Volume 3 Number 1
2023

Tanzania Journal of Community Development (TAJOCODE)

Online: ISSN 2773-675X
Copyright @ TAJOCODE

The Journal that advances the profession and practice of Community Development

JOURNAL INFORMATION

The Department of Agricultural Extension and Community Development owns as well as offers its expertise and oversees the management and the review process of the journal. Even though, editorial decisions are based on the quality of submissions and appropriate peer review, rather than on any political, financial, or personal influences from the department, Sokoine University of Agriculture (SUA), and other stakeholders. TAJOCODE follows Committee on Publication Ethics (COPE) guidelines (visit www.publicationethics.org for details) to manage its peer-review process. All authors are welcome to submit complaints and appeals to the editor's decisions. Please contact the Chief Editors for any queries.

EDITORIAL BOARD

Chief Editors:

- Prof. Rasel Mpuya Madaha (PhD)**,** *Sokoine University of Agriculture, Tanzania,*

Email: *rasel.madaha@sua.ac.tz*

- Dr. Regina Malima (PhD)**,** *the Open University of Tanzania*

Email: reginamalima@out.ac.tz or regina.malima@yahoo.co.uk

Associate Editors

- Dr. Ponsian Sewando (Tengeru Institute of Community Development-TICD: ponsiansewando@gmail.com)
- Novatus Justinian Kaijage (Community Health and Social Welfare Africa, COMHESWA: kaijagecd@yahoo.com)

Other Members of the Editorial Board

- James O. Bukenya, Professor of Agricultural and Applied Economics and Director of the Office of Research Compliance at Alabama Agricultural and Mechanical University (AAMU), P. O. Box 1042 Normal, AL 35762, P. O. Box 1042 Dawson Building Rm 316K | Alabama A&M University | Normal, AL 35762 (office) 256-372-5729 | (fax) 256-372-5906 email:james.bukenya@aamu.edu
- Krijn Peters (Associate Professor in Post-war Reconstruction, Rural Development and Transport Services, Department of Political & Cultural Studies, Swansea University, James Callaghan Building, Singleton Park, Swansea SA2 8PP, Wales, UK. Tel (44) (0)1792 295183, K.Peters@swansea.ac.uk)
- Prof. Nyankomo Marwa, Professor of Development Finance and Econometrics at the University of Stellenbosch Business School, as well as visiting Professor at University of New Brunswick and the University of Saskatchewan, Canada as well as the Mwalimu Nyerere University of Science and Technology, Tanzania, Email nyankomo@usb.ac.za and nyankomo.marwa@gmail.com
- Robin Neustaeter, PhD, Assistant Professor, Department of Adult Education, Program Teaching Staff, Coady International Institute, St. Francis Xavier University, 4545 Alumni Cres., P.O. Box 5000, Antigonish, Nova Scotia, Canada, B2G 2W5: rneustae@stfx.ca)
- David James Manyerere, Senior Lecturer in Development Studies at Mkwawa University College of Education (A Constituent College of the University of Dar es Salaam). Email: davidmanyerere@gmail.com/manyerere@muce.ac.tz
- Brianne Peters. Brianne is an expert on Asset Based and Citizenled Development (ABCD) and Program Teaching Staff at Coady International Institute St. Francis Xavier University, bpeters@stfx.ca
- Zena M. Mabeyo (PhD)Senior Lecturer, Ag.Deputy Rector, Planning Finance and Administration, Institute of Social Work, P.O.Box 3375, Dar es Salaam. East African Regional Representative - Association of Schools of Social Work in Africa (ASSWA) Emails: mabeyo@isw.ac.tz and Zlyuwo@ yahoo.com
- Solomon Mhango (Agricultural innovations and Gender, Tengeru Institute of Community Development-TICD: mhangos2004@yahoo.co.uk)
- Elimeleck Parmena Akyoo (Senior Lecturer, Tanzania Institute of Accountancy-TIA: eparmena@gmail.com)
- Respikius Martin (Senior Lecturer, Sokoine University of Agriculture-SUA: rmartin@sua.ac.tz)
- Godfrey Martin Mubyazi, Chief Research Scientist (Head), Department of Library, Medical Museums & Publications (Since April 2021), (Former Head), Department of Health Systems & Policy Research (2010 - March 2021), (Currently & Newly Appointed): Editor-In-Chief, Tanzania Journal of Health Research (TJHR), National Institute for Medical

Research (NIMR) 3 Barack Obama Drive P.O Box 9653, 11101 Dar es Salaam, Tanzania, email: godfrey.mubyazi@nimr.or.tzand gmmubyazi@gmail.com
- Mirau Mbise, Lecturer in Economics at Mkwawa University College of Education (A Constituent College of the University of Dar es Salaam), email mirau2010@gmail.com
- Japhace Ponsian,, Senior Lecturer of Political Economy, extractive governance, and Community Engagement at Mkwawa University College of Education (MUCE), Email jponcian@yahoo.co.uk
- Msaki Juda Leonard, Senior Lecturer Finance & Economic Systems Researcher/Consultant Banking & Finance | MoCU [University], minajuda@yahoo.com and jlmsaki@gmail.com
- Chakupewa Joseph Mpambije, Senior Lecturer of History, Political Science, Health systems, local government reforms, and Development Studies at Mkwawa University College of Education (MUCE), Email chakjompa@yahoo.com
- Dr. Boniphace Shimba Francis, Lecturer of Political Economy and Management Science, the University of Dodoma, Email: shimbabony@gmail.com
- Amon Exavery, Statistics, Epidemiology, and economics. Senior Research & Learning Advisor at Pact/Tanzania, Plot No 1387c, Uporoto St, Dar es Salaam, email: amonexavery@gmail.com
- Gabriel K. Nzalayaimisi(Ph.D) Senior Lecturer, Sokoine University of Agriculture-ganzalayaimisi@yahoo.co.uk
- Dr. Boniphace Shimba Francis, Lecturer of Political Economy and Management Science, the University of Dodoma, Email: shimbabony@gmail.com
- Dr Lancina Doumbia, University of Sciences, Techniques and Technology of Bamako (USTTB) (Mali), ldoumbia007@gmail.com, Cell: +22376429139
- Rose Mtei (Ph.D ongoing), Tengeru Institute of Community Development-TICD: mteirose@gmail.com)
- Juma Almas Mhina, (Ph.D ongoing), Tengeru Institute of Community Development-TICD: mhinaa75@gmail.com and juma@ticd.ac.tz)- Ph.D. Ongoing

Information on submission

TAJOCODE is a peer reviewed journal. Visit journal's website for details https://www.coa.sua.ac.tz/extension/tanzania-journal-of-community-development-tajocode

DISCLAIMER

The Editorial Board, TAJOCODE, CODEPATA, Department of Agricultural Extension and Community Development of SUA and our publishers (referred to as the organs of the journal) make every effort to ensure the accuracy of all the information (the "content") contained in our publication. However, the mentioned organs, our agents, and our licensors make no representation or warranties whatsoever as to the accuracy, completeness, or suitability for any purpose of the content. Any views and opinions expressed in this publication are the opinion and views of the authors, and are not the views of or endorsed by the organs of the journal. The accuracy of the contents should not be relied upon and should be independently verified with primary sources of information. The organs of the journal should not be liable for any losses, actions, claims, proceedings, demands, costs, expenses, damages, or other liabilities whatsoever or howsoever caused arising directly or indirectly in connection with, in relation to or arising out of the use of the content. Other details about the journal can be accessed at https://www.coa.sua.ac.tz/extension/tanzania-journal-of-community-development-tajocode

A Narrative Review of Community Engagement in the Identification, Implementation, Monitoring and Evaluation of Health Projects in Tanzania

Angela M. Jesse and Emmanuel T. Malisa[1]

Article history
Received:21/10/22
Revised: 31/10/24
Accepted:13/12/24
Published online:
15/12/2024
Keywords:
Community engagement, health projects, project identification and implementation.

