

**CAPACITY BUILDING OF VOLUNTARY SECURITY GROUP:
A CASE STUDY OF MBEZI SALASALA KILIMAHEWA COMMUNITY,
KINONDONI DISTRICT, DAR ES SALAAM, TANZANIA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER IN COMMUNITY
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CERTIFICATION

This is to certify that i have gone through the project paper titled Capacity Building of Voluntary Security Group: A case study of Mbezi Salasala Kilimahewa Community in Kinondoni District, Dar es salaam, Tanzania by Cesilia Daniel Nkwamu and find it in a form acceptable for the partial fulfilment of the requirements for the award of Master in Community Economic Development of the Open University of Tanzania.

.....

Dr. Hildebrand Shayo
(Supervisor)

.....

Date

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DECLARATION

I, Cesilia Daniel Nkwamu, do hereby declare to the SENATE of the Open University of Tanzania that, this project is the result of my work and it has not been submitted for a similar Degree Award in any University.

.....

Signature

.....

Date

DEDICATION

I dedicate this research and project work to my late mother Ester Mwantepele and my brother Charles Daniel Nkwamu with all my love. Special dedication to my lovely husband Denis Passian Soka and kids Derick Denis Soka and Doreen Denis Soka, who throughout my Master Degree Program supported and gave me space and encouragement to do my assignments timely and pursue my studies effectively.

ACKNOWLEDGMENTS

I would first give my sincere gratitude to my Almighty God. Many thanks to my employer the Vice President's Office who granted me permission and facilitated my studies. I also recognize the valuable contribution of my colleagues in the Vice President's Office specifically the Union Department who tirelessly supported me in accessing information and documents.

I like to convey my special thanks to Salasala Kilimahewa Community for allowing me to use their community for my study. I wish to give thanks to Mr. Hamad Mwangi who participated in the whole process of Participatory Assessment, project planning, implementation, monitoring and evaluation of the project. Many thanks to Salasala people for their transparency and willingness in organizing and participating in survey activities as well as participating in group discussions and their information gathering activities.

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It would be a lack of gratitude if I do not mention the involvement of my CED 2011/2012 class fellows especially Willbrod Manyama, Lazaro Linjano, Edson Katabwa and Dadi Kolimba, who from time to time we maintained communication, discussions on assignments and encouraging one another to move on. Despite of being busy, they have always been there for me and willing to help whenever I needed their support.

I feel greatly indebted to my family for their support during my studies. They were indeed a great inspiration for me to continue with my studies especially at times of desperation. May God bless them all!

ABSTRACT

The project started with Participatory Assessment conducted in the year 2012 where problems were identified and prioritized by the community and planned for solutions. The problem identified was lack of security which was caused by lack of police post, Landscape of the area, new settlement area and inadequate Security skills. Although there is progress in reducing arm robbery, still the threat is there. Arm robbery remains a problem at Salasala Kilimahewa and Tanzania in general. Efforts taken include, formation of a VSG which is a *Sungusungu* group which lack security skills and is facilitated by only few people (Water Users Association only), therefore through this Participatory Assessment, this project came up with the following objectives: first, to increase leadership and organizational management skills of leaders, second, to capacitate members of *Sungusungu* group in Security skills, and third to capacitate *Sungusungu* leaders and Sub ward leaders in security skills. In the period of 15 months of CED program, the project has successfully accomplished all the planned activities. The project has shown that, if you strengthen community in security issues, you can easily fight arm robbery and crime in general but for this to happen, community should be involved actively in decision making at all levels including position such as managers, designers, planners and as implementers and evaluators. The project has realized that, lack of skills in security matters is a big problem to any community. There must be security for development.

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LIST OF ABBREVIATIONS AND ACRONYMS

CED	Community Economic Development
CNA	Community Needs Assessment
CP	Community Policing
FGD	Focus Group Discussion
PLA	Participatory Learning and Action
PRA	Participatory Rural Appraisal
M&E	Monitoring and Evaluation
MHA	Ministry of Home Affairs
SPSS	Statistical Package For Social Science
UN	United Nations
URT	United Republic of Tanzania
VSG	Voluntary Security Group

CHAPTER ONE

1.0 PARTICIPATORY NEEDS ASSESSMENT

1.1 General Introduction

This study is about community needs identification conducted at Salasala Kilimahewa community which is a new settlement area. The chapter presents the findings of the Participatory Needs Assessment conducted in April, 2012 in Salasala Kilimahewa Mtaa, Wazo Ward, Kinondoni District in Dar es Salaam.

The Participatory Needs Assessment was conducted for the aim of knowing from the community members what are the problems facing the community. So Community Needs Assessment (CNA) was used to ensure community and other stakeholder's participation in identifying resources and needs of the community.

According to Blackman, 2003, the community needs assessment is a process of identifying and understanding people's needs. Community needs assessment is an integral part in the planning process intended to address some issues of critical importance to the community. Different methods and tools exist which help communities to determine their needs and services for their livelihoods. However, the common methods used in the process of community needs assessment include, interviews, matrix methods, focus group discussions, mapping and observation surveys.

The assessment was carried out by using participatory methodologies such as Focus Group Discussions, Interviews and observations. Research tools used are questions, structured questionnaire, discussion Guide and interview guide. The assessment focused in identification of community opportunities, problems, and causes of the problems and how

to solve the identified problems. This information is very important in setting grounds for a successful project planning, implementation, management and sustainability.

Community needs prioritization was conducted through pair wise ranking. Pair wise ranking is often used by social scientists, and increasingly by community development workers, as a means of prioritizing or ranking lists prepared by communities. Common examples are lists of problems, projects or commodities, such as trees for planting in forestry programmes. Ranking these lists helps communities decide which the most important things to do are (PLA Notes, 1997).

1.2 Community Profile

1.2.1 Location of the Study Area

Salasala Kilimahewa is found in Wazo Ward in Kinondoni Municipality. Salasala is located within the following neighbours, the nearby is Salasala Radio Mtaa from Kunduchi Ward, in South there is Mbezi Juu Hamlet from Kawe Ward and Kinzudi from Goba Ward, from East it is bordered with Kulangwa Hamlet at Goba Ward and Madala Hamlet at Kunduchi Ward, North it is bordered with Hamlet of Wazo at Wazo Ward and Hamlet of Tegeta and in East Salasala is bordered with Bagamoyo road from Africana to Tegeta (Ngorola: Salasala Profile, 2008).

Wazo Ward is one among 27 Wards which form Kinondoni Municipal Council and Kinondoni Municipal Council is one among three Municipal council within the City of Dar es Salaam others are Ilala Municipal Council and Temeke Municipal Council. The Kinondoni Municipal Council was established by the Government Notice No. 4 of the year 2000 issued by the President's Office, Regional Administration and Local Authorities as an autonomous body. Before establishment of Kinondoni Municipal Council,

Kinondoni was one of the Zone of Dar es Salaam City Commission. The move of establishing Kinondoni Municipal Council was a part of Local Government Reforms Program in the Country.

1.2.2 Roads

Construction of 6 km road from Mbuyuni Bagamoyo road to Mboma road which is the project funded by World Bank under the project of Salasala New Settlement area under the Songosongo project enable the Salasala residents to access the road services. Other rough roads include Africana to Mboma road and Mahende road and Africana via Kwaabarikiwe to Mboma road (Ngorola: Salasala Profile, 2008).

1.2.3 Climate

Kinondoni Municipality lies in the tropical coastal belt of Tanzania. Therefore, it experiences high temperature throughout the year ranging from 25° C in June – August to 35° C in January – March, with rainfall of 131.5mm per annual (Kinondoni Municipal profile, 2008).

1.2.4 Land Forms

Hills are characterized by weathered slopes and well drained with unconsolidated clay-bond sands. An occasional outcrop of raised coral Limestone also occurs especially around the area. River Valleys is another land Unit dissect the coastal plain in the series of the steep sided U- Shaped Valley culminating in cracks and Mangrove swamps before entering Indian Ocean. Valley soils are generally poorly drained silt clay soils enriched with clay matters (Ngorola: Salasala Profile, 2008).

1.2.5 Administration Setting

Administratively, Kinondoni Municipality is divided into four divisions namely Kinondoni, Kawe, Magomeni and Kibamba. It has 113 urban location (mitaa) and 14 villages. Kinondoni Municipality with 27 wards is wholly urban in Magomeni and Kinondoni divisions, while Kibamba and Kawe divisions are mostly rural with 14 villages (Kinondoni Municipal Profile, 2008).

The Municipality has 3 electoral constituencies namely: Ubungo, Kawe, and Kinondoni. The Kinondoni Municipal Council executes its administrative duties through the Municipal Council Committees chaired by Hon. Mayor, and Ward Development Committees under the Chairmanship of the Councillor and Sub-Ward (Mtaa) Development Committees.

1.2.6 Population Density

According to the 2012 Tanzania Population and Housing Census, the Kinondoni Municipality has a population of 1,775,049 people of which Male are 860,802 and Female are 914,247. The rapid population increase is influenced by both natural causes and immigration (birth rates and net immigration rates respectively). The Municipality has an area of 531KM² and the population density is estimated at 3342 persons per square kilometre. Wazo Ward has a population of 90,825 of which Male are 44,003 and Female are 46,822 (2012 Tanzania Population and Housing Census).

1.2.7 Education Services

Salasala Hamlet has 4 unregistered pre - primary school owned by resident there is no pre – primary school which is owned by Government. Four (4) Primary School which one (1) is owned by Kinondoni Municipal Council (government) – Salasala Primary School and

three are private owned (Green Acre Primary School, Stella Primary School and Keland Primary School). Salasala access also Secondary education whereby there is 3 Private Secondary School these are Green Acre Secondary School, Cornelius Secondary School and Salasala Primary School (Participatory Survey, 2012).

1.2.8 Safe and Clean Water Services

The main source of water for Salasala residents is DAWASCO which contributes 95% of water being consumed daily and the rest 5% is contributed by shallow and deep wells own both privately and by public. The area in Salasala which is connected to the DAWASCO water system is part of Salasala A and Salasala B. Area like Salasala Kijijini, Kanisani, Mboma Road, Kinzudi, Mahende road, Kijiji cha Wagogo they have no access to water from DAWASCO while the demand of water is high due to the population growth which stimulated by new resettlement at Salasala area resulted by the Songas Project (Ngorola: Salasala Profile, 2008).

1.2.9 Health Services

There are two Dispensaries within the Mtaa of Salasala that is MICO Dispensary and Huruma Dispensary. But residents of Salasala can access health services which are provided with private and public sector within the other area in Dar es Salaam City. This includes health services from IMTU Hospital which is about 4 kms, Lugalo Hospital which is 6 kms, Mwananyamala Hospital which is about 17 kms from Salasala, Masana Hospital which is about 4.5 kms (Ngorola: Salasala Profile, 2008).

1.2.10 Urban Development

Part of Salasala is planned area including the new resettlement area where-by numbers of plots are well planned to accommodate those who were evicted from the main Songo

Songo Gas lines. Other area of Salasala including Kinzudi, Kijiji cha Wagogo, Kanisani, Salasala Kijijini is unplanned. The population growth lead to squatting the area which at the end the area will portray the picture which are experienced in the area like Manzese, Tandale, Mabibo and Mburahati where by old and new planned settlement is uncoordinated, extremely poorly served, particularly in the residential areas, as the quality and quantity of utility services provision do not meet the demand. The infrastructure provision is inadequate, uncoordinated, and lags behind the pace of development activities (Ngorola: Salasala Profile, 2008).

1.2.11 Sports and Games

The major sports in Salasala area is football whereby there are two football club known as Salasala United Football Club and Salasala Rangers Football Club. Resident of Salasala especially youth use Radio Tanzania ground at Salasala as a playing ground as well as the ground behind Salasala Kilimahewa Mtaa Office. The major recreational and sports areas are scattered throughout the Municipality (Participatory Survey, 2012).

1.2.12 Culture

Salasala residents originated from different locations in Tanzania since it is a new settlement, the culture of the area is Mixed Culture but originally the residents of Salasala were Wazaramo and Wamakonde. But now days almost all tribes from Tanzania can be found in the area especially Wachagga, Waha, Wapare, Wahaya, Wakurya, Masai, Wasukuma, Wagogo, Barbaig (Wamangati), Waarusha etc. So it is difficult to state clear what is the culture of the area. The common language used is Kiswahili where by all people within the area can use in communication (Participatory Survey, 2012).

1.2.13 Economic Activities

Most of residents of Salasala under-go their economic activities outside the area, some are Government Servants and other are employed in a private sector outside the Salasala area. Others are self employed in business sector and perform their business activities in area. Remain part of residents undergo their economic activities within the area including farming, livestock keeping, Wholesale and Retail shops, blocks making, transportation, etc (Participatory Survey, 2012).

