.1.6 Contribution to Policy Makers**

One of the objectives of the SMCT was to provide evidence on the link between accelerated access to ICTs and development based on the establishment of telecentres. Since the SMCT was established a number of national institutions such as the TCRA and COSTECH as well as a few development partners and even an NGO, Jua Kali, have set up telecentres in the rural areas.<sup>27</sup>

A new information technologies policy incorporates the concept of the need to promote rural ICTs and has proposed a fund for the promotion of rural ICTs. More recently, the national poverty reduction strategy has incorporated for the first time the need for ICTs for implementing its strategy for growth and reduction of income poverty. The SMCT was not specifically mentioned in these policies but it is clear from discussions with the TCRA that the SMCT did contribute to the awareness of the role of rural ICTs in meeting the objectives of these policies.

## **7.2 Recommendations**

### **7.2.1 Recommendation One**

It is **recommended** that every effort be made by the national and local partners to ensure that there will be a smooth transition of the SMCT to the new community based organization when the pilot phase comes to an end. In view of the delay in handing over, it would be very useful if the end of the Pilot Project could be extended by at least 6 months and the time used to get the SMCT registered as a legally recognized entity; draw up a business plan, enhance the skills of the

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<sup>27</sup> Even the skeptics have used the SMCT to improve telecentres even if it was to avoid expensive items like the building.

staff involved in training, technical back-stopping, radio programmer and re-packaging of relevant local content and information from the internet for dissemination by radio or other means.

It is also recommended that COSTECH and TCRA as the two main national institutions responsible for promoting ICTs for rural development provide technical support during the transition period.

### **7.2.2 Recommendation Two**

It is **recommended** that the experiences of the SMCT be documented and disseminated in a variety of formats: academic publications, media articles, leaflets on the achievements of the SMCT. The people of Sengerema are proud of its achievements and we should highlight the more positive and replicable aspects. As one researcher put it, Sengerema is more well known outside the country than within Tanzania. That is not fair to the partners, the stakeholders and the people of Sengerema.

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32. <http://www.col.org/telecentres/chapter%2011.pdf>

## Appendix I

### Conceptual Framework for the Evaluation of the Sengerema Multi-Purpose Community Centre

#### WHAT HAPPENED IN TERMS OF THE SENGEREMA MCT PROCESS, WHY AND WHAT WERE THE IMPLICATIONS

Key Issues	Key Questions	Sub-questions	Data Sources
The Project Logic	1. What was the project logic and how if any did it change?	1.1 What were the key elements of the project; 1.2 Did the elements change at all and if YES how and why? 1.3 Were there critical differences in the interpretation of the intervention logic at Project level, as well as at the national and community level? 1.4 What was the role of the various key stakeholders in promoting the Project? 1.5 What can be learned from this?	--Project Documents --Interview with the National Management Committee --Interview with the Project Coordinator; --Interviews with the Executing Agency, COSTECH --Interviews with representatives of key stakeholders and partner organizations, e.g. the National Communications Agency
Implementation Strategy and Management Systems	2. To what extent were the implementation strategy and management systems appropriate and effective in supporting the implementation and execution of the intervention?	2.1 Did the implementation strategy change over time compared to the original planned strategy and if YES, why? 2.2 Were there critical weaknesses in the originally set management systems that hampered the implementation of the project? What elements worked particularly well? Which did not? 2.3 How was decision making shared at international, national and local level? How did this promote local ownership of the Project? 2.4 Which sources of information were used to make decisions? 2.5 What was the communication system for the Project and how well did this promote efficient collaboration & management? 2.6 What can be learned from this?	-- Document review --Key informers responsible for the planning and implementation of the project --Interviews with the national management committee --Interview with the project coordinator/ executive agency -- Interviews with the project manager
Players and Partnerships	3. How did the various stakeholders and partners support the project and how did the relationships	3.1 Which organizations were involved in the Project at international, national and local level and what were the relationships between them? 3.2 How did these organizations get involved? Why did they get	--Document review -- Representatives from partner organizations and key stakeholders at national and local level

