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**STAKEHOLDERS' INVOLVEMENT -NEW MODELS OF PARTICIPATION IN TANZANIA
(The Experience of Mwaloni Market Environmental Improvement Project in Mwanza City Council)**

Introduction

Mwanza, the second largest City in Tanzania after Dar-es Salaam City, is a city of 0.5 million people increasing at a rate of 11% per annum and spread over 1,325 km² of which 900 km² is covered by water and 425 km is dry land. Approximately 86.8% km² (20%) of the dry land is urbanized and the rest is forest, valleys, cultivated plains, grassy, and undulating and rocky hill areas.

Mwanza City serves as an administrative and service centre for the Mwanza Region, Lake Victoria Zone, and neighbouring countries of the "Great Lakes Region" It is also a major transit centre of goods destined for neighbouring countries such as Uganda, Rwanda, Burundi, and Democratic Republic of Congo.

Industrial and Agricultural activities dominate the economy of Mwanza. It has more than 100 small to large - scale manufacturing and processing industries. The largest group of industries is food and beverage (fish processing, breweries, soft drink factories, bakeries, cottonseed oil industries etc). Other Industries are timber, garage, fabricating workshops, ginneries, foam and plastics factories, tanneries, soap -making, quarry sites and animal feed production. An estimated 46,700 people are engaged full time in agriculture. However the number is decreasing due to urbanization. Livestock raising is also a major activity, particularly dairy cattle production.

Stakeholders' partnership

Partnership is a positive dependence between people, and group of people or institutions. It is a natural result of a mutual sense of responsibility and is a cheap way to a more sustainable development. None of us can act all alone or only with reference on one's own reference group. We are all dependent

In partnership

- A shared vision among partners is established
- An Alliances among all stakeholders/partners are established
- Issues that will be addressed to achieve the common vision are identified
- Action goals are agreed and targets set
- Strategies and commitments to achieve these targets are created.
- The strategies are formalized into action plan
- Partnership structures are established for implementation and internal management
- Monitoring of activities and changes in services.

Critical Issues

- Dialogue of partners
- Common goal (Vision)

- Sharing of responsibilities among partners
- Mutual trust
- Joining of resources
- Empowerment
- Capacity Development
- Mutual benefit

Experience of partnership approach at Mwaloni market.

Mwaloni started in 1950s serving local fishermen. The site gradually grew up to become a famous fish-trading centre. As the market grew bigger and bigger, problems associated with growth became evident i.e. solid waste disposal and sanitation, security and increasing pollution of the lake. The place was turning into a time bomb for epidemics like cholera, diarrhea etc. Gradually people lost confidence in using the market and therefore the income generate from the market were decreasing faster. The community initiated the idea to improve the market and approached the City Council and UNDP-LIFE Programme. After discussions and consultations by the three partners -The City Council, Mwaloni Market Community and UNDP-LIFE¹ programme started in 1994 and the following issues to be addressed were identified;

- This is a busy market particularly on evening and morning hours.
- There is a big influx of people and trucks that come to buy fish for home consumption and for industrial processing respectively.
- The area is not fenced therefore the security is reduced.
- The place does not have adequate and conducive sanitation facilities like latrine, waste collection bays and water supply.
- The place is not clean enough and the chances to contaminate fish as soon as they touch the ground are high.
- Food vendors (mostly women) commonly known as *mama ntilie* have no specific and conducive place for their business.
- The level of revenue collection from the place is low although the influx of people is big
- The market place is poorly arranged and therefore can only accommodate a small number of businessmen and women.

The effects of those problems were;

- Reduced security of the goods of fishermen, buyers and sellers as well.
- It allowed free entry to everybody without a proper system.
- Generally poor hygienic condition of the place.
- The fish landing ground is poor and fish are just put on ground during the off loading from small boats. The practice is endangering the health conditions of the consumers.
- Women groups (*mama ntilie*) who are serving people with food are providing this service on the open space under the sun. They are endangering both their health and their customers' health as well.

¹ United Nations Development Programme-Local Initiative Facility for Environment

- Reduced market activities
- The efforts of the community towards poverty alleviation are frustrated.