1.2.14 Informal Sector Development

Resident of Salasala contributes to the population of Kinondoni informal sector which employs more than 55% of the population. The 1990/1991 labour force survey showed that Dar es Salaam City had a labour force of 1,171,707 out of which 623,910 were employed in the formal sector, 120,672 were unemployed, and 427,120 economically active populations were not working as they were in school. A national informal sector survey conducted in 1990 showed that Dar es Salaam city had 315,958 people employed in the informal sector that is 13 percent of the economical active population in the city.

A 1995/1996 Kinondoni municipality's informal sector survey showed that 325,869 people were employed in the informal sector. One in every three households was involved in an informal sector activity in 2000/2001 as compared to one in every four households in 1990/1991. It also showed that 61 percent of the total households in urban areas had informal sector activities compared to 42 percent in 1990/1991.

1.2.15 Financial Services

Salasala residences experience major financial services available in the Municipality, four branches of the National Bank of Commerce (NBC) located at Ubungo and Kawe, NMB

at Magomeni, University of Dar es Salaam, Mwenge and Msasani, Akiba Commercial Bank at Ubungo and Kijitonyama, CRDB at Kijitonyama and Mbezi Beach, BARCLAYS at Magomeni, Sinza and Mwenge, Bank of Africa (BOA) at Sinza, Dar es salaam Community Bank at Magomeni and Kenya Commercial Bank at Mlimani City – Ubungo. Tanzania Postal Bank at Manzese. Other institutions include FINCA, PRIDE and TUNAKOPESHA.

Kinondoni Municipal Council operates some credit facilities targeted to women and youths. These include Kinondoni Women and Youth Development Funds (KWYDF), Women Development Funds (WDF) and (Village Community Bank) VICOBA through Kinondoni Youth Employment Network for Urban Renewal (K-YEN-UR). The credits are provided to individuals as well as groups.

1.2.16 Religion

Salasala residents have an access to the religion organization for spiritual services. The area has about 3 Mosque and 6 Churches. The Mosque includes the one found in Kijiji cha Wagogo, Salasala Rtd, Darajani, Mboma Road, Kilimahewa and Masjid Swamadu. Churches include Salasala Lutheran Church, Salasala Roman Catholic, Salasala Seventh Day Church and 4 Assemblies of God Churches. Regardless the spiritual services provided with the religion organization also economic sensitization is always done to enable community member to engage in economic activities which are legally recognized in order to satisfy their basic needs.

1.2.17 Security

Residents of Salasala have an access to the security services which are provided by Central Government and private organization. Kawe Police station and Mtongani Police

Post take care of security of the Salasala residents. Other private organizations such as KK Security and Chui Group provide also security service within the area. Salasala residents also declared to have established *Sungusungu* who are connected to the police to assure the security of Salasala residents (Salasala Kilimahewa sub-ward Office, 2012).

1.3 Community Needs Assessment

The goal of a need assessment is to identify the assets of a community and determine potential concerns that it faces. A straight forward way to estimate the needs of a community, their satisfaction with services and what particular services are needed. Their opinions can be used in building an agenda aimed at community change that can build the community based organizations that are designed to provide its resident's services and development opportunities (A Community Needs Assessment Guide, 2000).

The assessment was conducted in social economic services targeting at identifying community opportunities, problems and causes of the problems. It focuses at designing and implementing a project that will address solutions to the identified problems. In this study, the community needs assessment was done in a participatory way by involving several stakeholders in collaboration with the CNA team as shown in the table below:-

Table 1: Community Needs Assessment Team

Name	Title	Years of Experience in Field
Cesilia Daniel Nkwamu	Community Economic Development (CED Student)	7 years
Hamad Mwange	University of DSM	15 years
Jackline Lyalu	Barclays Bank	3 years
Abdallah Mbondela	Mtaa Chairman	Above 5 years

1.3.1 Community Assessment Objectives

(i) General Objective

The Objective of conducting participatory community assessment was to obtain information from Salasala community particularly at Salasala Kilimahewa to identify a specific problem in order to improve social economic services. The focus was to describe community opportunities, problems and how to solve the identified problems.

(ii) Specific Objectives

1. To identify strength/opportunities in Salasala Kilimahewa community;
2. To identify challenges facing Salasala Kilimahewa community; and
3. To establish solutions so as to tackle the identified community needs.

1.3.2 Research Questions

This Study had a total number of three Research Questions?

1. What are the strengths of Salasala Kilimahewa community?
2. What are concerns/challenges facing Salasala Kilimahewa community?; and
3. What do you think should be done to improve social Services in Salasala Kilimahewa community?

1.3.3 Research Methodology

(i) Research Design

The assessment used participatory appraisal method. The community members were involved in both data generation and development of action. The method enabled and empowered members of the community including the poor and illiterate to generate and analyze data related to their own situations. After analysis they came up with suggestions and community actions aimed at improving their welfare. The method used both

qualitative and quantitative approaches whereby the hard facts (quantitative) were explained by qualitative research.

(ii) Sampling Techniques

In this study both random probability and purposive sampling techniques were used in selecting the respondents. In random probability sampling every individual was having an equal chance of being included in the sample. Purposive sampling was used in selecting some key informants. A limited number of people to be interviewed were drawn from three groups namely: the Salasala Kilimahewa community residents/head of households, the sub-ward leader (Mtaa Chairman), sub- ward officials and influential people. The selection was done randomly and the sample size was 40.

It is estimated that, Salasala Kilimahewa Mtaa has a total of 265 households with a total population of 1500 people (Salasala Mtaa Office, 2012). The sample was drawn from the population and 34 households, 3 village officials, 2 influential people and Mtaa Chairman were sampled and interviewed during twelve days (table 2 indicates sample distribution). Since it was not possible to cover the whole population in the Mtaa, sampling is inevitable. Also systematic sampling was applied whereby Households were interviewed after every 8 households.

Table 2: Sample Distribution

Number of respondents	Sample Size	Percent
Head of households	34	85
Sub- ward officials	3	7.5
Influential people	2	5
Sub- ward Leader	1	2.5
Total	40	100

Source: Field Survey, 2012

(iii) Data Collection Methods

The study employed both primary and secondary data collection methods. Primary data included those data collected in the field through interview, focus group discussions and observation. Secondary data were collected through reviewing different documents from Kinondoni Municipality Council, Salasala Kilimahewa Mtaa Office and internet. In this study, both primary and secondary data were collected from relevant sources in an effort to meet the objectives of the study.

So interviews, Focus group discussion, observation and documentary review research methods were used to collect data. Also, instrument used included research interview questions, structured questionnaires, and observation and documentary review schedules.

(a) Interviews

Interviews involved obtaining responses from direct encounter for example face to face in depth question and answers sessions. In interviews, researcher asked questions orally and recorded the respondent's answers. During interviewing, researcher extracted information, opinions or beliefs from respondents orally or verbally on the spot.

Key informative interviews were also conducted to key informant leaders to get clarification of issues. Key informants leaders involved 3 sub-ward officials, 2 influential people and sub-ward chairman. The reason for selecting them was because of their knowledge and ability on key community issues. These were the guided interview questions for discussion in order to get deeper understanding of the Salasala Kilimahewa Mtaa. The questions were both open and close-ended. The interviewer recorded the answers for proper recording.

A semi-structured interview was done using a checklist to ensure good coverage of the areas and to cross check the missing information. All interviews were conducted in Kiswahili for the benefit of the community members (Appendix 2).

(b) Focal Group Discussions

In generating qualitative information, focus group discussion was conducted. Saratankos (1999:181) reiterates “although it is, conducted in a group environment, its main aim is not to analyze the group; it is primarily a way of gaining information in a short period of time about the breath or variation of opinions, and of establishing a mechanism of opinion formation”. This method is crucial as it can generate the required information in short time period.

The researcher formed three group discussions of 8 men, 8 women and 9 youth boys and girls. The groups were formed so as to get different views from different groups as well as to avoid cultural differences which may hinder inner information. Discussions were based on the existing opportunities, problems that community faces specifically to four sectors of community, economic, health and environment and how to address the identified problems.

The researcher used a guided interview and discussion, where some of the questions in form of a checklist were used as a flexible guide to ensure that the discussion is focused (Appendix 1). During the FGD exercise one person among the CNA’s team was responsible for recording the summary of issues discussed. Other CNA team members were leading the interview/discussion with the aid of checklist with relevant questions to ensure that the discussion was focused and the important issues for the material CNA was covered. During the discussion notes were taken and later transcription was made.

All focus groups met in eleventh day of the assessment to consolidate what they had discussed in their respective groups. Focus Group members were participated full in prioritization of the major problems which face the community.

(c) Observation

Non participant's observation method was used during the assessment. In this case, the researcher was not included into respondent's activities but was moving around observing their day to day activities which may increase their income, sub – ward environmental as well as opportunities available in the community.

This technique is a method of gathering first hand data on programs, processes or behaviours through participatory or non participatory ways. They provide a researcher with an opportunity to collect data on wide range of behaviour, to capture great variety of interactions and openly explore the topic under study.

(d) Structured Questionnaire

In here one form of questionnaire will be administered that is, closed – ended questions. Closed – ended questions will be used for questions that must be answered according to the possible answers. (See Appendix 3).

(e) Documentary Review

The secondary sources of data include publications, articles and other written documents available in libraries (Open University of Tanzania and University of Dar es Salaam), research reports from distinguished academicians and internet on areas of concerning urbanization, new settlement areas, research, government interventions on problems facing urban communities and community needs assessment.

Documents identified and reviewed are Kinondoni Municipality Council profile, socio-economic profile, investment profile, environmental profile and district development plans.

(iv) Data Analysis Methods

The data gathered from the focus group discussion, interviews and observation were transcribed and coded into variables for interpretation. Robson (1993) argues “irrespective of whether your study generates qualitative or quantitative data the major task is to find answers to your research questions. To come up with the trustworthy answers, the analysis has to treat the evidence fairly and without bias, and the conclusions must be compelling, not least in ruling out alternative interpretations”. The emphasis is that, although those seeking information may be able to read and understand tables and figures; they have to provide a description of major results shown in tables and figures. This is aimed at interpreting as well as describing and explaining the meaning and significant of the values and relationships revealed.

Quantitative data were analyzed using a computer software using statistical package for social science (SPSS - 16). According to Saratonkos (1988), SPSS analysis of the data allows the researcher to manipulate the information collected during the study in order to assess and evaluate the findings and arrive at some valid, reasonable and relevant conclusions.

The figure 1 next page shows the respondents’ interviewed where, male constitute 70% and female 30%, from the result above, the number of male is higher than female because most head of households are male.

1.4 Community Assessment Findings

1.4.1 Findings from Structured Questionnaires



Figure 1: Gender

Source: Survey Findings 2012

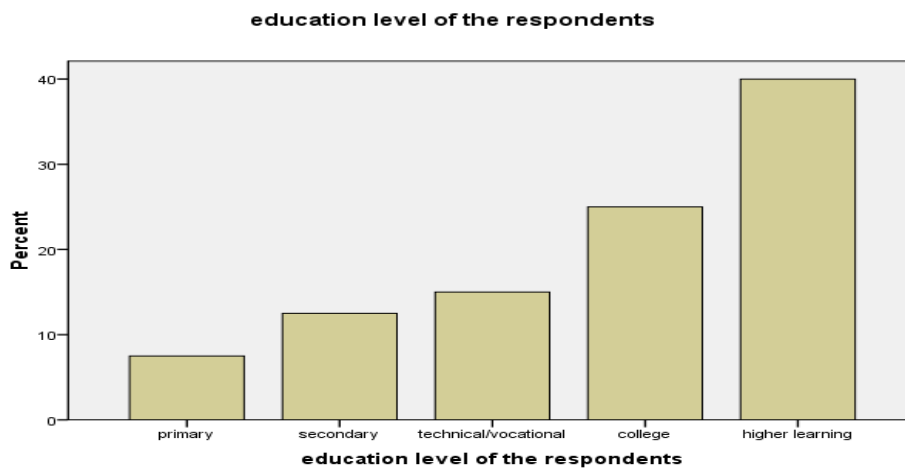


Figure 2: Education Level of Respondents

Source: Survey Finding 2012

Figure 2 above shows that, 40% attained higher education; college education 25%, technical/vocational 15%, secondary education 12.5% while 7.5% attained primary school education.