Community engagement in development projects enhances community ownership, improves capacities of the involved stakeholders, and ensures sustainability of projects. Reviews have focused on community engagement in water projects, road construction and education services. This study reviewed the community engagement in health projects due to their importance to human life. A narrative review was conducted, mainly through ResearchGate, GoogleSearch, GoogleScholar and ScienceDirect. A conceptual framework was constructed based on the reviewed literature. The study found that there were health projects which were successfully implemented due to proper community engagement while to most of the projects the community engagement was faced with numerous challenges including poor communication between technical staff and the community; unqualified technical staff; poor community engagement process; poor management capability and limited transparency. While success of health projects is subject to numerous factors, community engagement throughout the project is crucial because it influences the other factors. Therefore, community engagement ought to receive the utmost importance when contemplating planning and implementing health projects. There is a need to employ technical staff who are well-trained and experienced in community mobilization before projects identification starts. This should be coupled with supporting community engagement in all stages of a project.

[1] Department of Development and Strategic Studies, College of Social Sciences and Humanities, Sokoine University of Agriculture, P.O. Box 3024, Morogoro, Tanzania. Corresponding author: Emmanuel T. Malisa, Email: malisaet@sua.ac.tz Mobile phone: +255754 877404

Suggested citation: Jesse, A. M. and Malisa, E. T. (2023). "A Narrative Review of Community Engagement in the Identification, Implementation, Monitoring and Evaluation of Health Projects in Tanzania", Tanzania Journal of Community Development 3(1): 83-101

1.0. Introduction

Community engagement is a global issue to ensure sustainable development through involving communities to their own development process. It enables people to understand all development activities taking place within their society. It is also a way of knowing what is done by the government and other development stakeholders (Mwiru, 2015). Engaging the community to the development projects also provides the opportunity for the community members to recognize their capabilities and responsibilities in the development process. Therefore, understanding and participating in development projects leads the community members to have a total ownership of any development project implemented at their level; increases knowledge and skills as well as social network between communities and other stakeholders; and promotes good governance (Mwiru, 2015; Mubita et al., 2017). There are different development projects implemented within communities including health, education, water, and infrastructure such as road construction and installation of electricity. The mentioned development projects are implemented by both public and private sectors. Ideally, the government is mandated to provide goods and services to the community while the private sector, including profit and non-profit organizations are implementing such projects for legitimacy purpose (Jesse & Bengesi, 2018a). But when doing so they provide the same services provided by the government hence, it is important to have a great constructive collaboration specifically in the planning process to avoid duplication of social services which leads to the wastage of resources (Jesse & Bengesi, 2018b). To have sustainable projects, the community must be actively engaged in the project identification, implementation, and monitoring process.

In view of the above, there are different established worldwide strategies to facilitate community engagement in development projects. For instance, the International Federation of Red Cross and Red Crescent Societies (2023) proposed a theory of change where communities are the center of change in any implemented development project. Moreover, Pact (an international nonprofit organization) had formulated different ways of improving community engagement to achieve the global goals (Laird, 2023). Considering the importance of engaging community to development projects as explained earlier, the East African countries are also guided by different strategies to ensure community engagement to community development projects. Among the strategies are the Guide to Community Engagement for Power Projects in Kenya developed by Power Africa partners (2018); the 2021-2025 Strategic Plan for Republic of Rwanda which emphasizes on community involvement to decision making and youth engagement to development projects; and the Community Development Policy of Rwanda which insists on engaging the community to the development issues specifically on identifying their own issues, designing ways of solving them, monitoring and evaluation of their own implemented plans and other issues pertaining development of their community (Republic of Rwanda, 2008). In the same vein, there are different directives in Tanzania guiding the process of engaging the community to development projects including but not limited to the Tanzania Guideline for Community Engagement and Municipal PPP Project; Community Development Policy; National Plan of Action for Child Participation 2014-2019; Tanzania Guideline for Community Engagement; and Municipal PPP project prepared by the Ministry of Regional Administration and Local Government (PO-RALG). The mentioned guideline prepared by PO-RALG documents steps for engaging the community to the development projects. The steps include defining the purpose of engagement, deciding on the community citizens and groups to engage, conducting a community engagement ranking assessment, selecting methods for engaging and implementing engagement plan, tracking issues and complaints management process and reporting and monitoring (https://www.tamisemi.go.tz/).

One of the common methodologies for community engagement to development projects in Tanzania is the Opportunities and Obstacles to Development (O&OD). This was introduced to

foster bottom up approach where the community identifies their needs and set their priorities (Mbezi, 2019). The benefits of the O&OD methodology include increasing the sense of ownership, promoting transparency and accountability, weakening of dependency level and promoting self-reliance, increasing accountability to the leaders at the local government level and the community members as well as motivating the community members to understand and own the outcome of their decisions (Fjeldstad, 2010). Based on literature, the implementation of O&OD was faced by different challenges such as structural and management issues, lack of technical capacity among ward facilitators, community decisions were determined by central priorities and guidelines; and budget ceiling were delayed (Fjeldstad et al., 2010; Mefunya, 2011; Mbezi, 2019). The mentioned challenges resulted to continuing with the top-down planning process and sometimes a mixture of the two (bottom up and top down). The O&OD was mostly used for the government development projects in Tanzania. The O&OD implementation challenges in Tanzania are similar and/or related to challenges experienced in other countries. Among the challenges are political interference, lack of resources, geographical position, bad governance system, lack of commitment to the project implementers (Mubita et al., 2017; Reynolds & Sariola, 2018). In the same vein, other studies have revealed factors affecting community engagement in development projects such as lack of knowledge on project management, poor communication between the community and project implementers, lack of management professional capacity, financial and human resource problems (Kilewo & Frumence, 2015; Kayuga, 2015). Moreover, Jesse (2019) and Mbirigenda (2020) reveal that, some organizations in the private sector, including corporates/companies, have proven failure in engaging community specifically when implementing Corporate Social Responsibilities (CSRs). Although studies have documented different challenges regarding community engagement to community development projects, other findings put forward successful stories of community engagement to development project including raising of income, empowerment, and high level of inclusiveness specifically for the education projects (Mell, 2018; Webber et al., 2020; Puschner, 2024).

The positive and negative experiences regarding community engagement in development projects justify the need to explore further on community engagement in development projects in Tanzania. Successful implementation of community development projects contributes to the attainment of the sustainable development goals (SDGs). Sustainability of development projects is highly attributable to effective community engagement as explained earlier. Different reviews have focused on the strategies to ensure sustainability of projects in sustainable tourism, and gas extraction in general (Dungumalo & Madulu, 2003; Chami, 2018; Mwanyoka et al., 2019; Poncian, 2021). This narrative review focuses on community engagement in health projects implemented in Tanzania. Thus, reviewing the community engagement in identification, implementation, and monitoring process of health projects will contribute to the effort to come up with effective ways towards enhanced community engagement in health projects. Specifically, the review focused on examining the community engagement in identification of health development projects; and determining community engagement in the implementation, and monitoring and evaluation of health projects in Tanzania. The findings of the review will contribute in the implementation of the SGD number 3, which is “good health and wellbeing”.

1.1. Conceptual Framework

Community, as beneficiaries, needs to be engaged in the identification and implementation of projects concerning them. It is important to understand the nature of the community to identify the potential needs that should be addressed during the needs assessment process. Community members need to be involved in setting priorities and agreeing on the kind of the project to be implemented. This provides confidence and a sense of ownership to the community members. It is also important to engage the community in the implementation process where they participate by providing professional, physical, and financial assistance. They also need to be involved in the process of monitoring and evaluation through which they have an opportunity to assess their projects and agree on the necessary course of action in view of the projects' status. Furthermore, preparing reports on projects' performance and sharing with the community members is important. All these ensure transparency in the whole process of project planning and management, thereby improving community skills, creating close relationship between service providers and the community, enhancing a sense of ownership and increasing likelihood of projects' success and sustainability (Figure 1).