Implementation of partnership

- The Ibanda Fish Dealers Co-operative Society representing the Mwaloni Market Community approached the Mwanza Municipal Council (now Mwanza City Council) and the UNDP-LIFE Programme for a long term partnership.
- Mutually shared vision and goal was identified as follows; **Improved environmental conditions, economic activities and revenue collection for both the Mwaloni Community and the City Council**
- **Mutually shared activities were;**
 Construction of a fence around the market by using bricks
 Construction of 3 VIP latrines to managed by community
 Tree planting
 Constructions of 2 refuse collection bays
 Provision of a good working place for women

Shared Roles and responsibilities

The project cost was \$ 55,000

City Council	Mwaloni Community	UNDP-LIFE Programme
-Provided technical skills for design, supervision and quality control -General supervision and coordination -Provided transport for project materials -Provided some funds for project implementation \$ about 1,000 -Capacity building to the community -Repair of buildings	-Main implementers -Contributed some labour and some funds for project implementation \$ 4,000 -Supervised proper utilization of all materials provided for the implementation of projects. -Managing the project after completion -Operations and maintenance	-Financial support \$ 50,000 -Monitoring and evaluation -Capacity building

Achievements

Through the gradual participation in each other's activities, Mwaloni Market Environmental Improvement Project has developed into a long term partnership with a shared vision of community empowerment and capacity building, with a clear mutual obligations and benefits of the different actors. Resources were pulled together with a view of both parties benefiting from the process. The achievements of the project can be summarized as direct and indirect ones.

Direct benefit

- 800 members of the Mwaloni community (including 200 women) carry their business at the market compared to only 90 members (30 women) respectively before.
- 3000-4000 buyers visit the place to buy goods every day.
- The revenue collection for both the community and the City Council increased from \$ 15,450 to \$ 64,286 and \$ 71,428 to \$ 235,714 per annum respectively. The revenue accruing to the community is to be divided among the community members

- Refuse collection improved
- Security improved
- Environmental problems addressed

Other benefits

- More business activities
- More income generating activities
- Creation of employment
- Community empowerment-Mwaloni Community has been able to form an organization known as Mwaloni Traders Development Society (MWADESO) to represent their interest. The organization is representing 8 primary cooperative society, 3 CBOs and 4 Private sector members (**another partnership approach**)
- The place is considered not a market only but as a tourist attraction centre
- More other interested parties like Sustainable Mwanza Programme (DANIDA Support), and Japanese Government has shown greater interest to join the partnership at Mwaloni and expand some of the activities including tourist attraction.
- The MWADESO is having a contract with the City Council to collect revenue from this market. Their performance is quite good.
- Using the experience of this partnership, other communities within the City are also showing interests to establish such a kind of partnership. More than ten communities have shown such an interest.
- As a result of capacity building and development, the community organized a new system of revenue collection (managed by themselves) as agent of the City Council.
- Mwaloni Market was used as a pilot case of effective decentralized revenue collection system. The Mwanza City Council has replicated this partnership to other markets of Igombe, Central market, Mwanza South and North Ports etc.
- Other municipalities in Tanzania like Moshi, Arusha, Tanga, Dodoma, and Iringa Kigoma as well as District councils of Bariadi, Magu, Missungwi and Mbozi have also replicated the partnership after visiting the Mwaloni market.
- It has demonstrated not only how can partnership bring good results but also how effective is the full political of stakeholders in all stages of a project.
- The project has helped to build confidence between City Council and CBO. The commission paid to them as agent for revenue collection enables them to earn some good daily income.
- The Community now feel confident about undertaking other initiatives e.g. construction of market stalls, shade, cold room facilities etc) on income generating activities.

Conclusion

Although partnership puts the local partners in focus as the owner, it is not a donor-receiver relationship. Four years of hard work and team spirit have enabled a large number of people in the City, the City Council and the government as a whole to raise their income. The relationship should be as equal as possible to preserve mutual trusts, dignity and independence of each partner. It is crucial; therefore that partnership includes resources from and benefit for all partners. Collective local initiative and partnership of the local community with the City Council, UNDP-LIFE Programme have made a difference

and demonstrated that partnership is an important milestone in efforts to reduce poverty and for sustainable development. However it should be kept in mind that, partnership is about influencing and being influenced. ***Get prepared to influence and for being influenced. It is the new model for participation.***