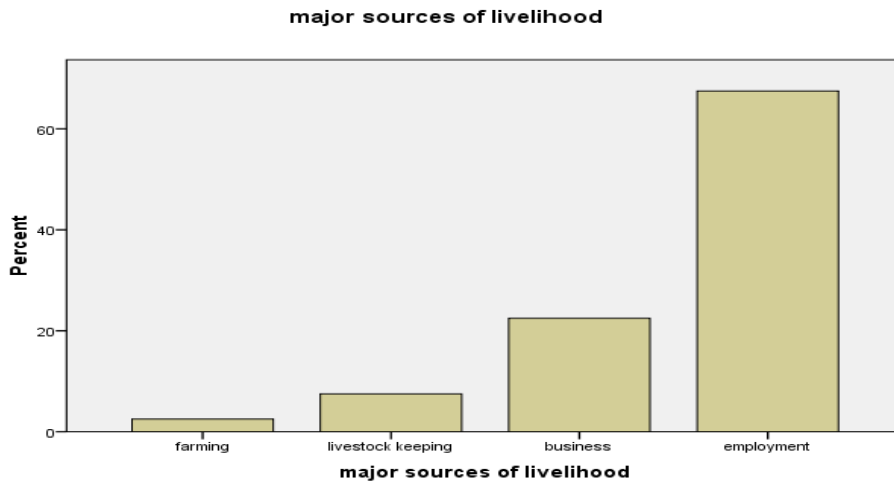


Figure 3: Major Sources of Livelihood

Source: Survey Finding, 2012

The results in figure 3 shows that, 67.5% are employed, 22.5% engaged in business, 22.55% in livestock keeping and 2.5% engage in farming. This reveal that, majority of Salasala Kilimahewa people are employed which indicates that, employment is the major source of income that means any project should base on improving social services.

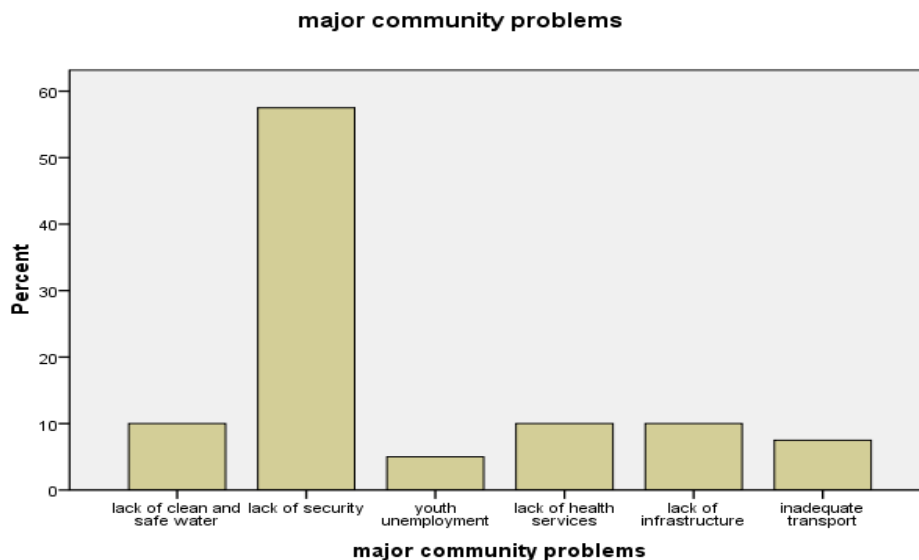


Figure 4: Major Community Problems

Source: Survey Findings, 2012

Figure 4 above indicates that 57.5% of respondents interviewed revealed that lack of security is the major problem in Salasala Kilimahewa community, followed by access to clean and safe water 10%, lack of health facilities 10%, Inadequate infrastructure 10%, inadequate transport 7.5% and Youth unemployment - Formal & informal 5%. The findings above indicate that lack of security is the major problem of the Salasala community which causes community to live in fear, loose properties and life.

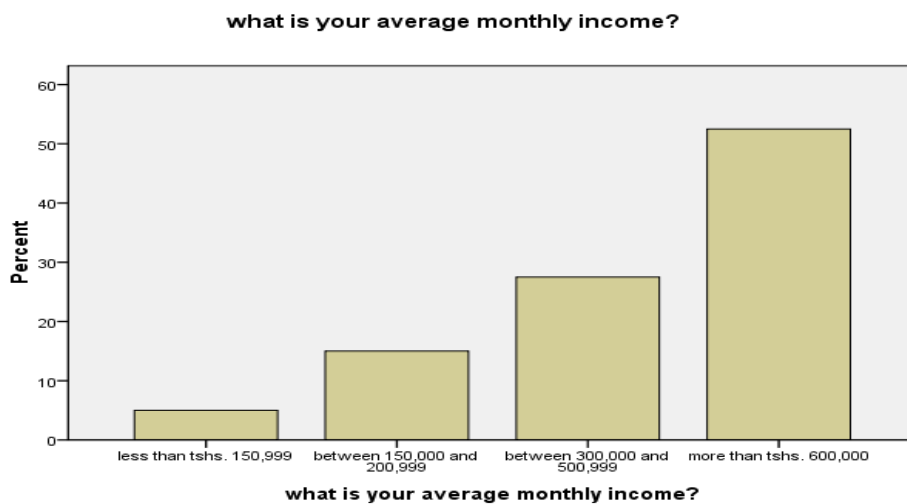


Figure 5: What is Your Average Monthly Income

Source: Field Survey, 2012

Figure 5 above revealed that, 52.5% earning an income of More than 600,000/=, followed by between Tsh. 300,000/= and 500,999/= 27.5%, between Tsh.150,000/= and 200,999/= and lastly is below Tsh. 150,999/= 5%. This is an indication that most residents have pay jobs that is they are employed by public sector or private sector. Through this assessment community and other change agent will be in a position to identify viable solution which will ensure community security.

1.4.2 Findings from Semi Structured Interview

Semi structured interview was another method used for data collection. The participants responded directly to the questions. Two centres were cited to undergo the interview once

a week. One centre is at Salasala Kilimahewa Mtaa Office and another is KwaMnyakusya. Mtaa Office is where community leaders meet during weekends for discussions and Mnyakusya is an influential person so he can mobilize people to come for interview at his place. All people interviewed mentioned problems facing Salasala Kilimahewa which are Access to clean and safe water, Lack of health facilities, Lack of market, Inadequate transport, Inadequate skills on community projects sustainability, Inadequate education facilities, Youth unemployment - Formal & informal, Inadequate infrastructure (Roads), Lack of open space for playing and Lack of Security.

1.4.3 Findings from Observation

In conjunction with interview, the research was conducted by visiting the field, observing what actually was going on the place. It has been done informally without much thought to the quality of data collection. I was in a position to observe activities going on in the area such as motorcycles carrying passengers, Lories carrying water for sale and building materials etc.

1.4.4 Findings from Focus Group Discussions

Focus group discussion was also method used in data collection to reveal Community Stress, Source of Stress and resource available to overcome stated stress. Planned discussion was used to determine a community's preferences and opinions on how the available resources can be tapped for the benefit of all members in the community.

There were three groups of Focus Group Discussion, first one included 8 men, second 8 women and third one 8 youth including boys and girls. The focus area of discussion was on concerns/opportunities, challenges in terms of social economic services in the area such as water, roads, transport, security, health services, education services etc.

An ideal community was described by focus group participants. Community issues identified in all three groups were similar. However, there were some differences in prioritization among community members. All groups stated problems in the area including Lack of Security, Access to clean and safe water, Lack of health facilities, Lack of market, Inadequate transport, Inadequate skills on community projects sustainability, Youth unemployment - Formal & informal, Inadequate infrastructure (Roads) Lack of open space for playing and inadequate education facilities. Lack of security emerged to be number one priority in each group.

So, from the CNA Findings problems found are Lack of Security, Access to clean and safe water, Lack of health facilities, Lack of market, Inadequate transport, Inadequate skills on community projects sustainability, Youth unemployment - Formal & informal, Inadequate infrastructure (Roads), Lack of open space for playing and inadequate education facilities.

1.5 Community Needs Prioritization

The last step in the needs assessment process is the prioritization of the issues to give the agency an idea of which area to focus on first. All of the issues are important and have an effect on poverty and the community. By prioritizing issues, an agency with limited time and resources can determine which issue to address, whether addressing one issue more comprehensively may help to solve other issues, and whether an agency should address an issue or let it be addressed by others. After prioritizing issues, the agency can then move on to determine goals, objectives and action steps for their strategic plan. Finally, prioritization can help the agency focus on areas for new funding, trying new strategies, developing more partnerships, integrating services and creating change.

These results were presented before community with a view to prioritize them and come up with the most outstanding problem using a pair wise ranking. This process is a crucial in determining needs and concerns of the particular community involved. The community needs prioritization process was applied on challenges/concerns identified during data collection through Focal Group Discussion, Observation and Interviews.

So, identified needs were mentioned and prioritized in order to come up with one most pressing need which required to be addressed through a project which had to be designed by community of Salasala Kilimahewa and other stakeholders.

1.5.1 Pairwise Ranking

Pairwise ranking is a significant aspect of participatory bottom-up planning is ascertaining the priorities of the people and integrating such priorities in the development plan. People during the course of interaction in participatory rural appraisal (PRA) may reveal a wide range of problems and express several needs. These problems and needs should be prioritized so that decision can be taken on which are the most important problems to be solved and which are the most important needs to be fulfilled.

Pairwise ranking, a ranking method in PRA, helps to prioritize the problems and needs of the people. It is a tool that can uncover the most important problems of the community. It is a structured method for ranking a list of items in priority order. Pair-wise ranking compares pairs of elements, such as the preference for needs, problems, food items, trees, credit sources and recreational activities (Naraganasamy, 2012). In this study, prioritization was conducted through pair wise ranking whereby the researcher facilitated FGD members to compare mentioned problems and ranked by voting as indicated below:-

Table 3: Pair Wise Ranking of Priority Problem

Problems	Lack of Security	Lack of clean and safe water	Lack of health facilities	Lack of market	Inadequate transport	Inadequate skills on community projects sustainability	Youth unemployment - Formal & informal	Inadequate infrastructure (Roads)	Lack of open space for playing	Inadequate Education Facilities
Lack of Security		Lack of security	Lack of security	Lack of Security	Lack of security	Lack of Security	Lack of security	Lack of security	Lack of security	Lack of security
Lack of clean and safe water			Lack of health facilities	Lack of clean and safe water	Inadequate transport	Lack of clean and safe water	Lack of clean and safe water	Inadequate infrastructure	Lack of clean and safe water	Inadequate education facilities
Lack of health facilities				Lack of health facilities	Inadequate transport	Lack of health facilities	Youth unemployment	Lack of health facilities	Lack of health facilities	Inadequate education facilities
Lack of market					Lack of market	Inadequate skills on community projects sustainability	Lack of market	Inadequate infrastructure	Lack of market	Inadequate Education Facilities
Inadequate transport						Inadequate transport	Inadequate transport	Inadequate infrastructure (Roads)	Lack of open space for playing	Inadequate Education Facilities

Inadequate skills on community projects sustainability							Youth unemployment (Informal and formal)	Inadequate skills on community projects sustainability	Lack of Open Space	Inadequate skills on community projects sustainability
Youth unemployment - Formal & informal								Youth unemployment	Lack of open space	Inadequate education facilities
Inadequate infrastructure (Roads)									Inadequate Infrastructure	Inadequate Infrastructure
Lack of open space for playing										Lack of open space for playing
Inadequate Education Facilities										

Note: Boxes in yellow indicate which problem was priority of the 2 in the matrix.

Key: Higher score means first priority.

Table 4: Summary of Problems Identified

Problems	Number of Times Preferred	Rank
Lack of Security	9	1
Lack of clean and safe water	4	3
Lack of health facilities	5	2
Lack of market	3	4
Inadequate transport	4	3
Inadequate skills on community projects sustainability	3	4
Youth unemployment - Formal & informal	3	4
Inadequate infrastructure (Roads)	5	2
Lack of open space for playing	4	3
Inadequate Education Facilities	5	2

Source: CNA Results, 2012

The results from table 4 above shows that, Community needs assessment conducted at Salasala Kilimahewa showed that lack of Security was ranked number one so it was taken to be the main problem of the people of Salasala Kilimahewa.

1.6 Conclusion

Community Needs Assessment was conducted in April, 2012 at Salasala Kilimahewa Mtaa, Wazo Ward, Kinondoni District in Dar es Salaam which is a new settlement area. Participatory Rural Appraisal was used to ensure community and other stakeholder's participation in identifying resources and needs of the community. The assessment was carried by using participatory methodologies such as Focus Group Discussions, Interviews and observations. Research tools used are questions, discussion Guide, interview guide and questionnaires. The main objective was to obtain information from Salasala

community particularly Salasala Kilimahewa to identify a specific problem in order to improve the existing social services.

Research tools were aiming at answering three research questions through research findings and pairwise ranking which shows that, Lack of Security was ranked as priority number one followed by Lack of health facilities, Inadequate infrastructure (Roads), Inadequate Education facilities, Access to clean and safe water, Inadequate transport, Lack of open space for playing, Lack of market, Inadequate skills on community projects sustainability and Youth unemployment - Formal & informal.