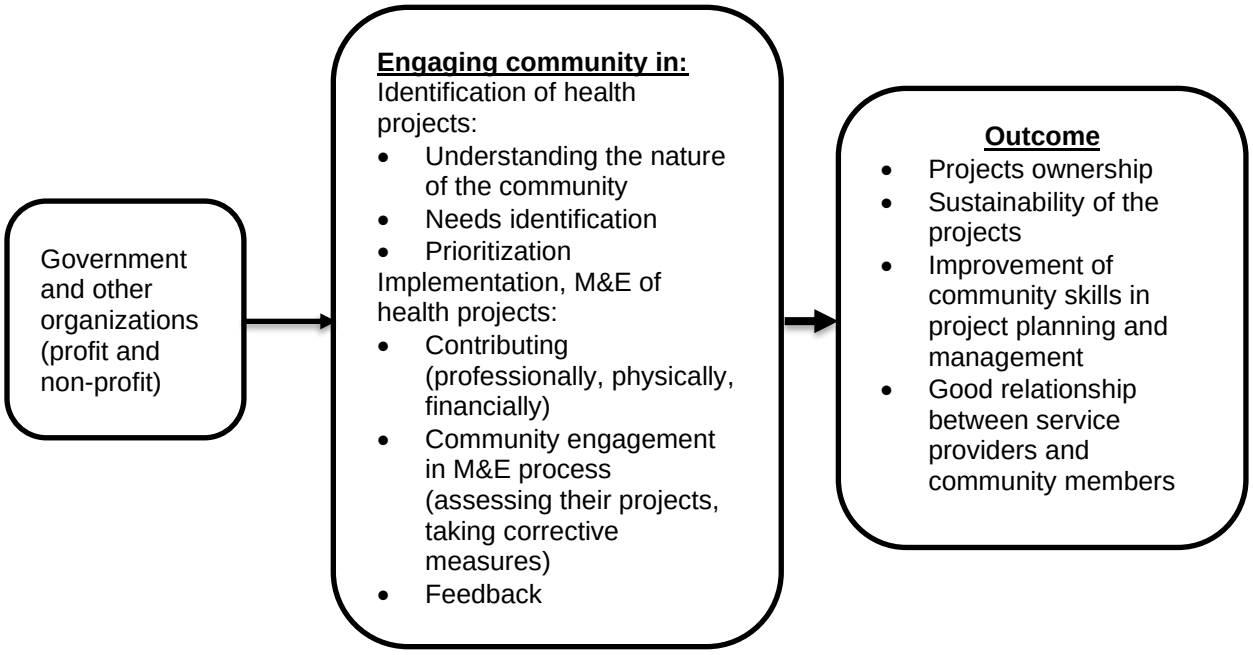

Figure 1: Conceptual Framework

2.0. Methodology

The study employed a narrative review of literature based on the topic at hand. In this regard, different guidelines showing the process of community engagement in development projects, and studies on community participation in identification and implementation of health projects in Tanzania were reviewed. The review of this paper was achieved through categorizing, evaluating, interpreting, and comprehending cohort studies relevant to the topic of interest. This approach facilitated a thorough examination of the existing literature on community engagement in health development projects. The process involved a comprehensive search of pertinent scholarly articles across various academic search engines and databases, ensuring a robust selection of sources. The databases searched encompassed Google search (83), Google Scholar (82), AJOL

(74), JSTOR (67), ResearchGate (94), ScienceDirect (80), and Scopus (43). These platforms were chosen for their extensive repositories of peer-reviewed articles, which are critical for conducting a narrative review. According to Bae (2014), narrative review is a comprehensive, critical, and objective analysis of the current knowledge on a topic. The search terms employed include, regulatory frameworks facilitating community engagement worldwide; regulatory frameworks facilitating community engagement in development projects in Tanzania; community engagement; challenges for community engagement in development projects; community engagement in identification of health development projects; success and failure for engagement of community in health development projects; monitoring and evaluation process of health development project in Tanzania; and community engagement in health development projects in Tanzania. A step-wise methodological approach was followed (Figure 2).

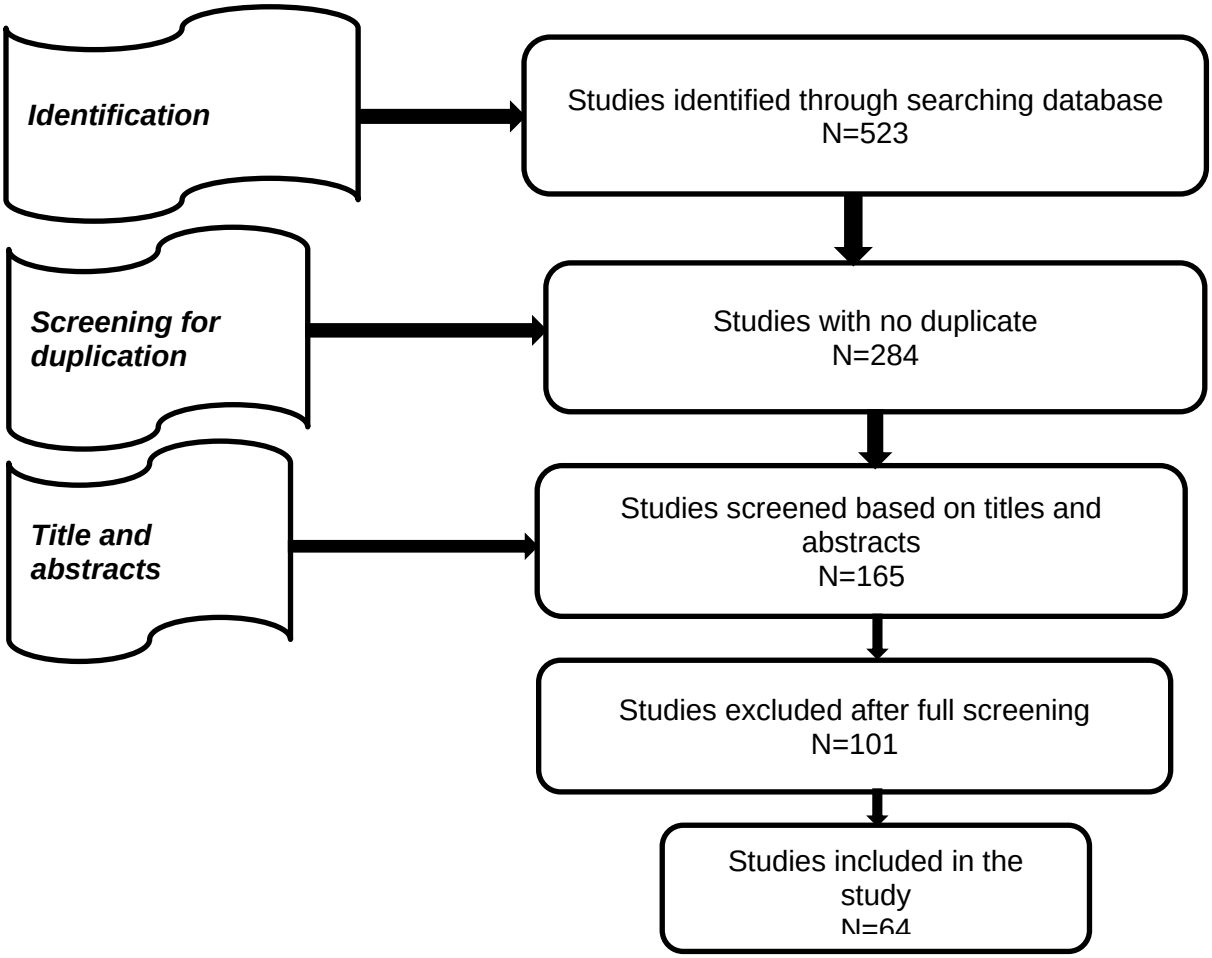

Figure 2: Methodological steps

3.0. Results

This section presents the results of the reviewed studies on community engagement in health development projects in Tanzania. The results are presented in tables based on the objectives of the study, which are examining community engagement in identification of health development projects; and determining community engagement in monitoring and evaluation of health projects in Tanzania.

3.1 Community Engagement in Identification of Health Development Projects

Results from objective one are emanating from the reviewed articles regarding community engagement in identification and implementation of health development projects in Tanzania. The reviewed papers are presented in Table 1.