	develop over time?	involved and what was the nature of their involvement?	-- Project executive agency and project manager --Discussion with Steering Committee
National context	4. How important is the national context in the design, development and delivery of the project outputs and which factors have the most influence?	4.1 To what extent did the national ICT and electricity infrastructure, the telecommunications situation in terms of growth, policies, policy changes and regulatory shifts influence the design, development and delivery of the project? 4.2 What other factors at national level had a significant influence on the design, development, demand for the project and delivery of project outputs during its lifetime? 4.3 What can be learnt from this?	-- Document review -- National ICT experts -- National organizations involved in developing policies and strategies for promoting ICT's --Organizations responsible for the infrastructure for ICT's -- Interviews with national management committee
Local context	5. Which characteristics of the local community and their environment are important for the success of a telecentre and which characteristics work against it?	5.1 Which stakeholders and factors in the local context had a critical influence – positive or negative – on the design, development, demand for and delivery of the services of the project? 5.2. What was their influence? 5.3. What can be learnt from this?	--Document review -- Interviews with local leaders and community representatives -- Interviews with local steering committee -- Interviews with the executing agency and project coordinator -- Interviews with project staff
Financing	6. How was the Sengerema Telecentre financed and how did this affect its overall development, impact and ownership?	6.1 Who was responsible for the start –up and initial operating costs of the Project? 6.2 What were the terms and conditions of the financing and provision of other resources? 6.3 How was the financing delivered? If there were problems, what were they and how did they occur? 6.4 Were there any changes in the financing over the years? 6.5 Did the project achieve financial sustainability? 6.6 Were the finances adequate to support the project as planned? 6.7 What can be learnt from this?	--Document review -- Review of Sengerema Telecentre financial records -- Executing agency -- Project steering committee and project manager and staff
Infrastructure	7. What role did infrastructure play in the establishment of the Sengerema Telecentre?	7.1 Were special arrangements required with the telecom, ISP, and electricity supply Company to get phone, electricity and internet connectivity to the Telecentre? 7.2 If special arrangements were required, what were they, what was the cost, how were they paid for, and how were they	--Document review  -- Interviews with the executing agency, project manager, project steering committee, representatives

		<p>implemented? Did they have an impact on the progress in the implementation of the project?</p> <p>7.3 Was the result sufficient to support adequate reliable and affordable connectivity from the point of users and staff? Can improvements be made? If yes, what improvements?</p> <p>7.4 What can be learnt from this?</p>	<p>of donor partners</p> <p>-- Management and staff</p> <p>-- User exit survey/interviews with targeted users</p>
Access and use of the Sengerema Telecentre	8. What was the pattern of use and which factors should be considered to maximize access and use of the telecaster	<p>8.1. Who is using the Telecentre? Profiles of organizational and individual users.</p> <p>8.2 What are the geographical and transport barriers to individuals and organizations using the telecentre? What are the facilitating factors?</p> <p>8.3 What are the cultural, social and economic barriers to individuals and organizations? What are the facilitating factors?</p> <p>8.4 What are the usage patterns and reasons for use of the particular telecentre services</p> <p>8.5 What can be learnt from this?</p>	<p>--Document Review</p> <p>--Staff and management</p> <p>--Local Steering Committee</p> <p>--Observations</p> <p>-- Register of users</p> <p>-- User surveys</p>
The Sengerema Telecentre and its operation	9. What are the factors determining the success of the telecentre operation?	<p>9.1 Facilities and location Proximity to other services and transport; effect of location on awareness, access and use; amenities, etc.</p> <p>9.2 Technological resources Inventory of equipment and procuring process; type of hardware and software; type of LAN, installed and maintained by whom? Telecentre, website hosting and cost; reliability of telephone and electricity services, etc..</p> <p>9.3 Telecommunications and Internet Use Type of phone and Internet connectivity, Internet service provider, cost to the Telecentre, etc.</p> <p>9.4 Human Resources and Training</p> <p>9.5 Role of local supporters</p> <p>9.6 Their development in terms of technical, management and leadership skills, their impact on the Project</p> <p>9.7 Promotion and awareness creation What promotional and awareness creation activities were conducted among staff and the community?, by whom? Problems experienced?</p>	<p>--Document Review</p> <p>--Telecentre Observations</p> <p>--Interviews with national executive agency and Project Manager</p> <p>--Staff of the project</p> <p>--Interviews with key district and community leaders</p> <p>--User Registry</p> <p>--Other operational records</p> <p>--User surveys</p> <p>--Interviews /case studies with those impacted by the telecentre services</p>