CHAPTER TWO

2.0 PROBLEM IDENTIFICATION

2.1 Background to Research Problem

The Community Needs Assessment was conducted in April, 2012 at Salasala Kilimahewa Mtaa, Wazo Ward, Kinondoni District in Dar es Salaam which is a new settlement area. Participatory Rural Appraisal was used to ensure community and other stakeholder's participation in identifying resources and needs of the community. The assessment was carried by using participatory methods such as Focus Group Discussions, Interviews and observations. Research tools used were questions, discussion Guide, questionnaires, interview guide and Pairwise Ranking.

The identified problems in Salasala Kilimahewa was presented before Salasala Kilimahewa Mtaa community at large where through prioritization exercise done in focus group discussion, ranked up the problems by the aid of pair wise ranking.

As per pairwise ranking matrix, the problem which was ranked as priority number one and which got high score was Lack of Security followed by Lack of health facilities, Inadequate infrastructure (Roads), Inadequate Education facilities, Access to clean and safe water, Inadequate transport, Lack of open space for playing, Lack of market, Inadequate skills on community projects sustainability and Youth unemployment - Formal & informal. The scores are shown in table 4.

From the pair wise ranking results, the CED student identified the problem of Lack of Security for intervention and came up with the strategy of Capacitating *Sungusungu*

(Security group) with cooperation with Police. As an intervention measure, this project proposal intends to enhance the community members of Salasala Kilimahewa to have a capacitated security group and community at large. In addition, the project is focused to ensure enforcement of roles and responsibilities which face less confusion and conflict.

2.1.1 Problem Statement

Crime prevention is everyone's responsibility. The Department of State currently considers the crime rate in Tanzania to be critical, particularly in Dar es Salaam. Ranked near the bottom of the UN's Human Development Index, Tanzania is known for endemic poverty. High unemployment rates, little investment in employment-generating industries, and low incomes associated with work in the informal sector create conditions of gross economic hardship (Tanzania 2011 OSAC Crime and Safety Report).

Over the past three decades, Tanzania has faced a series of economic crises caused by many reasons including oil crisis, drought, Tanzania – Uganda war, fluctuation of coffee price and collapse of the East African community in 1977. During 1970s and 1980s, the country experienced economic slump and unemployment increased significantly. Between 1990-1997, Tanzania economy continued to suffer and employment sector experience high retrenchment of workers from Parastatal and Public service. Also there was cut of subsidy in agriculture and other productive sectors. During the period 2000/01 to 2005/06 employment was reported to grow by 17.6% as indicated in a Study on Integration of Employment Issues in Development Frameworks, conducted by Ministry of Finance and Economic Affairs in 2010.

Despite several policies aimed at salvaging the economy, the country's poor economic performance, the high levels of corruption, smuggling of goods and embezzlement of

public funds, have had a severe impact on the lives of Dar es Salaam's estimated 3 million inhabitants. The city has also seen a dramatic growth in unplanned settlements. These conditions have contributed towards increasing levels of urban criminality, delinquency and violence (Dar es Salaam African Security Review Vol. 10 No 1, 2001).

The actual number of violent crimes in Tanzania is not exceptionally high, but petty crimes using threats of violence occur regularly. Assaults often commit crimes of opportunity. In Dar es Salaam for example, street crime is common which includes mugging, vehicle theft, "smash and grab" attacks on vehicles, armed robbery, and burglary. Thieves and pickpockets on buses and trains steal from inattentive passengers. Crime involving firearms is becoming more common. A series of robberies involving increasing levels of violence has occurred everywhere in Tanzania (Tanzania 2011 OSAC Crime and Safety Report).

Report on Dar es Salaam victimisation survey (2000) highlighted profiles on major crime trends and magnitudes experienced by city residents in the last five years to include burglaries, mugging, assaults, violence against women, and youths at risk. The people in the city feel unsafe in their residential areas after dark.

All these suggests that, visible policing by police involving community neighbourhood watch groups *Sungusungu*, ensures sustainable and substantive city's initiatives in crime prevention, reduction and control in communities especially in areas of the marginalized poor majority, given a political commitment, drive and will by leaders and residents. The move has to take into account problems which are currently reported to exist in the police force such as logistic problems, training and relationships between police and public which sometimes lack proper communication channels and understanding. All these

factors withholds police from sufficiently and effectively providing safety and security services expected by communities especially in rural and emerging Sub Urban around City jurisdictions. Salasala Kilimahewa is a new settlement area, so crimes such as robbery incidences are inevitable.

Tanzanian city governments are obliged to become involved in crime reduction efforts. The Dar es Salaam City Council has therefore initiated several projects to improve security in the city. In August 1998, the Dar es Salaam City Council, with the support of UN Habitat's safer cities programme, launched a project to build public awareness of safety and security issues (UN Habitat, 2001). Despite variations in opinion about the nature and extent of crime, a participatory analysis of crime in the city showed that crime was increasing and that local initiatives should be strengthened.

A number of community policing programs are in place resulted from the lessons learnt in Munich Police. Examples are the assignment of community policing officers in specific areas of local government administration (Polisi Kata), where designated police officers are permanently assigned to work within the community in every ward in the country. Another program generated is running primary and Secondary school programmes of public safety and security training. In primary schools the programmes are called *Usalama Wetu Kwanza* which means our safety comes first. In secondary schools TPF have public safety and security clubs known as Klabu za Marafiki. The programmes are currently in Dodoma, Dar es Salaam and Pwani regions. Very positive behavioral changes in children and students have been witnessed (Tanzania Police Force: www.policeforce.go.tz/, retrieved on 13th February, 2003).

In fact the basis of development of defense and security in Tanzania is the responsibility of the Tanzanian themselves and in particular every patriotic Tanzanian. The country has

no financial ability to employ a big paid force to manage its defense and security affairs. But still effective crime reduction depends on building partnerships and engaging in joint efforts between government actors and members of those communities that are affected by crime.

There is a need for a more visible presence of guards, either in the form of police officials or non-state agencies such as security guards or neighborhood watch patrols. Co-operation with or join the police, security guards, *Sungusungu* or neighborhood watch organizations to make the city safer. People believe it to be a priority, since they are prepared to take on the task themselves.

Community policing is a policy and a strategy aimed at achieving more effective and efficient crime control, reduced fear of crime, improved quality of life, improved police services and police legitimacy, through a proactive reliance on community resources that seeks to change crime causing conditions. This assumes a need for greater accountability of police, greater public share in decision making, and greater concern for civil rights and liberties (Friedmann, 1992).

As stated in the “MWONGOZO” 1971:

“...that the basis of development of defence and security in Tanzania, is on the Tanzanian themselves, and in particular every patriotic Tanzanian. The country has no ability to employ a big paid force to manage its defence and security affairs”

The policy statement pre-suggests that police alone will not be able to fight crime if residents do not support the crime control and prevention efforts. Solid working relationship between police and community they serve are the only lasting solutions in the ongoing and ever increasing battle against crime and criminality in the community.

To complement government efforts, a number of Security Companies ready to provide services to people and communities forming *Sungusungu* groups for their security have been increasing. About twelve security companies (12) are in place (www.zoomtanzania.com/Security-Guard-Companies, retrieved on 6th March, 2013). But the capacity of these groups is questionable. There is serious need for these groups to be strengthened in order to play a more meaningful role in development and to make a greater contribution to security and ultimately people involvement in development activities peaceful. This potential can only be fulfilled equitably if members of these groups are taken on board and empowered by building their skills and increasing community participation in security processes.

(i) Lack of Security

Building leadership capacity, security skills and sensitize the community is a major concern. This is because the *Sungusungu* group at Kilimahewa emerged out of Water Users Association where only few people are members.

The problem was identified by individual members of the community who participated in the process of Participatory Assessment. The researcher believes that, the community leaders can be helped to organize and develop their communities. However very often, people are elected, appointed or promoted to leadership position without any formal leadership training. But being a leader, one need leadership skills for effectiveness.

Salasala Kilimahewa being a new settlement area face risk in security, so it needs security skills of its members to define their roles with greater clarity and purpose and strengthen the capacity to plan for their future. Like other communities, Salasala Kilimahewa communities faces robbery problems and therefore stress the need for security capacity.

There is no police post within the area, Kawe Police Station is about 10Km from Salasala and Mtongani Police Post is about 6Km from the area. Stealing is very rampered in Salasala Kilimahewa (Arm robbery). Salasala Kilimahewa people have been attacked by bandits who use weapons. The attacks happen now and then and people are terrified and find no help and others have decided to abandon their houses. This was revealed during the Participatory Assessment, 2012. This hinders community development initiatives.

Currently, Salasala Kilimahewa has *Sungusungu* Group called Salasala Vision Group (VSG) where most of them have no security skills. The group in place is weak because it is financed by contributions made by members of Water Users Association who are very few and they contribute 5,000/= per month (No whole community involvement). So in terms of security skill, equipments and motivation to the group, there is a need to strengthen these areas. Therefore although the group is there, at member's level and at the leadership level, the group needs capacity building. Also there is a need to harmonize the interest of community members in order to have a common understanding. This can only be done by a strong leadership at all levels starting with the *Sungusungu* group, Mtaa leaders and security committee. In so doing therefore this project will contribute towards the better way of empowering *Sungusungu* (Security group) and will capacitate the Salasala Kilimahewa community at large.

2.2 Project Description

2.2.1 Target Community

The direct target group of the project is Salasala Kilimahewa community especially leaders and members of *Sungusungu* who failed to undertake planned activities due to inadequate security skills and inadequate funding caused by lack of volunteerism. Though the project aimed at capacitating leaders and *Sungusungu* group, it also had a multiple

effects to the entire community. The project will be implemented by Salasala Kilimahewa community Mtaa which is the host organization and the communities in the Mtaa where the group is.

2.2.2 Stakeholders

For a successful project, stakeholder's analysis was carried out and the table below shows major players that have a stake in the project:

Table 5: Stakeholders Analysis

STAKEHOLDERS	ROLES	EXPECTATIONS	PRIORITY
District Council-Security Department	-To provide technical support.	-Increased security (no crime/robbery).	1
	-To capacitate Mtaa leaders, group leaders and group members.	-Improved leadership style hence involvement of community in security issues.	2
		-Skilled security group.	3
Security Companies	-Provide education and support to community when needed.	-Decreased crime/robbery incidences.	2
Community	Working to protect their lives and properties.	-To live a peaceful life hence development.	1
Police Force	-To provide training on <i>ulinzi shirikishi</i> and security skills. -Provide support ones needed.	- Decreased robbery incidences. -Skilled community.	1

Source: Field Survey, 2012

2.2.3 Project Goals in CED Terms

Leaders were in a position that, they could not run the group properly due to poor volunteerism among community members and inadequate security skills. Community

members have no clear understanding of the group values, vision and mission. This is because there is no sensitization.

The project goal is to improve security skills. The project goal in CED terms is creating and supporting opportunities for community learning through education and skills development, sharing knowledge of locality and opportunities to learn through doing. So, the Goal of the project is to enhance the capacity of *Sungusungu* group in leadership and security skills.

2.2.4 Project Objectives

The project Objective is to enhance the capacity of *Sungusungu* group on security skills by June, 2013. The project has the following specific objectives:

- i. To train 34 Community leaders (Mabalozi, members of Subward security and defense committee, community group leaders and Subward leaders) in leadership and security skills by June, 2013;
- ii. To train 4 *Sungusungu* leaders in leadership skills by June, 2013; and
- iii. To capacitate 12 members of *Sungusungu* group in security skills by June, 2013.

2.3 Host Organization

The host organization is Salasala Kilimahewa Mtaa Community, Wazo Ward, Kinondoni District in Dar es Salaam which is a new settlement area. I started working with the community after introducing myself as a CED Student in April, 2012. There was no community accountability (volunteerism) because of the structure of the group as explained in the problem statement. It was realized that, there was a very serious need in building capacity of the Security group, community leaders and group members.

The structure of *Sungusungu* is that, those who are members in Water Users Association are contributors of Security services leaving majority of people in the community not contributing because not all community members are in the association.

2.3.1 Vision

Community free from crime.

2.3.2 Mission

Effective *Sungusungu* group through enhanced security skills.

2.3.3 Activities

The project activities are planned so as to achieve the project objectives. The following are the activities:

- i. Conduct needs assessment;
- ii. Facilitate identification of training team;
- iii. Training 34 community leaders in leadership and security skills;
- iv. Train 4 *Sungusungu* leaders;
- v. Train 12 members of *Sungusungu* group;
- vi. Conduct meetings to sensitize the community;
- vii. Continuously monitor the project activities;
- viii. Conduct project evaluation; and
- ix. Report writing.