Table 1: Community engagement in health projects identification

Issue in place	Author & place	Findings
Implementing Comprehensive Council Health Plans	(Kilewo & Frumence, 2015). Manyoni District, in Central Tanzania.	• Lack of awareness on the Comprehensive Council Health Plan (CHMT) among Health Facility Governing Committees members (HFGC) • Poor communication and information sharing between CHMT and HFGC, • Unstipulated roles and responsibilities of HFGC • Lack of management capacity among HFGC members • Lack of financial resources for implementing HFGC activities.
Community-based approach to safe motherhood	(Ahluwalia et al., 2003). Northwestern Tanzania	Project activities increased community participation in maternal health. Results observed through: • Women understanding of danger signs • Birth planning • Timely referrals • Transport of pregnant women to hospitals.
Improving maternal health	(Milteburg et al., 2019). Rural Tanzania	Community prioritized problems related to the availability of and accessibility to health services. As a result, community experience positive impact by 95% based on their actions. • There was increased knowledge on maternal health • Positive behavioural changes on care workers • Men were positive and engaged on maternal knowledge • Improved relationship between care givers and the community
Community-owned resource persons for malaria vector control.	(Chaki et al., 2011). Dar es Salaam, Tanzania	• Low knowledge on malaria control • Low communication and engagement of community in malaria control
Environmental health improvement.	(Mketo et al., 2022). Bukombe District, Tanzania	• Inclusion of the community into development issues and facilitating communities to access required equipment and tools is vital for enabling participation in environmental health-related matters. • Effective and efficient leadership, mobilisation, and sensitisation of communities are operational and functioning strategies to improve environmental health through community participation, while retribution measures may prevent environmental pollution.
Engaging development partners	(Kiologwe et al., 2022). Tanzania	There was low engagement of development partners in the planning process.

in district health planning		
Community participation in priority setting in district health systems	(Kamuzora et al., 2013). Mbarali District, Tanzania	Performance of the community representatives was limited by: • Lack of funds to support the work of the selected community representatives • Limited time for deliberations • Short notice for the meetings • Lack of feedback on the approved priorities.
Communication channels, community engagement and access to healthcare services	Luvinga and Kessy (2024). Makambako District Council, Njombe Region	The channels (phones, community health workers, peer educators, radio, village meetings, TV, and social media) facilitate the dissemination of health information and promote healthy behaviors by providing educational resources and community outreach programs.
Community engagement to enhance participation by higher learning institutions	Mcharo & Msuya (2019). Mbeya, Tanzania.	The engagement of community in the project facilitated their willing participation in the project implementation on sexual reproductive health

Results in Table 1 show that there are health projects which portray successfulness due to accurately engaging community members in the project identification. On the other hand, there are health projects which were not successful due to hindrances related to engaging community in the project identification process.

3.2 Community Engagement in the Monitoring and Evaluation of Health Projects

Results for the second objective are based on the review of different studies on community engagement in monitoring and evaluation (M&E) of health projects in Tanzania. The results are as presented in Table 2.

Table 2: A review of community engagement in monitoring and evaluation of health projects

Issue in place	Author(s) & place	Findings
Participatory monitoring and evaluation (M&E) in water projects	(Mgoba & Kabote, 2020). Tanzania	Participatory M&E was effective in ensuring projects accomplishment
Factors affecting sustainability of community-based projects	(Mrangu, 2018). Bagamoyo District, Tanzania	Community-based projects in Bagamoyo District did not meet the expected goals because of: • Ineffective community participation • Poor community engagement in M&E • Financial problems (funds solicited are mostly not released on time or are mismanaged)
Community participation and sustainability of NGOs' funded rural water projects.	(Mgulo & Kamazima, 2022). Chamwino District, Dodoma	The sustainability of the project was negatively affected by: • Lack of community participation • Lack of community support, and involvement at various stages of the projects; from the designing, implementation,

	Region, Tanzania	operation, and monitoring and evaluation through various village water committees.
Improving health services through empowered community health governance structures.	(Kessy, 2014). Tanzania	• Lack of synergy between technical committees and the communities • Lack of technical skills on specific issues, including budget formulation
Community-based environmental management for malaria control	(Castrol et al., 2009). Dar es Salaam, Tanzania	• Poor time management • Financial problems • Low awareness of the project • Low morale in participation in the project implementation
Challenges in practicing monitoring and evaluation	(Maimula, 2017). Mkuranga District, Tanzania	M&E process was faced by: • Political influence • Weak management teams in M&E practice • Lack of technical staffs; staffs are unqualified and untrained.
Challenges and opportunities for community participation in monitoring and evaluation of government projects in Tanzania: A case of TASAF I	(Iddi & Nuhu, 2018). Bagamoyo District	Community participation in M&E still faced with many challenges such as; cost in terms of time and money, complexity of analysis and lack of analysis skills.

Results in Table 2 show that there are projects which met their goals because of engaging the community in the monitoring and evaluation of health projects. On the other hand, issues hindering community engagement in monitoring and evaluation of health projects were identified such as ineffective community participation in the monitoring and evaluation of health project; lack of synergy between technical staff and communities in monitoring and evaluation process; lack of technical staff and poor time management; financial problems; and political influence.

4.0. Discussion

The following discussion is based on results in Table I and 2 as presented in section four (4) in this review. The arrangement of the discussion section is guided by the review objectives.

4.1. Community Engagement in Identification of Health Projects

Ideally, project identification is the introduction of a preliminary proposal of the activities to take place in a certain place. In this case, the ideas and thoughts of the beneficiaries need to be taken into consideration. Studies exploring community engagement in the identification of health projects in different areas in Tanzania are categorized in two perspectives, namely health projects which were successful because of engaging community in the identification process; and health projects which were not successful due to different reasons including poor communication between technical staff and community members; lack of financial resources; lack of

transparency; and poor time management. Thus, the discussion section will be based on the mentioned perspectives.

4.1.1 Successful community engaging health projects

The results (Table 1) show cases of health projects realizing positive results due to community engagement in the identification stage. Among the projects which were successful are those which were concerned with improving maternal health and safe motherhood (Ahluwalia et al., 2003; Milteburg et al., 2019). Issues of maternal health have created a lot of discussion in the world, specifically in the third world countries. Different programmes and policies have been created on the same. Governments, Non-Governmental Organizations (NGOs), Faith Based Organizations (FBOs) and other Civil Society Organizations (CSOs) have been providing education, empowering health workers, and improving nutrition level of the mothers to reduce maternal health problems (Kearns et al., 2014). The Government of Tanzania, through the Ministry of Health, has implemented several initiatives aimed at eradicating maternal health related problems by reducing mortality rate, death of mothers during giving birth and HIV transfer from mother to child (URT, 2011; Kearns et al., 2014; URT, 2017). Different NGOs are also dealing with educating the community on maternal health issues. Moreover, social media such as radio, television stations have been educating the community on maternal health issues. Students in primary and secondary schools are also being educated on maternal health issues through different programmes. Such efforts have resulted in increased knowledge on the impact of maternal health issues to mothers' and children's lives. Thus, community awareness on the effect of maternal health related issues could be among the reasons for success in implementation of health projects focusing on such issues. Based on the results (Table1), it is implicit that the involvement of the community members in identification of the maternal health projects lead to the increase in maternal health knowledge specifically on birth planning, and timely referrals (Ahluwalia et al., 2003). The mentioned results are supported by the study by Adhikari et al. (2017) who asserts that engaging communities in the anti-malaria administration project led to a greater participation of communities which contributed to meeting the project goal. This implies that project's success depends on the extent to which the beneficiaries are engaged from the initial stage of the project, that is, project identification.