		<p>Successes/Impact recorded?</p> <p>9.8 Services and hours of operations</p> <p>9.9 Technical support</p> <p>How important is readily available support to the Project?</p> <p>9.10 Applications and content development</p> <p>Were there successful applications and products arising from the Project?</p> <p>9.11 Gender equity</p> <p>Were there efforts to promote gender equity through the telecentre?</p> <p>9.12 Strengths and weaknesses</p> <p>What are the community perspectives of the strengths and weaknesses of the Telecentre – both from the users and non-users</p>	
National Impact	10. What influence or impact did the increased access to ICT's by rural communities have on the national context	<p>10.1 What was the national reach of the Sengerema Telecentre? Who and Which sectors at the national level were interested involved or committed to the Sengerema Telecentre</p> <p>10.2 What impact did the MCT process have on those within its sphere of influence?</p> <p>10.3 To what extent are national institutions adopting MCT models and lessons from the Sengerema Telecentre?</p> <p>10.4 Which strategies can be used to integrate MCT's into local or national policy frameworks?</p>	<p>-- Document review</p> <p>-- National ICT experts</p> <p>-- National organizations involved in developing policies and strategies for promoting ICT's</p> <p>--Organizations responsible for the infrastructure for ICT's</p> <p>-- Interviews with national management committee</p> <p>--National executing agency</p>
Local Level	11. What was the impact of increased access to ICT's on community institutions and the lives and livelihoods of individuals?	<p>11.1 What was the local reach of the process of setting up the Sengerema Telecentre at district and community level? Who and Which sectors at the national level were interested involved or committed to the Sengerema Telecentre</p> <p>11.2 What was the reach of the services of the Sengerema Telecentre (who was aware of them? Who used them? Who did not use them and why?)</p> <p>11.3 What impact did the Sengerema MCT process have on those within its sphere of influence in terms of increasing economic opportunities, community involvement in public and political spheres and the effect on gender equity?</p> <p>11.4 What influence did the Sengerema MCT through targeted applications have on sectors such as education , health, e-</p>	<p>--Document Review</p> <p>--Discussions with steering committee</p> <p>--Management and staff of the Project</p> <p>-- Local district and community leaders</p> <p>-- Key informants in targeted sectors</p> <p>-- User Survey</p> <p>-- Interviews with those impacted at local level</p> <p>--Case studies</p>