2.3.4 Organisational Structure

Salasala Kilimahewa Sub ward (*Mtaa*) is the lowest level of the governance. Duties associated with the position are outlined in Government Notice No. 3 of 1994 in which

under section 56 the Sub ward chairperson (*Mwenyekiti wa Mtaa*) has power to appoint three persons to advise him/her on how best to perform Sub ward duties.

Under the principle of SUBSIDIARY, the City and Municipal administration through Ward and Sub ward administration the local government is brought closer to the people by involving them in decision making process and prioritising development requirements. This participatory initiative is essential in making development activities substantive and sustainable. The *Mtaa* Chairpersons are therefore required to be involved in the planning, implementation, monitoring and evaluation of safety and security issues in their jurisdiction.

Therefore, Salasala Kilimahewa *Mtaa* accepted a field practical training to be undertaken in their *Sungusungu* Group by conducting a participatory community needs assessment, to identify areas of weakness on the organization and suggest ways of improving it, in collaboration with the Community, Stake holders and *Sungusungu* group. When conducting the study, a priority needs ranking exercise was done to identify the priority intervention to undertake. The results indicated that, an enhanced security skills was ranked a top priority followed by community sensitization for the whole community to participate in security issues in their community.

2.3.5 CED Student and Host Organization Roles in the Project

The CED student assumed leadership training role and ensured that the project is on track and meet its objectives. The group leaders and members are responsible on attending various trainings aimed at building their capacity. Furthermore, Sub ward leaders are targeted separately to empower them to effectively participate in planning and decision making.

2.4 Summary

The chapter examined the problem of inadequate security skills to *Sungusungu* group in Tanzania but specifically to Salasala Kilimahewa *Sungusungu* group. Stakeholder's analysis was conducted to identify major players that have a stake in the project as indicated in table 5.

CHAPTER THREE

3.0 LITERATURE REVIEW

3.1 Introduction

This section employed a number of possible literatures available in revealing the continued increase of crime/security problems and different initiative taken worldwide in trying to reverse the trends of crime prevalence. This chapter covers crime/lack of security, people and fear of crime, empowerment and interventions measures.

3.2 Theoretical Literature

Cities are places of social interaction. Not all social interactions are however pleasant such as being a crime victim. We live in a world where security concerns have become an integral part of our daily thoughts, putting in check one of the basic elements of the cities' virtues, its liveability. Security is often linked to the condition of being safe from risk or free from fear of danger. Fences, padlocks, dogs, guards, security electronic devices, bullet proof cars, hermetic shopping malls or gated communities are just part of the common security urban landscape. A parallel but an overlapping development is the implementation of a range of initiatives that make citizens responsible for the security of their own environment. Security is no longer a matter of the police but of a diverse set of actors, ranging from private companies to community based groups, rarely with common interests, often under the umbrella urban governance (www. KTH AG2165 Security in the Context of Urban Sustainability 3_0 credits.mht, retrieved on 25th March, 2013).

3.2.1 Crime

Crime is an act or the commission of an act that is forbidden or the omission of a duty that is commanded by a public law and that makes the offender liable to punishment by that law; *especially*: a gross violation of law (www.merriam-webster.com/dictionary/crime).

According to a generally accepted principle, “*nullum crimen sine lege*”, there can be no crime without a law. A crime generally consists of both conduct (the *actus reus*) and a concurrent state of mind (the *mens rea*). Criminal acts include arson, assault and battery, bribery, burglary, child abuse, counterfeiting, embezzlement, extortion, forgery, fraud, hijacking, homicide, kidnapping, perjury, piracy, rape, sedition, smuggling, treason, theft and usury.

Blackburn (1993) defines crimes as ‘acts attracting legal punishment; offences against the community.’ Crime have consequences that are injurious in some way to the community at large or one or more people within it. These consequences range from the trivial to the severe. Blackburn notes that crimes are generally disapproved of by the society that so defines them and often involve the violation of moral rules. However, Blackburn also draws attention to some limitations of this way of defining crime. First, whilst it is true that defining an act as a crime indicates that some people disapprove of it, it is not true that all crimes are disapproved of by all people. For example, taking workplace stationery for personal use and exceeding the speed limit whilst driving are both criminal acts but ones which do not attract universal or even widespread social disapproval.

Second, whilst many criminal acts, such as murder, violate moral rules, a subset does not. This includes the so-called ‘victimless crimes’ such as the possession of banned drugs for personal use and other circumstances such as consensual sex between 15 years old. These are illegal in the UK, but it is not clear which, if any, moral codes they violate. The word ‘crime’, therefore, covers a diverse range of acts which apparently have little in common besides being defined legally as attracting officially sanctioned punishment if carried out.

Lemert (1972) compared a range of different societies and concluded that murder, rape and theft were universally condemned, whatever the prevailing legal system (although there was marked variation in how different societies responded to these acts). Feldman

(1993) suggests that, comparing societies ‘the core of criminal law is the same, but the border moves’. So whilst murder, rape and theft are considered crimes pretty much everywhere, the definition of many other acts as criminal depends heavily on which societies you look at, and when you look at them.

Countries in transition often experience increased levels of crime, making their citizens vulnerable to the exploits of criminals. Theft and violence are among the most frequently types of crimes affecting the lives of millions of citizens in Dar es Salaam (www.listeningtodar.org). Effective crime reduction depends on building partnerships and engaging in joint efforts between government actors and members of communities that are affected by crime.

3.2.2 Community Policing (CP)

Community policing is a policy and a strategy aimed at achieving more effective and efficient crime control, reduced fear of crime, improved quality of life, improved police services and police legitimacy, through a proactive reliance on community resources that seeks to change crime causing conditions. This assumes a need for greater accountability of police, greater public share in decision making, and greater concern for civil rights and liberties (Friedmann, 1992).

The objective of Community Policing is to enhance police-community partnerships in solving problems related to crime, fear of crime, social and physical disorder within their localities. This objective can be achieved through: (i) enhancement of efficient police service delivery; (ii) enabling of joint problem identification and solving through effective police-community communication and interaction; (iii) improvement of local policing

through the establishment of Ward Police and (iv) improvement of trust and confidence between the police and the community (Dominique, 2010).

In 1994, the Community Policing Consortium of the United State of America Department of Justice, Bureau of Justice Assistance (BJA), proposed four goals for Community Policing initiatives: (i) to reduce crime and disorder, (ii) to promote citizens' quality of life, (iii) to reduce fear of crime, and (iv) to improve police–citizen relations. In order to achieve these goals an efficient and effective means of communication is necessary.

The potential benefits of Community Policing include: (i) preventing and reducing crime as well as fear of crime; (ii) reducing disorder and anti-social behaviour; (ii) increasing feelings of safety; (iv) improving police-community relationships as well as improving police - community accountability. Other benefits are: reducing corruption in the police service; enhancing respect for human rights; and increasing the community's capacity to deal with local problems and changes in police officers' attitudes and behaviour towards policing (URT, 2010).

Community Policing in Tanzania started as “*Sungusungu*” (a people's Militia) which was established by the People's Militia Law of 1973 (amended in 1989). *Sungusungu* was a type of Community Policing adopted by African countries such as Kenya and Tanzania (Heald, 2002). This can be treated as the way of involving community members in policing activities with the aim of working together in order to fight against crime. According to the Ministry of Home Affairs (MHA) (2012), the core functions for the Tanzania Police Force are stated under section 5 of the Police Force and Auxiliary Service Act Cap 322 which states that:

“The Force shall be employed in and throughout the United Republic for the preservation of peace, the maintenance of law and order, the prevention and detection of crime, the apprehension and guarding of offenders and the protection of property, and for the performance of all such duties shall be entitled to carry arms”.

Community Policing can be regarded as a strategy of achieving police force core functions through the participation of Community members. According to Mwema (2008), most of democratic societies consider that, law enforcement is a shared responsibility between the institutions that are directly responsible for law enforcement and community members.

3.3 Empirical Literature

In terms of empirical data, in March, 2000 two studies were conducted into crime and violence in Dar es Salaam, a victim survey and a series of in-depth interviews on violence against women. The studies were initiated by the Safer City project in Dar es Salaam and UN Habitat in Nairobi to gain an understanding of crime levels in communities within the city council’s area of jurisdiction to assist in the development of a crime reduction strategy for the city.

Based on similar methodologies as those used in South African cities for gathering crime information and supplementing police statistics, the study consisted of a household victim survey of 1000 interviews and 42 in-depth interviews with women who had experienced violence and abuse. The questionnaires, refined through the experiences and results of surveys conducted in South Africa, were adapted to the Dar es Salaam environment.

Report on Dar es Salaam Victimization Survey (2000) highlighted profiles on major crime trends and magnitudes experienced by city residents in the last five years to include burglaries (43%), mugging (32%), assaults (16%) etc. Other profiles included in the

survey were violence against women, and youths at risk. Feelings of safety in areas of residence revealed 61% of the people in the city feel unsafe in their residential areas after dark. It is also in record that crime incidents reported and recorded by police in mid 90's towards the end were on increase at a rate of 8% annually (with about 53% increase in the last 10 years) this being in discount of 7 – 10% of “dark figure crime” due to a number of factors to be mentioned. Police /population/area ratio in the country is presently reported to be 1:1000: 41 (sq.km) while the “Standard Ratio Requirement” is supposed to be 1:200-400: 7-14 (sq.km).

The Victimization Report further revealed that about 50% of the city residents interviewed recommended that effective crime prevention interventions depends on police/public co-operation, in communityneighbourhood- watch groups (*Sungusungu*). It is in record that during the “peak” period of *Sungusungu* interventions (late 80's towards early 90's) crime rate in the country dropped by 60% and 72% in mugging and robberies respectively, with 20% drop in burglaries and 24% drop in assault cases.

Combination of these factors suggests that, visible policing by police involving community neighbourhood watch groups: *Sungusungu*, ensures sustainable and substantive city's initiatives in crime prevention, reduction and control in communities especially in areas of the marginalized poor majority, given a political commitment, drive and will by leaders and residents. The move has to take into account problems which are currently reported to exist in the police force that is logistic problems, training and relationships between police and public which sometimes lack proper communication channels and understanding. Combination of these factors withholds police from sufficiently and effectively providing safety and security services expected by communities especially in rural and emerging suburbs in and around City jurisdictions.

Tanzanian city governments are obliged to become involved in crime reduction efforts. The Dar es Salaam city council has therefore initiated several projects to improve security in the city. In August 1998, the Dar es Salaam city council, with the support of UN Habitat's safer cities programme, launched a project to build public awareness of safety and security issues (UN Habitat, 2001). Despite variations in opinion about the nature and extent of crime, a participatory analysis of crime in the city showed that crime was increasing and that local initiatives should be strengthened.

Police are finding that crime-control tactics need to be augmented with strategies that prevent crime, reduce the fear of crime, and improve the quality of life in neighborhoods. Fear of crime has become a significant problem in itself. A highly visible police presence helps reduce fear within the community, fear which has been found to be more closely correlated with disorder than with crime (Kelling, George L., and Mark H. Moore, 1988). However, because fear of crime can limit activity, keep residents in their homes, and contribute to empty streets, this climate of decline can result in even greater numbers of crimes. By getting the community involved, police will have more resources available for crime-prevention activities, instead of being forced into an after-the-fact response to crime.

3.4 Policy Reviews

Over the past three decades, Tanzania has faced a series of economic crises. Despite several policies aimed at salvaging the economy, the country's poor economic performance, the high levels of corruption, smuggling of goods and embezzlement of public funds, have had a severe impact on the lives of Dar es Salaam's estimated 3 million inhabitants. The city has also seen a dramatic growth in unplanned settlements. These

conditions have contributed towards increasing levels of urban criminality, delinquency and violence (Dar es Salaam African Security Review Vol. 10 No 1, 2001).

A number of community policing programs are in place resulted from the lessons learnt in Munich Police. Examples are the assignment of community policing officers in specific areas of local government administration (Polisi Kata), where designated police officers are permanently assigned to work within the community in every ward in the country. Another program generated is running primary and Secondary school programmes of public safety and security training. In primary schools the programmes are called *Usalama Wetu Kwanza* which means our safety comes first. In secondary schools TPF have public safety and security clubs known as Klabu za Marafiki. The programmes are currently in Dodoma, Dar es Salaam and Pwani regions. Very positive behavioral changes in children and students have been witnessed (Tanzania Police Force: www.policeforce.go.tz/).

As stated in the “MWONGOZO” 1971:

“...that the basis of development of defence and security in Tanzania, is on the Tanzanian themselves, and in particular every patriotic Tanzanian. The country has no ability to employ a big paid force to manage its defence and security affairs”

The policy statement pre-suggests that police alone will not be able to fight crime if residents do not support the crime control and prevention efforts. Solid working relationship between police and community they serve are the only lasting solutions in the ongoing and ever increasing battle against crime and criminality in the community.