4.1.2 Unsuccessful community engaging health projects

Results in Table 1 show cases of community engagement process in health projects which encounter many challenges hindering their successfulness. Among the mentioned challenges is poor communication between the project implementers and the community members (Chaki et al., 2011; Kilewo & Frumence, 2015). Unclear communication suggests that the project objectives were not clearly stated to the community; the roles were not clearly distributed and some of the technical staff were not conversant with the project. Unclear projects' objectives to the technical staff may be caused by inadequate training and poor selection of the project teams. Barriers to communication include language problem, attitude of the community towards health development projects, which in turn affect readiness to receive the projects (de Carvalho, 2014; Dzidrov, 2019). The mentioned results are like the findings by Kotb & Ghattas (2017) that, poor communication was among the risk barriers in the implementation of construction project. This implies that, communication is the key to the success in any development project. Therefore, it is important to find ways of eradicating any communication barriers noticed or anticipated during project identification to create a smooth road to successful project implementation. It is worth noting that having clear communication accelerates clear understanding of the project goals, roles, and responsibilities of all the beneficiaries as commented by Milteburg et al. (2019).

On the same note, poor engagement of community and other development partners in the identification of health development projects was among the factors to unsuccessful community

engagement health projects as shown in Table 1. A study by Kiologwe et al. (2022) portrays s case of poor engagement of community and partners to health project. It must be understood that, engaging community in the identification of the project makes them understand the importance of the project to their development. Other development partners are very important, especially in contributing resources in terms of finance and expertise. In this case, engaging community and other development partners to the health development projects is beneficial to the beneficiaries. Benefits include economic benefits which are realized through employment of the community members to the project, social benefits as it increases their network (social capital), and professional benefits, which involves the community gaining new skills which are beneficial to their lives (Aitken, 2010; Klain et al., 2015; Hollin et al., 2016). Thus, failure to engage community and development partners in health development projects bears negative consequences to the community, the government, and development partners, and affects the sustainability of the projects. According to Magoola et al. (2021), trusting and engaging communities and partners is a way to the success of project while the vice versa leads to unsuccessful of the same.

Poor management capability is another problem observed in the process of community engagement in identification of health projects as shown in Table 1 (Mketo et al., 2022). Literature (Agarwal & Kalmár, 2016; Acosta et al., 2017) shows that, poor management capability is among the factors which lead to unsuccessful identification and prioritization of community needs. Poor management is related to bad governance, which manifests through aspects like limited transparency, inability to reach consensus, ineffective and inefficient utilization of resources (human, material and financial), poor application of rules and regulations and poor accountability (Ahola, 2014). Poor management capability results to poor identification which is the foundation of the projects and affects to the implementation of the projects. It also threatens the sustainability of the projects. Ideally, a good manager should be able to identify the required resources, including locally available human resources, for the projects (Sabini, 2016). Using professionals found in the project area reduces the cost while contributing to strengthening their capabilities. Hence, a good project manager should be cooperative and transparent to the project beneficiaries. According to Kostalova & McGrath (2021), management is a life skill; it requires a project manager to be creative in performing the activities, and ensure effective and efficient use of the available resources to meet the intended project goals. Furthermore, being transparent helps to build trust because the resources are distributed and efficiently utilized. Every key stakeholder needs to be involved in every step of the project identification. In this way the community and other stakeholders feel that they are accountable for the project results. Taking note of the results in Table 1, lack of good project leadership with a proper management capability is a gap which needs to be addressed through trainings and seminars to the project managers, strictly enforcing laws and strengthening monitoring teams for the projects implemented in the community.

4.2 Community Engagement in the Monitoring and Evaluation of Health Projects

Ideally, the community needs to be involved in the process for ensuring that the implemented health projects are in line with the expected goals. Community members can only be meaningfully engaged at this stage if they are aware of the intended goal, the available resources and the time set for completion of the project. Therefore, this stage depends very much on the project identification process. For successful monitoring and evaluation of the development projects, key aspects to be considered include who should be involved, their roles in the process, management of their expectations, and areas that need to change; that is, the identified gaps and ways of addressing them to ensure that the objectives are met (Waithera & Wanyoike, 2015; Otieno, 2019). Results of community engagement in monitoring and evaluation of health projects in Tanzania are as presented in Table 2.

Review of studies on community engagement in monitoring and evaluation of health projects, as shown in Table 2, show cases of projects which have been successfully implemented due to proper involvement of community in the M&E process. A case in point is the study by Mgoba & Kabote (2020) which shows that participatory M&E resulted in effective accomplishment of water projects. In addition, Mcharo & Msuya (2017) revealed that the engagement of community in the project facilitated their voluntary participation in the implementation of a project on sexual reproductive health. The mentioned studies portray the successfulness of the projects was because communities were aware of the projects and their importance to their health. Thus, community engagement to the project monitoring and evaluation builds trust to the implementers of the project; facilitates transparency; and creates a sense of ownership which leads to the sustainability of the project. On the other hand, there were projects which were not properly implemented because of challenges like poor engagement of community in projects monitoring and evaluation, financial problems, lack of transparency, lack of technical skills, poor time management and political influence.

Participation of the community members in M&E of health projects builds their capacities and results in ownership of the projects by the community members. It helps to know how the financial resources have been spent in the implementation of the projects, which can create a chance for the community members to contribute when shortage of funds arises. It can also help in dealing with threats which may occur during projects implementation. In this regard, the community members can use their traditional knowledge and locally available resources to curb the situation (Mgulo & Kamazima, 2022). Thus, the results imply that, failure to engage the community in health development projects results into wastage of resources because the community members perceive the projects as the property of the government or the implementing organizations. As a result, they hardly feel obliged to take care or do any maintenance in case of breakage nor do they want to make good use of the projects. Therefore, security and sustainability of the implemented projects remain questionable. There are other projects for which the community members were poorly engaged in the monitoring and evaluation stage (Castrol et al., 2009; Mrangu, 2018). In these projects, based on the review, neither did the community engagement process consider the individuals' capabilities on the task provided nor did they consider the types of contributions which could have been provided by the engaged community members. This implies that, engaging people who are not capable of performing the required tasks in the implementation of the project do most likely result in the downfall of the project. Thus, it is important to consider the capability of the individuals in the team before distributing the tasks for better performance and goal accomplishment.

Furthermore, the review results show that there are health projects in which the technical staff were unqualified and untrained (Castrol et al., 2009; Kessy, 2014; Maimula, 2017). Engagement of unqualified and untrained staff in project monitoring and evaluation is among the factors which contribute to the failure of development projects. This is because such personnel cannot deliver well in explaining the projects to the beneficiaries, making a good choice of the implementation teams based on their professions and experiences, manage the projects' threats, or utilize the financial resources properly. Studies show that, unqualified and unskilled staff lead to undesirable projects' results (Nielsen et al., 2006; Tabassi & Bakar, 2009; Sorensen et al., 2011). As Maimula (2017) shows, engaging unqualified and untrained staff also results in ineffective communication between technical staff and the beneficiaries of the projects. Poor communication has always been a barrier in meeting any development plan. This is because there is no common understanding between the speaker and the listener. According to Kessy (2014), lack of mutual understanding between projects technical staffs and community, results in unclear synergy which, in turn, leads to unsustainable health projects. This implies that, clear communication and mutual

understanding of the expected project outcomes is one of the key elements to the successfulness of the projects. This is well reflected in the conceptual framework of this paper.

Transparency is another governance pillar whose importance in health projects success cannot be overemphasized. Literature, for example, Castrol et al. (2009); Kamuzora et al. (2013); Mrangu, (2018), as shown in Table 1 & 2 reveal some cases of lack of transparency in identification and implementation of health projects. The projects in question, which did not do well in terms of transparency, were not successful. Transparency measures the quality of a good project leader. Literature has termed transparency as a key to understanding different opportunities and finding solutions to development issues (Acosta, 2013; Michener, 2018). Transparency facilitates acquisition of suitable professionals, among others. It is made open to the public as to what the projects entail, what the projects staff are expected to offers, and what benefits the projects are expected to generate. Thus, whoever turns up to serve as technical staff for the projects does so with full knowledge of the expectations of the community and other stakeholders, and other projects' details such as objectives, available resources, and duration. It has to be noted that, failure of accomplishing the project within the planned time has a huge impact on the budget and would mostly require that other sources of fund are identified to cover the unintended project costs. This may lead to the conflict between the funders and the implementers of the projects.