learning, agriculture, use of electronic database

**WHAT HAVE WE LEARNED THAT CAN INFORM THE FUTURE?**

<b>Key Issues</b>	<b>Key Questions</b>	<b>Sub-questions</b>	<b>Data Sources</b>
Designing, implementing and managing the interventions	12. What are the critical elements in the design, implementation processes and management systems that enhance the chances of its success?	12.1 What were the strengths and weaknesses of the intervention logic of the Sengerema telecentre? 12.2 What were the strengths and weaknesses of the partnership arrangements? How can effective partnerships be created? On what principles will they be based? 12.3. What were the strengths and weaknesses of the implementation processes? 12.4 What were the strengths and weaknesses of the management processes? 12.5 From the above, what critical elements enhance the chances of the success of the intervention.	--Consolidation and integration of information in documents and collected through the fieldwork at national and local level.  --Comparative analysis between the Sengerema MCT and other projects in other developing countries
Telecentre Operations	13. What are the critical elements for the successful operation of the MCT?	13.1 What lessons about the multi-purpose community telecentre have been learnt over the course of the Project? 13.2 What lessons have been learnt about what not to do?	--Consolidation and integration of information in documents and collected through the fieldwork at national and local level.  --Comparative analysis between the Sengerema MCT and other projects in other developing countries
Ownership	14. To what degree was local ownership exercised in the telecentre and what lessons can be learnt about the role of international and national agencies in implementing projects designed to be transferred to local communities	14.1 What was the formal ownership system for the MCT? 14.2 What did the concept of ownership mean in practice? Who could take decisions on staff, equipment, creating new services, etc? 14.3 Who is perceived by various stakeholders to be the owner of the Sengerema telecentre? 14.4 Are there indications of loyalty of community groupings towards the telecentre? 14.5 How do the national and community stakeholders define community ownership? 14.6 What lessons can be learnt from this, especially as it relates to	--Consolidation and integration of information in documents and collected through the fieldwork at national and local level.  --Comparative analysis between the Sengerema MCT and other projects in other developing countries

		sustainability of the MCT?	
Relevance	15. To what extent has the MCT been relevant to the community it has aimed to serve?	15.1 How do key informants in the community define relevance in the Sengerema MCT context? 15.2 Did the MCT address priority development needs and expectations of the community? 15.3 How useful are the services perceived to be by the community? Has the Telecentre paid deliberate attention in making the services relevant, e.g. through an emphasis on local content? 15.4 How useful have the applications been to the community when their impact is considered?	--Consolidation and integration of information in documents and collected through the fieldwork at national and local level.  --Comparative analysis between the Sengerema MCT and other projects in other developing countries
Sustainability	16. How can financial, technical and social sustainability of the MCT be achieved?	16.1 According to key informants at national and local level what is an appropriate definition of sustainability? 16.2 What are the key social, financial and infrastructural and policy elements that contribute to the sustainability of an MCT? 16.3 What is the greatest threat to sustainability? 16.4 What are the minimum conditions for sustainability in the given areas? 16.5 What organizational or management factors inhibit or facilitate this?	Document Review -- Review of the intervention logic and assumptions of the Project -- Review of the management structures, financial model, issues of ownership, support by partners at international, national and local level based on data collected through the evaluation -- Interviews with key informants at national and local leaders
Development value	17. What role can MCT's play in community development and providing enhanced access to information?	17.1 How does the community define development in their context? 17.2 What are the perceptions of the community of the role that MCT's should play in their development? 17.3 What are the perceived threat to this role? 17.4 How do the perceptions compare to the actual operations and information from other stakeholders obtained during this evaluation	--Focus group discussions with community members and users -- Consolidation and integration of information in documents and collected during the evaluation -- Comparative analysis with similar projects in other countries or even in-country



**Appendix II**  
**Schedule of Persons Met and interviewed**

**Dar es Salaam: 18<sup>th</sup> MARCH- 24<sup>TH</sup> MARCH 2005**

DATE	WHO
March 18 <sup>th</sup> 2005 (Friday)	Mr. Mathias Masawe, COSTECH
March 21 <sup>st</sup> , 2005 (Monday)	Mr. T Mlaki- Director of Research and Documentation, COSTECH
Do	Mr. P. Killasa, Principal Scientific Officer, COSTECH
Do	Mr. L. J. Shuma
Do	Mr. Ngoye-Operations Manager, AFSAT
March 22 <sup>nd</sup> 2005 (Tuesday)	Mr. J Kilaba, Director, Universal Access Unit, Tanzania Communications Regulatory Authority
Do	Nils Jensen- ICT Adviser, SIDA
Do	Mr. M Lupa, Sales Division, CELTEL
Do	MOBITEL
March 23 <sup>rd</sup> 2005 (Wednesday)	Meeting of the National Management Committee (Mr. Manongi, TTCL& Mr. Maganja, TLSB)
March 24 <sup>th</sup> , 2005 (Thursday)	Mr. J. Kilaba , TCRA