3.5 Conclusion

The above evidence show that, there is a strong need to study community policing/*Sungusungu/Wasalama* in Tanzania and see to what extent they have contributed on security/crime prevention in the country. In this study, recommendation will be made

to policy makers so as to find ways through which Crime prevention will be everyone's responsibility by ensuring local initiatives are strengthened.

CHAPTER FOUR

4.0 PROJECT IMPLEMENTATION

4.1 Introduction

This chapter discusses the action and actual implementation of the project. It covers reports on project implementation, products and outputs have been shown. The project implementation plan, project staffing patterns has been shown as well as project budget have been indicated.

The project was to capacitate the *Sungusungu* group on security issues, as per group's needs prioritization exercise during needs assessment. The implementation process started with preparation of training manuals in leadership and CP as well as actual training of Salasala Kilimahewa members on security issues which was conducted to 50 participants who attended the training. The training was followed by the community mobilization and sensitization on Community Policing/Ulinzi Shirikishi/neighbourhood watch. The training was facilitated by the CED student and police.

4.2 Products and Outputs

The expected product and output in this project were:-

4.2.1 The Project Product

- (i) Training material document prepared and is on place used as reference and guide for community policing;
- (ii) Development of daily roster of *Sungusungu* for security reasons and compensation when problems occurred during night patrols;

- (iii) 34 Community leaders (Mabalozi, members of Subward security and defence committee, community group leaders and Subward leaders) trained in leadership and security skills;
- (iv) 4 *Sungusungu* leaders trained in leadership skills; and
- (v) 12 members of *Sungusungu* group capacitated in security skills.

4.2.2 The Project Output

Capacity building to 50 participants through training them on security issues will be an output of the project.

Table 6: Logical Framework

Project Structure	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Goal: To enhance the capacity of <i>Sungusungu</i> group in leadership and security skills.			
Objectives: To train 34 Community leaders (Mabalozi, members of Subward security and defence committee, community group leaders and Subward leaders) in leadership and security skills by June, 2013	Number of community leaders trained	Records, Training report	-Shared security responsibilities -Reduced crime/ Increased security
To train 4 <i>Sungusungu</i> leaders in leadership skills by June, 2013	Number of leaders trained	Records, Training report	-Enhanced leadership skills -Sustainable <i>Sungusungu</i> Group
To capacitate 12 members of <i>Sungusungu</i> group in security skills by June, 2013	Number of <i>Sungusungu</i>	Records, Training	Reduced crime

Project Structure	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
	members capacitated in security issues	report	
Output			
50 Salasala Kilimahewa community members trained in leadership and security skills.	Number of Salasala Kilimahewa residents involved in security issues.	Training reports	
Activities			
Conduct needs assessment	Needs assessment conducted	Reports	
Facilitate identification of training team	Training team on place.	Training team	
Training 34 community leaders in leadership and organization management skills	Number of community leaders trained	Training attendance	
Train 4 <i>Sungusungu</i> leaders	Number of <i>Sungusungu</i> leaders trained	Training attendance	
Train 12 members of <i>Sungusungu</i> group	Number of <i>Sungusungu</i> members trained	Training attendance	
Conduct meetings to sensitize the community	Number of community members sensitized	Meeting attendance	
Continuously monitor the project activities	Monitoring report	Report	
Conduct two project evaluation	Evaluation report	Report	
Report writing	Report	Report	

Source: Survey, 2013

4.3 Project Planning

4.3.1 Project Implementation Plan

It was planned to conduct the project from April, 2012 to June, 2013. Table 7 shows the Implementation plan.

Table 7: Project Implementation Plan**OBJECTIVE:** To enhance the capacity of *Sungusungu* group on security skills by June, 2013

Activities	Project Month															Resources Needed	Expected Output	Person Responsible	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15				
Conduct Participatory assessment (CNA)	X	X	X														-Stationary -Transport -Refreshment	CAN report	Researcher
Participatory (CNA) results/findings				X	X												-Stationeries	CNA findings	Researcher
Develop a project implementation plan								X	X								Stationeries Refreshment -Transport	Project implementation plan	Researcher
Develop a participatory monitoring and evaluation plan									X	X							Stationeries Refreshment -Transport	M& E Plan	Researcher
Facilitate										X	X						Refreshment	Training team	Researcher, Sub-

Activities	Project Month															Resources Needed	Expected Output	Person Responsible			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15						
identification of training team																					Ward Leaders
Training 34 community leaders in leadership and organization management skills											X	X							-Training Allowance -Refreshment -Transport Allowance -Training materials -Venue	34 community leaders trained	Police, Sub-Ward Chairman, Researcher
Train 4 <i>Sungusungu</i> leaders											X								-Training Allowance -Refreshment - Transport Allowance -Training materials -Venue	4 <i>Sungusungu</i> leaders trained	Police, Sub-Ward Chairman, Researcher
Train 12 members of <i>Sungusungu</i> group											X	X							-Training Allowance -Refreshment	12 <i>Sungusungu</i> members trained	Police, Sub-Ward Chairman,

Activities	Project Month															Resources Needed	Expected Output	Person Responsible	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15				
																	- Transport Allowance -Training materials -Venue		Researcher
Conduct meetings to sensitize the community												X					-Refreshment -Transport	-Other <i>Sungusungu</i> groups established -Collective responsibility	-Sub-Ward Chairman - <i>Sungusungu</i> Leaders -Researcher
Monitor the CED Project													X	X	X		-Stationeries -Transport		Researcher
Evaluate the impact of the CED Project															X	X	-Stationeries -Transport		Researcher
Report writing													X	X	X		-Stationeries	Report	Researcher

Source: Survey, 2013

4.3.2 Inputs

Table 8: Inputs Required for the Project Implementation

Input	Quantity	Cost
Refreshment	192,500 X 4	770,000
Training Allowances	20,000 X 7	140,000
Transport	5000 X 163	866,000
Stationeries/Questionnaires	20,000 X 15	373,800
Printing and photocopying	49,000 x 4	196,000
Venue	150,000x6	900,000
TOTAL		3,245,800

4.3.3 Staffing Pattern

The project mainly supported by different staffs who were involved in the project implementation; these included Sub Ward Chairman from Salasala Kilimahewa Sub Ward Office for his experience in the community, also are the peace and security committee in the respective Sub ward, Planning Officer who provided the expertise in project planning but also in the Monitoring and Evaluation, Human Resource Officer provided expertise in leadership skills and police officers from Kawe Police Station provided expertise in CP and security issues.

4.2.4 Project Budget

Project budget is shown in table 9 below.

Table 9: Budget and Resources

Category	Time	Cost Breakdown	Total Cost
Conduct Participatory Assessment (CNA) and Participatory (CNA) results/findings	Three months	Transport 5000 x 90 = 450,000 Questionnaire 40 PC X 2000 = 80,000/= Stationary = 200,000/= Refreshment = 400,000/=	1,130,000/=
Develop a project implementation plan	One month	Stationary = 20,000/=	20,000/=
Develop a participatory monitoring and evaluation	One month	Stationary = 20,000/=	20,000/=
Facilitate identification of training team	One week	Salasala Kilimahewa Sub-ward and CED student	-
Training 34 community leaders in leadership and organization management skills	One week	Refreshment – 34 x 5000 = 170,000/= Venue = 150,000 x 2= 300,000/= Stationary – 700 x 34= 23,800/= Transport – 34 x 2000= 68,000/= Training allowance = 20,000 x 3 = 60,000	621,800/=
Train 4 <i>Sungusungu</i> leaders	One week	Refreshment – 5000 x 8 = 40,000/= Transport – 2000 x 3 x 4 = 24,000/= Training allowance – 20,000 x 2 = 40,000/= Stationary – 1000 x 8 =8000/=	112,000/=
Train 12 members of <i>Sungusungu</i> group	One week	Refreshment – 5000 x 12 = 60,000 Transport – 2000 x 12 = 24,000/= Training allowance – 20,000 x 2 = 40,000/= Stationary – 1000 x 12=12,000/= Venue – 150,000 x 2=300,000	436,000/=
Conduct meetings to sensitize the community	One week	Refreshment – 1000 x 100 = 100,000/= Transport – 100 x 2000 = 200,000/= Venue – 150,000 x 2 = 300,000	600,000/=

Category	Time	Cost Breakdown	Total Cost
Monitor the CED Project	One month	Transport = 50,000/= Stationary =5000/=	55,000/=
Evaluate the impact of the CED Project	One month	Transport = 50,000/= Stationary = 5,000/=	55,000/=
Report writing	One month	Printing 200 pages x 500 = 100,000/= Photocopying 200 pages x 70 x 4 = 56,000/= Binding and Lamination of 4 copies 10,000 x 4 = 40,000/=	196,000/=
			3,245,800/=

NB: The projected budget for the project was 3,245,800/= but the actual budget spent is 2,345,800/=. The reason for this variation is that the host Organization that is Sub Ward Office provided free venue for training so no cost was incurred for venue on all trainings.

4.3 Project Implementation

4.3.1 Project Implementation Report

The project activities were planned so as to achieve the project objectives. The implementation is as follows:

i. Preparation of Training Manual

Training manual was prepared and is on place for future use. See Appendix 5.

ii. Identification of Training Team

Training team was identified whereby the training was facilitated by police from Kawe Police Post and CED Student. The sub ward chairman and one security and defence committee member were among the training team.

iii. Training

Training on security issues was conducted to 50 participants from Salasala Kilimahewa Sub- ward. The purpose of the training was to build capacity to security group so that they can successfully perform their security duties in the Sub-ward. There were three groups identified for training that is 34 Community leaders (*Mabalozi*, members of Sub ward security and defense committee, community group leaders and Sub ward leaders) trained in leadership and security skills; 4 *Sungusungu* leaders trained in leadership skills; and 12 members of *Sungusungu* group capacitated in security skills. Each group was trained for one week.

(a) Method and Facilitation Process

The Training was done by Police from Kawe Police Post Inspector Modest Msome and the training was conduct by using slow learners methodologies that comprised various set of training techniques which considered special needs of training process for people with all learning capabilities. This was a skill based training that targeted Voluntary Security Group and sub ward leaders who actively participate in security activities. The training aimed to enhance security skills.

To attain practical experience and knowledge in the whole process of generating and acquiring knowledge and skills to participants, application of adult learning based on participatory approach was necessary. Each topic was illustrated with practical examples and participants were given opportunities to ask questions on the topics. They were given practical assignments in groups to practice some of the concepts learnt. Participatory methods and approaches used during training included, sub groups and plenary discussions, verbal exercises, brainstorming techniques, case studies and models, questions and answers, night patrols related story telling, generating practical examples and experiential learning.

Opening and Closing sessions were done by Mr. Abdallah Mbondela, Salasala Kilimahewa Sub Ward Chairman. He expressed his gratitude to the participants and facilitators for the good work done and emphasized participants to put into practice what they have learnt during training. He emphasized on the need for more trainings on security issues for security of the area.

iv. Conduct Meetings to Sensitize the Community

Community sensitization was done whereby community members' meeting was conducted with the aim of having a common understanding on security issues. The meeting was chaired by the sub ward chairman. The meeting had following agendas as follows:

- Importance of security in the area;
- Community roles and responsibilities in security issues;
- Volunteerism; and
- Contribution to security issues.

4.3.2 Project Implementation Gantt Chart

After concluding the exercise on project identification, the project was formulated, its implementation scheduled and the corresponding Gantt chart was drawn as shown in table 10 below. The project objective being to enhance the capacity of *Sungusungu* group on security skills by June, 2013.

Table 10: Project Implementation Gantt Chart

Activity	Apr. '12	May. '12	June '12	July '12	Jan. '13	Feb. '13	Mar. '13	April '13	May' '13	June' '13
Conduct Participatory assessment (CNA)										
Participatory (CNA) results/finding										
Develop a project implementation plan										
Facilitate identification of training team										
Develop a participatory monitoring and evaluation plan										
Training 34 community leaders in leadership and organization management skills										
Train 4 <i>Sungusungu</i> leaders										
Train 12 members of <i>Sungusungu</i> group										
Conduct meetings to sensitize the community										
Monitor and evaluate the impact of the CED Project										
Report writing										

Source: Survey, 2013

4.4 Summary

In short, this chapter has shown the products and output of the project, it has shown the project implementation plan and the implementation report. The challenge encountered during the training was that, the participants got very inspired that time was seen as too short for the training. It was recommended to the Sub Ward that, due to the training needs, there must be training from time to time.

CHAPTER FIVE

5.0 PROJECT PARTICIPATORY MONITORING, EVALUATION AND SUSTAINABILITY

5.1 Introduction

This chapter explains participatory monitoring and evaluation in terms of design methods and tools used to define and elaborate project goals and objectives. The sustainability aspect evaluated to see whether the project has a capacity to function in the long run and to what extent the communities will continue in benefiting from its existence. It explains how data and information was gathered and analyzed in order to anticipate problems, formulates solutions and evaluates project performance. The chapter elaborates how progresses were measured during the different periods of the project implementation.