4.0. Conclusions and Recommendations

6.1 Conclusions

Planning and implementation, monitoring, and evaluation of health projects in Tanzania encounter numerous challenges including, poor communication, poor leadership or management capacity, poor engagement of community and development partners, and engagement of unqualified technical staff. A synthesis of literature on health projects reveals that, many of the shortfalls seen during the implementation process, which, at times have caused projects failure, are attributable to inadequate community engagement. Projects for which the community members were not adequately involved during the key stages, namely planning, implementation, monitoring, and evaluation, succumbed to failure. Even with good management during the implementation stage, failure to involve the community members at the initial stages still hampers the progress. For example, communication, which has been identified as one of the challenges, works well when it is two-way, but when the community members do not feel to be part of the process a good communicator will find their work difficult. Therefore, while success of health projects is subject to several factors, community engagement throughout the project cycle is crucial because it influences the other factors. Health projects can only be successful if the community members are making good use of the structures/systems put in place through the projects.

6.2 Recommendations

Community engagement ought to receive the utmost importance when contemplating implementing health projects. There is a need for the government and other stakeholders of the health sector to ensure, among others, presence of personnel who are well-trained and experienced in community sensitization and mobilization before starting the project identification process. This should go hand in hand with supporting community engagement from the project initiation all the way to the end of project evaluation. That is, budgetary allocations should consider adequate funding of community engagement activities, which the study has identified as crucial for success of health projects.

Acknowledgements

The authors are thankful to Sokoine University of Agriculture for the logistic support in form of internet, computers and other facilities which made this accomplishment possible.

Declaration of interests

The authors have no competing interests to declare that are relevant to the content of this article.

References

Acosta, A.J., Jayoma, R.J., Salazar, K.A., Estoquia, E.B. & Tikong, F.B. (2017). Management Capability Assessment Toward Sustainable Community Based Projects. *International Journal of Business and Management Studies* 9(1): 1-14 retrieved from https://www.sobiad.org/eJOURNALS/journal_IJBM/arhieves/IJBM-2017-1/1alvin-Jamero.pdf

Acosta, A.M. (2013). The Impact and Effectiveness of Accountability and Transparency Initiatives: The Governance of Natural Resources. Development Policy Review 31(1): 89-105 https://doi.org/10.1111/dpr.12021

Adhikari, B., Pell, C., Phommasone, K., Soundala, X., Kommarasy, P., Pongvongsa, T., … Cheah, P. Y. (2017). Elements of effective community engagement: lessons from a targeted malaria elimination study in Lao PDR (Laos). *Global Health Action*, 10(1). https://doi.org/10.1080/16549716.2017.1366136 retrieved from https://www.tandfonline.com/doi/full/10.1080/16549716.2017.1366136?scroll=top&needAccess=true#abstract

Agarwal, S.R. & Kalmár, T. (2016). Sustainability in Project Management: Eight principles in practice. Retrieved from http://umu.diva-portal.org/smash/get/diva2:899231/FULLTEXT01.pdf

Ahluwalia, I.B., Schmid, T., Kouletio, M. & Kanenda, O. (2003). An evaluation of a community-based approach to safe motherhood in northwestern Tanzania. International Journal of gynecology and obstetrics 82(2): 231-240 https://doi.org/10.1016/S0020-7292(03)00081-X retrieved from https://obgyn.onlinelibrary.wiley.com/doi/full/10.1016/S0020-7292%2803%2900081-X

Ahola, T., Ruuska, I., Artto, K. & Kujala, J. (2014). What is project governance and what are its origins? *International Journal of Project Management* 32(8): 1321-1332 https://doi.org/10.1016/j.ijproman.2013.09.005

Aitken, M. (2010). Wind power and community benefits: Challenges and opportunities. *Energy Policy* 38(10): 6066-6075 https://doi.org/10.1016/j.enpol.2010.05.062 retrieved from https://www.sciencedirect.com/science/article/abs/pii/S0301421510004337

Bae, J. (2014). Narrative Reviews. *Epidemiology and Health* 36: DOI:10.4178/epih/e2014018 retrieved from https://www.researchgate.net/publication/265691293_Narrative_Reviews

Castro, M.C., Tsuruta, A., Kanamori, S., Kannady, K. & Mkude, S. (2009). Community-based environmental management for malaria control: evidence from a small-scale intervention in Dar es Salaam, Tanzania. *Malaria Journal* 8(57): https://link.springer.com/article/10.1186/1475-2875-8-57#Sec7

Chaki, P.P., Dongus, S., Fillinger, U., Kelly, A. & Killeen, G.F. (2011). Community-owned resource persons for malaria vector control: enabling factors and challenges in an operational programme in Dar es Salaam, United Republic of Tanzania. Journal of Human Resource for Health 9(21): https://human-resources-health.biomedcentral.com/articles/10.1186/1478-4491-9-21

Chami, M.F. (2018). Community Involvement and Sustainable Tourism Development in Heritage Management: Amboni Limestone Caves, Tanzania. *African Journal of Hospitality, Tourism and Leisure* 7(2): 1-13 https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_31_vol_7__2__2018.pdf

de Carvalho, M.M. (2014). An investigation of the role of communication in IT projects. International Journal of Operations & Production Management 34(1): https://www.emerald.com/insight/content/doi/10.1108/IJOPM-11-2011-0439/full/html

Dungumaro, E.W., & Madulu, N.F. (2003). Public participation in integrated water resources

management: the case of Tanzania. *Physics and Chemistry of the Earth, Parts A/B/C* 28(20–27): 1009-1014 https://doi.org/10.1016/j.pce.2003.08.042 retrieved from https://www.sciencedirect.com/science/article/pii/S1474706503001608

Dzidrov, M. (2019). Barriers and challenges of transferring modern Project management principles in Western Balkan region. *International Scientific Journal Science Business Society* 1: URI:https://eprints.ugd.edu.mk/id/eprint/22163

Fjeldstad, O., Katera, L. & Ngalewa, E. (2010). Planning in Local Government Authoritiesin Tanzania: Bottom-up Meets Top-down. *Research on Poverty Alleviation (REPOA) Policy Brief* 18: https://www.repoa.or.tz/wp-content/uploads/2020/07/brief_18.pdf

Hollin, I.A., Young, C., Hanson, C., Bridges, J.F.P. & Peay, H. (2016). Developing a Patient-Centered Benefit-Risk Survey: A Community-Engaged Process. *Value in Health* 19(6): -757 https://doi.org/10.1016/j.jval.2016.02.014 retrieved from https://www.sciencedirect.com/science/article/pii/S1098301516000619

Iddi, B & Nuhu. S. (2018). Challenges and Opportunities for Community Participation in Monitoring and Evaluation of Government Projects in Tanzania: Case of TASAF II, Bagamoyo District. *Journal of Public Policy and Administration* 2(1): 1-10 doi: 10.11648/j.jppa.20180201.11 retrieved from https://d1wqtxts1xzle7.cloudfront.net/76601262/10.11648.j.jppa.20180201.11-libre.pdf?