Sengerema, 11<sup>th</sup> APRIL- 18<sup>th</sup> APRIL 2005

DATE	WHO
11 <sup>th</sup> April 2005 (Monday)	Mr. S. D Nseko: Head of Trade and Acting DED, Sengerema District Council
do	Mr. R.N Mbaga-District Planning Officer, Sengerema District Council
do	Hon E. Malyeta, Councillor, Sengerema District Council
do	Mr Masashua-District Agricultural Officer
12nd April 2005 (Tuesday)	Mrs R. Mattu-Principle Folk Development College
do	Mr. H Bugalama-Telecentre Manager
do	Mr. Arbogast (SMCT Accountant)
do	Mr. Magiri- Member of LSC
13rd April 2005 (Wednesday)	Mr. Mafang'ha District Education Officer
do	Dr. Mahizo-District Medical Officer
do	Tumaini Nasende-Principal
do	Mr. Sabasto Justine- Coordinator
do	Mr. F. Ncheye- LSC
14 <sup>th</sup> April 2005 (Thursday)	Mr. David Nestory-Academic Master
do	Samwel Mathew -Principal

do	Dr. A Mahizo- District medical Officer
do	Dativa NuryaigawaTeacher St. Francis Secondary School
15 <sup>th</sup> April 2005 (Friday)	Local Steering Committee Meeting
do	Mr. J S Shighulu -Cordinator SISC
do	Mr. Butoto-District Community Development Officer
do	Mr. P E Ngeni- Bussinessmen
16 <sup>th</sup> April 2005 (Saturday)	Mr. Peter John Sylivester, Bantu Group
do	Kadija Issa-Secretary-LELEMAMA group
do	Mr. Charles Makanyaga-Chairperson TCCIA
do	Salome Senga-Tupendane Bomani(Womens Group)
do	Dinah Isengwa-Chairperson Wanawake na Maendeleo
17 <sup>th</sup> April 2005 (Sunday)	Group of trainees (4 males and 2 females)
do	Group of Internet /E-mail users
do	SMCT staff
18 <sup>th</sup> April 2005 (Monday)	Lussesa Charles-Telephone users/NGO
do	Secretary-WAHAMASE Group
do	Group of Non-Users
do	Mr. R. N Mbanga-Bussiness group
do	Mr. Haji Yussuf Kashoro- NMB Manager

## APPENDIX III

### MEMBERSHIP OF THE SMCT COMMITTEES

#### **Programme Management Committee (PMC)**

The PMC consisted of representatives from the following national partners

COSTECH -----Chair  
Tanzania National Commission for UNESCO  
The Open University (OUT)  
Tanzania Communications Regulatory Authority (TCRA)  
Institute of Adult Education  
Tanzania Library Services Board  
Prime Minister's Office  
Tanzania Chamber of Commerce, Industries and Agriculture

*Ex-officio*

Chairman of the Local Steering Committee  
SMCT Project Manager

#### **Local Steering Committee (LSC)**

The LSC consisted of the following members:

Mr. Felicien Ncheye, Sengerema Development Trust .....Chair  
District Commissioner of Sengeema  
District Executive Director  
Principal of the Nursing College  
Representative from the Teachers' Resource Centre  
Two members of Parliament for Sengerema District  
One District Councilor  
Headmaster of the Sengerema Secondary School  
Regional Manager of Tanzania Telecommunications Company Ltd  
Chairman of the Nyamililo Farm Tools  
Two representatives from the business community

*Ex-officio*

SMCT Project Coordinator/Chair of PMC  
SMCT Project Manager