In projects and programmes beneficiaries should be involved throughout the conception, planning, implementation, monitoring and evaluation stages. Participatory approaches allow for, among other things, the sense of project ownership on the part of beneficiaries and hence their full support. It also allows for real needs of the beneficiaries, from their own point of view, to be taken on board at all stages. Involving the community from the beginning ensures that the project revolves around people's felt needs, and is therefore more responsive to local conditions. The participatory process also builds and promotes the community's ownership of the project. These are important factors that contribute to the success and sustainability of any community activity.

5.2 Participatory Monitoring

Monitoring plan was developed with the purpose of helping the organization to assess day-to-day activities performance. It was done daily as it is a continued assessment of the

performance of Voluntary Security Group, on individual level, group and overall VSG operation management. During the follow up exercise various information on the implementation were collected and analyzed. Activity monitoring plan was developed for the purpose of assessing the implementation of the activities according to what it has been planned against actual implemented.

5.2.1 Research Objective

In order to correctly establish the research objective for monitoring and evaluation, it was imperative to take note of the general project objective and goal as stated in chapter two as well as the implementation plan described in chapter 4. The research objective basically focused on keeping track of the correctness of the implementation of project activities and the extent of compliance to the project implementation schedule.

The project Objective was to enhance the capacity of *Sungusungu* group on security skills by June, 2013. This was to be implemented through strategies like: training 34 Community leaders (Mabalozi, members of Sub Ward security and defence committee, community group leaders and Sub Ward leaders) in leadership and security skills; training 4 *Sungusungu* leaders in leadership skills; and capacitate 12 members of *Sungusungu* group in security skills. Therefore the monitoring exercise was done to monitor the progress towards attaining the stated project objectives.

5.2.2 Participatory Monitoring Methods

Participatory monitoring method that was used is that of Participatory Rural Appraisal (PRA). Basic to this method was facilitating, enabling the community to be the analysts, mappers, presenters of their analysis and then in turn facilitators.

Participatory Rural Appraisal techniques are typically used in the field to gather qualitative data, often to complement quantitative data derived from traffic counts and origin and destination data. The implications of such an approach are summarised by Pretty and Guijit (1992):

'It will have to begin with the people who know most about their own livelihood systems. It will have to value and develop their knowledge and skills, and put into their hands the means to achieve self-development. This will require a reshaping of all practices and thinking associated with development assistance. In short, it will require the adoption of a new paradigm.'

Therefore some methods employed include Observation whereby the CED student and monitoring teams participated on observing what was going on, in VSG undertakings. Other method includes documentary review and interviewing some VSG members. Document review within organization program and other documents having the same focus were also reviewed and some monitoring guide developed specifically for day to day operational. This method was selected due to the fact that most of the information required was on the Salasala Kilimahewa Sub Ward Office documentary.

The Focus Group Discussion (FGD) method also was used to gather information and opinions from members. During the monitoring, the focus group discussion was employed in gathering the views about the security activities being undertaken.

(i) Monitoring Research Questions

This Study had a total number of 3 research questions distributed in terms of categories hence the monitoring was in line with that research questions so as to see:-

- (a) To what extent security selection skills have impact on the Salasala Kilimahewa community?
- (b) How far the skills of the VSG affect group development/progress?; and
- (c) What is the level of security skills among members of VSG?

(ii) Monitoring Research Tools

The performance of the VSG capacity building project was monitored using various monitoring tools like field visits whereby the CED students and monitoring team conducted several visits to VSG group. Field visits include the visits to individuals and group meetings.

Feedback mechanisms from the VSG leaders were also used. Review of the Project reports, work plans and stakeholders meeting are other tools used for monitoring the progress of VSG implementation progress.

(iii) Sampling and Sample Size

The sample size was determined using non statistical method, whereby the respondents were selected using purposive sampling due to the fact that they possessed special information needed for monitoring purpose. The selected respondents comprised of 2 VSG leaders; 4 VSG members, 2 community leaders and 2 Security committee members.

(iv) Present the Results

The project implementation monitoring exercise had intention of assessing the level of VSG on security skills and knowledge required for security issues/ community policing, planning and implementation as well as examining the performance trend of project in general.

The monitoring teams' discussion results revealed that VSG are working hard to be more effective and efficiency and get rid of the crime in the area. They do conduct group meetings as planned and discuss the issues pertaining security issues in the area. Group leaders are capable of managing the group project implementation and organizing group meetings, they are also capable of preparing and handling all group record keeping.

The group discussion results showed that, because of different techniques used by arm robberies, frequent/time to time training are needed to make the VSG adapt to those changes.

(v) Monitoring of Impact

The project undertaken by CED student was to enhance the capacity of VSG through training on security issues. This was to be implemented by training VSG on security and leadership skills. The impact of the project (enhancement of VSG in security issues), realized is shown in this document and other impact will be realized on absence of CED student.

5.2.3 Participatory Monitoring Plan

In order to keep track of the project implementation, it was important to monitor whether the activities were implemented in compliance to the project implementation plan. To this effect a project monitoring was developed after which actual monitoring was conducted.

Table 11: Monitoring Plan

Project Objective	Activity	Data/Information Gathering	Timeline	Responsible Person
To enhance the capacity of <i>Sungusungu</i> group on security skills by June, 2013	Training 34 community leaders in leadership and organization management skills	-Training manual -Training Schedule -Training report	Feb.2013 – March. 2013	CED Student Training Supervisor
	Train 4 <i>Sungusungu</i> leaders	-Training manual -Training Schedule -Training report	February,2013	CED Student Training Supervisor
	Train 12 members of <i>Sungusungu</i> group	-Training manual -Training Schedule -Training report	February, 2013 – March, 2013	CED Student Training Supervisor
	Conduct meetings to sensitize the community	Meeting report	March, 2013	CED Student Sub ward Chairperson
	Monitor the impact of the CED Project	Monitoring report	April, 2013 – June, 2013	CED Student Training Supervisor
	Report writing		April, 2013 – June, 2013	CED Student

Source: Survey, 2012

Table 12: Programme Monitoring Results Matrix

Categories of Information	What to Monitor	What records to keep	Who collects Data	Who use Data	How to use information	What decision can be made
1.Work Plan Activities	-Timing of activities -Availability of personnel/Resources	Monthly/Quarterly work plans -Work schedules	-Project Supervisor - CED student	CED student -Sub Ward	Ensure staff and other resources are available	Reschedule of activities and deployment of resources as needed.
2.Costs and Expenditure	-Budgeted funds amount on hand and expenditure - Balance in budget by approved cost categories	-Ledger expenditure -Receipts -Reports	-CED student -Project Supervisor	CED student -Sub Ward	-Ensure funds are available to execute activities	-Make budget and project revision. - Determine need for other funding Sources.
3.Staff and Supervision	-Knowledge, attitude and skills. -Education level staff	Performance review -Feedback from training attended	-CED Student -Trainers	CED student -Sub Ward	Motivational staff in training	Training needs credentials for the trainees
4.Commodities	-Stationeries for training -Transport -Refreshment -Training Allowances	Training Report	-CED Student -Project Supervisor	CED student -Sub Ward	-Ensure availability of commodities in stock and distribution to field - Ensure good condition	-Quantity to order -When to order - Amount to keep in reserve for emergency

Categories of Information	What to Monitor	What records to keep	Who collects Data	Who use Data	How to use information	What decision can be made
5.Results	-Quality of training conducted -Behaviour/ characteristics of trainees after the training	Training Report	-Project Supervisor -CED Student	CED student -Sub Ward	-Ensure objectives are realistic -Assess quality of training provided -Assess	-Revise objectives -Retrain staff - Revise security strategy -Revise project strategy and approach

Source: Survey, 2013

(i) Actual Monitoring

There were very little adjustments made in the plan. Generally the project was successfully implemented and all activities were implemented as planned.

5.3 Participatory Evaluation

Participatory evaluation advocates for involvement and participation of community members and other stakeholders in the design and execution of the evaluation process. Such approach is most preferred as it instils ownership, responsibility, commitment and empowers communities to appreciate their progress and achievements. The community was exposed to an opportunity to reflect on the situation before and after the project and what were the landmarks achieved that need to be sustained for community prosperity. The community was made to objectively assess the impact and accomplishment of the project and to what extent this has added to the quality of project implemented and community security maintained/crime prevention. Table 13 below shows Monitoring and Evaluation Plan.

Table 13: Monitoring and Evaluation Plan

I OBJECTIVE	II ACTIVITIES	III INDICATORS	IV DATA SOURCE	V METHODS/T TOOLS	VI PERSONS RESPONSIB LE	VII TIME FRAME
To enhance the capacity of <i>Sungusungu</i> group on security skills by June, 2013	Training 34 community leaders in leadership and organization management skills	-Number of days spent on the training -Number of trainers involved - The amount of money spent for project costs	-Project implementation plan -Monitoring and evaluation design schedule	-The logical framework -Project implementation schedule	-Project coordinator -CED Student	Feb.2013 – March. 2013
	Train 4 <i>Sungusungu</i> leaders	-do-	-do-	-do-	-do-	Febr.,2013
	Train 12 members of <i>Sungusungu</i> group	-do-	-do-	-do-	-do-	Feb., 2013 – March, 2013
	Conduct meetings to sensitize the community	-Number of days spent on community sensitization -Number of community members sensitized - The amount of money spent for project costs	-Project implementation plan -Monitoring and evaluation design schedule	-The logical framework -Project implementation schedule	-Project coordinator -CED Student	March, 2013
	Monitor and evaluate the impact of the CED Project	Monitoring and evaluation report	-do-	-do-	-do-	April, 2013 – June, 2013
	Report writing	Project report			CED Student	April, 2013 – June, 2013

Source: Survey, 2013

5.3.1 Performance Indicators

In completing the evaluation exercise, both formative and summative evaluation was made. These are indicators of success which essentially describe, determine and provide measures of success of the project in terms of performance outputs and participant Impact outcomes. Table 14 below shows indicators in terms of formative and summative evaluation.

Table 14: Summative and Formative Evaluation

NO.	FORMATIVE EVALUATION	NO.	SUMMATIVE EVALUATION
1.	Community leaders equipped with leadership and security skills	1.	-Enhanced leadership skills - Improved community mobilization on security issues -Improved security in the community
2.	<i>Sungusungu</i> leaders equipped with leadership skills	2.	-Enhanced leadership skills -Sustainable <i>Sungusungu</i> group
3.	VSG members trained in security skills	3.	-Effective <i>Sungusungu</i> group - Reduced crime
4.	Community sensitized in security issues	4.	-Shared security responsibilities -Reduced crime/ Increased security

Source: Survey, 2013

In the above evaluation, it is evident that the project has been implemented with greatest success. The evaluation has described the environment existing after the project has been implemented. This is a desirable environment that the project has been planned to achieve. Both the formative and summative evaluation clearly indicates positive outcome congruent to the objectives and goals of the project.

Table 15: The Logical Framework

NO.	NARRATIVE SUMMARY	INTERVENTION LOGIC	OBJECTIVELY MEASURABLE AND VERIFIABLE INDICATORS	SOURCE/MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
1.	Development of program objective	Enhanced security skills			
2.	Project objective/purpose	-To train 34 Community leaders (Mabalazi, members of Sub Ward security and defence committee, community group leaders and Sub Ward leaders) in leadership and security skills by June, 2013.	A total number of 34 community leaders trained in leadership and security skills.	-Records - Training report	-Shared security responsibilities. -Reduced crime/ Increased security.
		-To train 4 <i>Sungusungu</i> leaders in leadership skills by June, 2013.	4 <i>Sungusungu</i> leaders trained in leadership skills.	-Records - Training report.	-Enhanced leadership skills. -Sustainable <i>Sungusungu</i> Group.
		-To capacitate 12 members of <i>Sungusungu</i> group in security skills by June, 2013.	12 members of <i>Sungusungu</i> group capacitated in security skills.	-Records - Training report.	-Effective group. -Reduced crime.