International Federation of Red Cross and Red Crescent Societies (2023). Community Engagement and Accountability Strategy 2023–2025. Geneva, Switzerland. Retrieved from https://www.ifrc.org/sites/default/files/2023-06/20230523_CEA_Strategy_ONLINE.pdf

Jesse, A. & Bengesi, K.M.K. (2018a). Resource Complementarity for Social Service Delivery: A Case of Corporates and Local Government Authorities in Morogoro, Tanzania. Journal of Management and Sustainability 8(3): Doi: 10.5539jms/v8n3p25 retrieved from https://heinonline.org/HOL/LandingPage?handle=hein.journals/jms8&div=27&id=&page=

Jesse, A. & Bengesi, K.M.K. (2018b). Planning Interface for social service delivery between local government authorities and corporates in Morogoro, Tanzania. *International Journal of Business, Humanities and Technology* 8(1):68-81 doi:10.30845/ijbht.v8n1p6 retrieved from http://www.suaire.sua.ac.tz/bitstream/handle/123456789/2660/Revised%20Final%20Paper1%20Jesse%20and%20Bengesi-2.pdf?sequence=1&isAllowed=y

Jesse, A. (2019). Synergy between local government authorities and corporates for social service delivery: a case of district councils and sugar companies in Morogoro, Tanzania. A Thesis Submitted in Fulfilment of the Requirements for the Degree of Doctor of Philosophy of Sokoine University of Agriculture, Morogoro, Tanzania. Retrieved from http://suaire.suanet.ac.tz/bitstream/handle/123456789/3425/Angela%20Jesse%20.pdf?sequence=1&isAllowed=y

Kamuzora, P., Maluka, S., Ndawi, B., Byskov, J. & Hurtig, A. (2013). Promoting community participation in priority setting in district health systems: experiences from Mbarali district, Tanzania. Global health Action 6(1): https://doi.org/10.3402/gha.v6i0.22669 retrieved from https://www.tandfonline.com/doi/full/10.3402/gha.v6i0.22669

Kayuga, M.H. (2015). Effectiveness of community participation towards rural development projects in Tanzania: A case study of Morogoro district URI: http://hdl.handle.net/20.500.12661/1456

Kearns, A., Hurst, T., Caglia, J. & Langa, A. (2014). Focused Antenatal Care in Tanzania; Delivering individualized, targeted, high-quality care. Retrieved from https://cdn2.sph.harvard.edu/wp-content/uploads/sites/32/2014/09/HSPH-Tanzania5.pdf

Kessy, F.L. (2014). Improving Health Services Through Empowered Community Health Governance Structures in Tanzania. *Journal of Rural and Community Development* 9(2): retrieved from https://journals.brandonu.ca/jrcd/article/view/826

Kilewo, E.G. & Frumence, G. (2015). Factors that hinder community participation in developing and implementing comprehensive council health plans in Manyoni District, Tanzania. Global health Action 8: doi: 10.3402/gha.v8.26461 retrieved from https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4452651/

Kiologwe, J.C., Kusirye, U., Hoffman, A. & Kalolo, A. (2022). Operational challenges of engaging development partners in district health planning in Tanzania. *BMC Public Health* 22(200): https://bmcpublichealth.biomedcentral.com/articles/10.1186/s12889-022-12520-6

Klain, S., MacDonald, S. & Battista, N. (2015). Engaging Communities in Offshore Wind: Case Studies and Lessons Learned from New England Islands. Retrieved from https://islandedgrid.org/wpcontent/uploads/2017/04/EngagingCommunitiesOffshoreWind_2015_web.pdf

Kostalova, J. & McGrath, J. (2021). Sustainability in Project Management: Two sides of the same coin or poles apart? *Conference paper* DOI:10.36689/uhk/hed/2021-01-041 retrieved from https://www.researchgate.net/publication/350934317_Sustainability_in_Project_Management_Two_sides_of_the_same_coin_or_poles_apart

Kotb, M.H. & Ghattas, M.M. (2017). An overview of risk identification barriers with implementation of PMI standards in construction projects. *PM World Journal* VI(X): 1-12 PM www.pmworldjournal.net retrieved from https://www.researchgate.net/profile/Mohamed-Ghattas-2/publication/330281291_An_overview_of_risk_identification_barriers_with_implementation_of_PMI_standards_in_construction_projects/links/5c37224f299bf12be3bbf675/An-overview-of-risk-identification-barriers-with-implementation-of-PMI-standards-in-construction-projects.pdf

Laird, M. (2023). Three ways to boost community engagement to achieve the Global Goals. Washington, DC. Retrieved from https://www.pactworld.org/blog/three-ways-boost-community-engagement-achieve-global-goals

Luvinga, M. E & Kessy, A.T. (2024). Communication Channels, Community Engagement and Access to Healthcare Services in Tanzania. *The African Review* (2024). https://doi.org/10.1163/1821889x-bja10138 retrieved from https://brill.com/view/journals/tare/aop/article-10.1163-1821889x-bja10138/article-10.1163-1821889x-bja10138.xml

Magoola, I.W., Mwesigwa, R. and Nabwami, R. (2023). Community and public-private partnership projects in Uganda: community engagement, trust and performance. *Journal of Enterprising Communities: People and Places in the Global Economy* 17(2): 221-241. https://doi.org/10.1108/JEC-01-2021-0013 retrieved from https://www.emerald.com/

Maimula, S. (2017). Challenges in Practicing Monitoring and Evaluation: The Case of Local Government Water Projects in Mkuranga, Tanzania. A Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of Master of Arts in Monitoring and Evaluation of the Open University of Tanzania. Retrieved from http://repository.out.ac.tz/1933/1/DISSERTATION%20-%20SALUM%20MAIMULA.pdf

Mell, I. (2018). Establishing the costs of poor green space management: mistrust, financing and future development options in the UK. *People, Place and Policy* 12(2): 137-157. DOI: 10.3351/ppp.2018.7698488596 retrieved from https://ppp-online.org/wp-content/uploads/2018/12/costs-poor-greenspace-management.pdf

Mbezi, F.D. (2019). The Effectiveness of Opportunities and Obstacles Approach to Development (O & Od) in Enhancing Impacts of Projects to Beneficiaries: A Case Study of Ndala Ward in Shinyanga Municipal. A Dissertation Submitted in Partial Fulfilment of the Requirements for The Degree of Master of Project Management of the Open University of Tanzania.

Retrieved from http://repository.out.ac.tz/2594/1/FESTO%20DANIEL%20MBEZI%20tyr.pdf

Mbirigenda, S.K. (2020). Community Engagement in Corporate Social Responsibility Projects: The Case of Mtibwa Sugar Estates in Tanzania. *Tanzania Journal of Development Studies* 18(1): http://www.journals.udsm.ac.tz/index.php/tjds/article/view/3926

Mcharo, R & Msuya, S. (2019). Community Engagement to enhance study participation by Higher Learning Institutions in Mbeya-Tanzania. *Open Research Africa* 1(2):143 https://doi.org/10.21955/aasopenres.1114909.1 retrieved from https://openresearchafrica.org/documents/2-143/pdf

Mefunya, G.F. (2011). The opportunities and obstacles to development planning method used in Tanzania's decentralized local governments: A case of Rulenge and Murusagamba Wards in Ngara District of Kagera Region. A Dissertation submitted to the Directorate of Research and Graduate Training in partial fulfillment for the award of the Degree of Master of Arts in Ethics and Public Management of Makerere University http://hdl.handle.net/10570/3560 retrieved from http://makir.mak.ac.ug/handle/10570/3560?show=full

Mgoba, S.A. & Kabote, S.J. (2020). Effectiveness of participatory monitoring and evaluation on achievement of community-based water projects in Tanzania. *Applied Water Science* 10(200): https://link.springer.com/article/10.1007/s13201-020-01273-5

Mgulo, R. & Kamazima, S.R. (2022). Community Participation and Non-Governmental Organizations-Funded Rural Water Projects' Sustainability: A Case of Chamwino District, Dodoma Region, Tanzania. *European Journal of Medical and health Sciences* 4(2): https://www.ej-med.org/index.php/ejmed/article/view/1166

Michener, G. (2018). Gauging the Impact of Transparency Policies. Public administration Review 78(1): 136-139 https://doi.org/10.1111/puar.13011

Miltenburg, A.S., van Pelt, S., de Bruin, W. & Shields-Zeeman, L. (2019). Mobilizing community action to improve maternal health in a rural district in Tanzania: lessons learned from two years of community group activities. Journal of global Health Action 12(1): https://www.tandfonline.com/doi/full/10.1080/16549716.2019.1621590

Mketo, A.R., Ringo, C.J., Nuhu, S. & Mpambije, C.J. (2022). Enhancing community participation for environmental health improvement in rural Tanzania: Evidence from Bukombe district. *Evaluation and Program Planning* 94: https://doi.org/10.1016/j.evalprogplan.2022.102152 retrieved from https://www.sciencedirect.com/science/article/abs/pii/S0149718922001069