NO.	NARRATIVE SUMMARY	INTERVENTION LOGIC	OBJECTIVELY MEASURABLE AND VERIFIABLE INDICATORS	SOURCE/MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
3	Results/Output	100% of targeted trainees got trained.	-Shared responsibility in security of the area. -Reduced crime/increased security.	Report	-do-
4	Activities	Conduct needs assessment	Needs assessment conducted	Project costs: Refreshment Stationary Transport Printing and photocopying	
Facilitate identification of training team		Training team on place.	Project costs: Refreshment Stationary Transport Printing and photocopying Training allowance		
Training 34 community leaders in leadership and organization management skills		Number of community leaders trained	-do-		
Train 4 <i>Sungusungu</i> leaders		Number of <i>Sungusungu</i> leaders trained	-do-		
Train 12		Number of	-do-		

NO.	NARRATIVE SUMMARY	INTERVENTION LOGIC	OBJECTIVELY MEASURABLE AND VERIFIABLE INDICATORS	SOURCE/MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
		members of <i>Sungusungu</i> group	<i>Sungusungu</i> members trained		
		Conduct meetings to sensitize the community	Number of community members sensitized	-do-	

Source: Survey, 2013

5.3.2 Participatory Evaluation Methods

The Project research evaluation was conducted with the objective of assessing the progress of the project for the management and stakeholders to be informed and appropriate measures to be taken when necessary; data for evaluation was collected by using simple and reliable method as follows:

(i) Observation

Field visits to the project area were done by a researcher and evaluation team to assess the ongoing activities. It was an opportunity to assess the situation in the ground and come up with first hand information. The observation was done with other group member as a participatory process which also gives the group members opportunity to see, discuss and give some recommendations. The advantage of this method were to enable VSG members and leaders to build the culture of visiting and exchanging experiences on the project and also enable them to know and see physically what is happening in the project rather than basing on performance reports.

(ii) Review of Secondary Data

Through this method written materials were reviewed to collect information and data pertinent to the project. Project documents such as meeting minutes and training reports was reviewed as source of information. Trainee attendance list and meeting register was used to reveal the participation of the target people.

(iii) Group Discussion

Discussion with group members and trainees was another method that was used to collect information about the project activities specifically on training and how it was going to achieve the intended objectives. The discussion also focused on the quality of training that was offered by the project.

In evaluation meeting the group of 12 VSG beneficiaries including community members was organized to meet the evaluation team. The meeting was organized for one session and facilitated by the researcher. The researcher managed to facilitate the session. It provoked active discussion, conducted on participatory basis.

5.3.3 Project Evaluation Summary

Performance indicators are a signal that, the project objectives have been achieved. It provides a simple means of measuring project performance outputs and participants impact outcomes. Table 16 below summarizes performance indicators in terms of inputs, outputs and impact indicators.

Table 16: Performance Indicators of Objectives

Project Objective	Input Indicator	Output Indicator	Impact Indicator
To enhance the capacity of <i>Sungusungu</i> group on security skills by June, 2013.	<ol style="list-style-type: none"> 1. 21days spent in training 2. 21 days spent on follow up 3. 2,435,800/= was spent as costs for training, supplies and follow up 4. 4 trainees were involved in the training. 	<ol style="list-style-type: none"> 1. 50 people trained 2. <i>Sungusungu</i> rosters prepared 3. Community sensitized in security issues 4. Project committee formed 	<ol style="list-style-type: none"> 1. Security improved 2. No theft/arm robbery reported 3. Volunteerism in security issues has improved 4. Community participation has improved 5. Security reports are prepared 6. Governance has improved

Source: Survey, 2013

5.4 Project Sustainability

The project continuity or sustainability refers to the capacity of a project to continue functioning, supported by its own resources (human, material and financial) even when external sources of funding have ended (CEDPA, 1994). Or refers to when the benefits of a project continue (Blackman, 2003). It relates to how my project ensures its capacity to function regardless of changes in external financing sources.

Training on leadership and security skills has instilled capacities for the Salasala Kilimahewa Sub Ward leadership that has proved to be valuable in improving governance and accountability. Apart from the skills they got from this project, continuous training in the event of leadership change after the project is imperative. Due to this fact, the project has developed a mechanism which ensures availability of training so that the benefits from

this project continue to be enjoyed by the community. The project has succeeded in convincing the Kawe Police District Community Policing to include in its annual program Salasala Kilimahewa continuous training on CP. This promise has been received with positive expectations that the project will continue with the same momentum.

5.4.1 Sustainability Elements

(i) Economic Sustainability

There is assurance of funding from a formalized Water Users Association whereby every Association member contribute 5000/= per month.

(ii) Social Sustainability

The project is acceptable by the community from its beginning. Also a number of community policing programs are in place resulted from the lessons learnt in Munich Police. Examples are the assignment of community policing officers in specific areas of local government administration (Polisi Kata), where designated police officers are permanently assigned to work within the community in every ward in the country.

(iii) Environmental Sustainability

The environment in which the project is being implemented is conducive. It has full support of the community and their leadership. The community can ask for CP training from Kawe Police Station as long as the need arise and the police are ready to do so.

5.4.2 Sustainability Plan

(i) Financial Sustainability

Sustainability is assured due to; strong and formalized Water Users Association, sensitization on collective responsibility on community security and support from Salasala Kilimahewa Sub Ward Office Ward.

(ii) Institutional and Programme Sustainability

- (a) The VSG institutional sustainability is guaranteed due to strong Salasala Kilimahewa Sub Ward Office. Competencies of Group Leaders like Chairman, Secretary and Treasurer. The group flexibility on adapting to the changing environment, and meeting strategies which serve as the performance reviews;
- (b) Readiness and willingness of community leaders to take a new responsibility after key prayers and community leaders trained and acquired leadership and security skills is a critical success factor for the project sustainability;
- (c) Support to be extended to District council will give immense strength to the Sub Ward. Also collaboration with Kawe Police Station who shall from time to time provide support; and
- (d) The strengthening of sound communication mechanism between community, police and security companies in the area will have great meaning for security keeping.

(iii) Political Sustainability

Due to the fact that, all members of the Sub Ward are elected members, political commitment shall always be there because they are part of the trainees in the project. They are given specific responsibilities to make their training and acquired skills meaningful to their community. Also the government has already declared that, villages shall be nuclei for development. Crime prevention is everyone's responsibility. The project is in line with government policy on Community Policing.

(iv) Sustainability Indicators

The indicators to be examined, in the community participatory assessment to assess the sustainability of the capacity building project in VSG includes;

- (a) Skills on Leadership;

- (b) Increase in security in the area;
- (c) Enhanced security skills;
- (d) Increase in collective responsibility; and
- (e) Increase in number of security groups in the area.

(v) Institutional Future Plan

VSG currently has not managed to raise enough funds to effect the operational of the organization, however, the group planned to look for more fund raising basing on the identified strategies which includes more people contributing for *Sungusungu*.

5.5 Summary

The aspects of monitoring, evaluation and sustainability covered indicate that, the project was implemented towards its completion with minimum adjustments during implementation. The project has been designed to be concluded as at 30th June, 2013. It was successfully implemented and the community has now seen light with regard to what they are required to do in crime prevention/security maintenance in their area.

Monitoring and evaluation was conducted to capacity building project to VSG through enhancing security skills. The purpose was to systematically investigative though collection of information to determine whether a project is meeting the proposed goals and objectives. The process of monitoring and evaluation began at the start of the project whereby the baseline information during the CNA and follow up information were compared to see the level of changes occurred as a result of undertaking the project.

CHAPTER SIX

6.0 CONCLUSION AND RECOMMENDATION

6.1 Conclusions

The project has been designed so that when successfully implemented in the community will bring a difference in terms of crime prevention/security maintenance at *Mtaa* level. The good policies with regard to this subject that the government has formulated since the inception of Community Policing have not been adequately implemented. The project will show a way towards compliance to government legislations formulated long time ago. Community Policing in Tanzania started as “*Sungusungu*” (a people's Militia) which was established by the People’s Militia Law of 1973 (amended in 1989). *Sungusungu* was a type of Community Policing adopted by African countries such as Kenya and Tanzania. This can be treated as the way of involving community members in policing activities with the aim of working together in order to fight against crime.

It is my belief that, good lessons learnt from the successfully implementation of this project in the Sub Ward will be called up to other Sub Wards in the District. Also it is my belief that, with full coverage of the project to all community, there shall be a meaningful transformation of our *Mitaa* that will be evidenced by a faster pace of development they will experience in a long run. I finally recommend that, the government should seriously take a lead in the whole aspect of crime prevention.

6.2 Recommendations

Community Needs explored through social economic services targeting at identifying community opportunities, problems and causes of the problems have revealed the different needs the community is having at Salasala Kilimahewa Sub Ward. There is a need for the

government to draw a roadmap towards the total solution of all problems. Research recommends the following:-

- i. The government should take a lead in instituting programmes to be implemented at the Sub Ward level aimed at correcting the identified anomalies. Examples of these are Access to clean and safe water, Lack of health facilities, Lack of market, Inadequate transport, Inadequate skills on community projects sustainability, Youth unemployment - Formal & informal, Inadequate infrastructure (Roads) etc ;
- ii. Community should be involved in development of such programmes for the best it could and should be made to own the whole process from identification to implementation. Communities are always willing to take part in these programmes only that they need to be given an opportunity to participate;
- iii. Capacities should be built to the community so that they are left to perform some of their functions with their own resources. On the other hand, the government should facilitate the capacity building process; and
- iv. Governance and accountability systems should be put in place. The Sub Ward council should be looked as a Sub Ward government that could perform by following rules and regulations already set by the government. With proper government guidance, our Sub Wards including Salasala Kilimahewa Sub Ward will have a wonderful performance.

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APPENDICES**Appendix 1****CHECK LIST FOR FOCAL GROUP DISCUSSION (LEAD QUESTIONS) –English****Version**

1. What are the opportunities/strength in Salasala community?
2. What are social economic challenges facing the Salasala community? Water, education, security, health, roads, transport etc
3. What do you suggest should be done to encounter the challenges?
4. What are your general comments on Salasala community?
 - People (types of people, occupation, sources of income)
 - Social services availability (hospitals, roads, schools, electricity, water, waste management etc)

Appendix 2**Checklist used to gather information (Swahili version)****Mwongozo wa Maswali kwa wananchi wa Salasala**

Tafadhali unaombwa kujibu maswali haya ambayo yameandaliwa kwa ajili ya ufahamu wa jamii ya Salasala na uboreshaji wa huduma za kijamii.

1. Je kuna fursa zipi Salasala? mfano, huduma za kijamii kama miradi ya maji, barabara, ulinzi n.k
 - 1.1 Je unaridhika na huduma zilizopo?
2. Je ni matatizo/changamoto gani za kijamii na kiuchumi zinazoikabili Salasala? Mfano (maji, ulinzi/polisi, usafiri, barabara, shule, hospitali)
3. Unafikiri nini kifanyike kuondoa changamoto zilizopo?
4. Nini maoni yako ya jumla?

*****MWISHO*****

(Asante kwa ushirikiano)

Appendix 3**Questionnaire**

Questionnaire code number.....Location.....Date.....

1. Gender

- a. Male ()
- b. Female ()

2. Education level of the respondents.

- a. Primary ()
- b. Secondary ()
- c. Technical/Vocational ()
- d. College ()
- e. Higher Learning ()

3. Major sources of livelihood

- a. Farming ()
- b. Livestock keeping ()
- c. Business ()
- d. Employment ()

4. Major community problems

- a. Lack of clean and safe water ()
- b. Lack of security ()
- c. Youth unemployment ()
- d. Lack of health services ()
- e. Lack of infrastructure ()
- f. Inadequate transport ()

5. What is your average monthly income?

- a. Less than Tshs. 150,999 ()
- b. Between 150,000 and 200,999 ()
- c. Between Tshs. 300,000 and 500,999 ()
- d. More than Tshs. 600,000 ()

THANK YOU FOR YOUR TIME

PICTURES



Haman Mwange CNA member (standing) giving introduction to women focus group discussion at Salasala Kilimahewa. Others are not seen in the picture.



Researcher conducting CNA with women Focus Group Discussion. Other CNA members not seen in the picture.



Researcher conducting an interview with a key informant Mr. Abdallah Mbondela who is the Chairman of Salasala Kilimahewa Mtaa at Salasala Kilimahewa Mtaa Office.



Youth boys and girls Focus Group Discussion, others not seen in picture.



Women Focus Group Discussion conducted at Salasala Kilimahewa. From left is Cesilia Josephy Massana, Mariam Ambali, Cesilia D. Nkwamu (CED Student), Fatuma Mussa, Shida Iddi, Sesilia Stansilaus, Happy Mikidadi, Eliza Fanuel and Sophia Iddi.



Participant giving experience to other fellow wasalama/Sungusungu during Community Policing training.



Salasala Kilimahewa Sub Ward Chairman Mr. Abdallah Mbondela explaining some issues to participants.



VSG Chairman giving interesting experience on night patrols/ Sungusungu Operations.



Participant explaining how he was injured during Sungusungu operations.



Participants listening to facilitator.



Inspector Modest from Kawe Police Station teaching participants on Community Policing.



Participants listening to teachings on Community Policing.



Inspector Modest giving demonstration on crime technique.

Appendix 5

**TRAINING MANUAL ON COMMUNITY POLICING AND
SUNGUSUNGU/WASALAMA FOR SALASALA KILIMAHEWA COMMUNITY**