Mrangu, R.G. (2018). Assessment of the Factors Affecting Sustainability of Community Based Projects in Rural Areas: A Case of Bagamoyo District, Tanzania. A Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of Master of Project Management of the Open University of Tanzania. Retrieved from https://core.ac.uk/download/pdf/161548404.pdf

Mubita, A., Libati, M. & Mulonda, M. (2017). The Importance and Limitations of Participation in Development Projects and Programmes. *European Scientific Journal* 13(5): 238-251 DOI:10.19044/esj.2017.v13n5p238 retrieved from https://www.researchgate.net/publication/314292776_The_Importance_and_Limitations_of_Participation_in_Development_Projects_and_Programmes

Mwanyoka, I., Selestine, W. & Nuhu, S. (2019). EIA Practices in the Natural Gas Extraction Sector in Tanzania: Does Local Community Contribution Matter? *Journal of Environmental Assessment Policy and Management* 21(03): https://doi.org/10.1142/S1464333219500157

Mwiru, M.N. (2015). The Importance of Community Participation in Development Projects at Local Level. A Dissertation Submitted in partial of the Requirement for the Degree of Master of Local Government and Management (LGM) of Mzumbe University. Retrieved

from http://scholar.mzumbe.ac.tz/bitstream/handle/11192/1035/MLGM_Marsela%20.N.%20Mwiru_2015.pdf?sequence=1

Nielsen, K., Fredslund, H., Christensen, K.B. & Abertsen, K. (2006). Success or failure? Interpreting and understanding the impact of interventions in four similar worksites. *An International Journal of Work, Health & Organisations* 20(3): 272-287 https://doi.org/10.1080/02678370601022688

Otieno, F.A.O. (2019). The Roles of Monitoring and Evaluation in Projects. *Project Management Scientific Journal* 1(5): 41-44 https://damaacademia.com/pmsj/

Poncian, J. (2021). Resource nationalism and community engagement in extractive resource governance: insights from Tanzania. *Review of African Political Economy* 48(170): 529-551 https://doi.org/10.1080/03056244.2021.1953975

Power Africa (2018). Guide to Community Engagement for Power Projects in Kenya. Retrieved from https://20172020.usaid.gov/sites/default/files/documents/1860/FINAL_Guide_to_Community_Engagement_-_Jan_17_2018_508-compressed.pdf

Puschner, S.M.C. (2024). Bread for today, hunger for tomorrow. Social impacts of community development agreements in the North of Chile. *The Extractive Industries and Society* 18: https://doi.org/10.1016/j.exis.2024.101448 retrieved from https://www.sciencedirect.com/science/article/abs/pii/S2214790X24000467

Reynolds, L., & Sariola, S. (2018). The ethics and politics of community engagement in global health research. Critical Public Health, 28(3), 257–268. https://doi.org/10.1080/09581596.2018.1449598 retrieved from https://www.tandfonline.com/doi/full/10.1080/09581596.2018.1449598#d1e132

Republic of Rwanda (2008). Community Development Policy. Retrieved from https://www.ilo.org/dyn/natlex/docs/ELECTRONIC/98538/117303/F187363017/RWA-98538.pdf

Republic of Rwanda (2021). Strategic Plan 2021-2025. Retrieved from https://neveragainrwanda.org/wp-content/uploads/2021/12/STRATEGIC-PLAN-Nov-192021-2025.pdf

Sabini, L. (2016). Project Management and Sustainability. Retrieved from https://sustainabledevelopment.un.org/content/documents/998449_Sabini_Project%20Management%20and%20Sustainability.pdf

Sorensen, G., Stoddard, A., Hunt, M.K., Hebert, J.R., Ockene, J.K., Avrunin, J.S., Himmelstein, J. & Hammond, S.K. (2011). The effects of a health promotion-health protection intervention on behavior change: the WellWorks Study. *American Journal of Public Health* 88(11):1685-1690. https://doi.org/10.2105/AJPH.88.11.1685

Tabassi, A.A. & Bakar, A.H.A. (2009). Training, motivation, and performance: The case of human resource management in construction projects in Mashhad, Iran. *International Journal of Project Management* 27(5): 471-480 https://doi.org/10.1016/j.ijproman.2008.08.002 retrieved from https://www.sciencedirect.com/science/article/abs/pii/S0263786308001130

URT (1996). Community Development Policy. Ministry of Community Development, Women Affairs and Children, Dar Es Salaam, Tanzania. Retrieved from http://www.tzonline.org/pdf/communitydevelopmentpolicy.pdf

URT (2011). The Tanzania Quality Improvement Framework in Health Care 2011 – 2016. Retrieved from https://www.jica.go.jp/project/tanzania/006/materials/ku57pg00001x6jyl-att/framework_in_health.pdf

URT (2014). National Plan of Action for Child Participation 2014-2019. Ministry of Community

Development, Gender and Children. Retrieved from https://www.africanchildforum.org/clr/policy%20per%20country/2018%20Update/Tanzania/tanzania_nationalactionplanonChild%20Participation_2014_en.pdf

URT (2017). The National Health Policy 2017. Retrieved from https://www.africanchildforum.org/clr/policy%20per%20country/2018%20Update/Tanzania/tanzania_nationalhealthpolicy_2017_en.pdf

Waithera, S.L. & Wanyoike, D.M. (2015). Influence of Project Monitoring and Evaluation on Performance of Youth Funded Agribusiness Projects in Bahati Sub-County, Nakuru, Kenya. *International Journal of Economics, Commerce and Management* 3(11): http://ijecm.co.uk/

Webber M, Riley T, Sylva K, Scobie-Jennings E. The Ruamano Project: Raising Expectations, Realising Community Aspirations and Recognising Gifted Potential in Māori Boys. The Australian Journal of Indigenous Education. 2020;49(1):77-88. doi:10.1017/jie.2018.16 retrieved from https://www.cambridge.org/core/journals/australian-journal-of-indigenous-education/article/abs/ruamano-project-raising-expectations-realising-community-aspirations-and-recognising-gifted-potential-in-maori-boys/209AA8B67CD2D8135ADA77E1BAA01BD5

Policy Brief
Community Engagement in the Identification, Implementation, Monitoring and Evaluation of Health Projects in Tanzania

Introduction

Health projects in Tanzania face numerous challenges during planning, implementation, monitoring, and evaluation. These challenges include poor communication, inadequate leadership or management capacity, insufficient community and development partner engagement, and the involvement of unqualified technical staff. This policy review synthesizes literature on health projects to highlight the critical role of community engagement in overcoming these challenges and ensuring project success.

Methodology

A comprehensive review of literature was conducted, focusing on health projects in Tanzania. The review identified key challenges and the impact of community engagement on project outcomes.

Findings

The review revealed that many health projects fail due to inadequate community engagement. Key stages where community involvement is crucial include:

- Planning: Projects often fail when community members are not involved from the outset.
- Implementation: Even with good management, lack of initial community involvement hampers progress.
- Monitoring and Evaluation: Projects without community input at these stages are less likely to succeed.

Specific challenges identified include:

- Poor Communication: Effective communication is two-way. When community members do not feel part of the process, even skilled communicators struggle.
- Poor Leadership and Management Capacity: Inadequate leadership affects project execution and sustainability.
- Engagement of Unqualified Technical Staff: Projects suffer when technical staff lack the necessary skills and experience in community mobilization.

Policy Recommendations

1. Prioritize Community Engagement: Community engagement should be central to health project planning and implementation. It influences other success factors and ensures sustainability.
2. Employ Qualified Technical Staff: The government and stakeholders should ensure the presence of well-trained and experienced personnel in community sensitization and mobilization before project identification begins.
3. Support Engagement at All Stages: Continuous support for community engagement should be provided from project initiation through to evaluation. This includes adequate budgetary allocations for community engagement activities.
4. Improve Communication Strategies: Develop and implement effective two-way communication strategies to ensure community members feel involved and valued throughout the project cycle.

Conclusion

The success of health projects in Tanzania is heavily dependent on effective community engagement. By prioritizing community involvement, employing qualified staff, and supporting engagement throughout the project cycle, health initiatives can achieve better outcomes and sustainability