

United Republic of Tanzania



Prime Minister's Office-
Regional Administration and Local Government



Japan International Cooperation Agency

STRENGTHENING PARTICIPATORY PLANNING AND COMMUNITY DEVELOPMENT CYCLE FOR GOOD LOCAL GOVERNANCE

Progress Report 1

June 2010

O&OD Team

PROGRESS REPORT 1

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(Signed on May 26, 2010)

MINUTES OF JOINT COORDINATION COMMITTEE (JCC) on DECEMBER 8, 2009

(Signed on May 27, 2010)

PROGRESS REPORT 1

1.0 INTRODUCTION

Prime Minister's Office-Regional Administration and Local Government with the technical support of Japan International Cooperation Agency (JICA) has been implementing a Project, *Strengthening Participatory Planning and Community Development Cycle for Good Local Governance* since October, 2009. This Project is a result of recommendations made by the *Study on Improvements of Opportunities and Obstacles to Development (O&OD) Planning Process* which was carried out from 2006 to 2008. The Study found out various areas to be improved, including strengthening of Ward Facilitators' functions and promotion of social preparation in communities.

To improve identified areas, the Government of Tanzania requested the Government of Japan (GOJ) to support the improvements of participatory planning process and community development. In response to the request, JICA carried out a project formulation study in February 2009. Based on the results, the GOJ decided to support the Project.

Overall objective

The overall objective of the Project is to ensure that the O&OD process is improved to function as an effective methodology towards achievement of real local autonomy/local governance through participatory local social development process.

Project purpose

Optimum implementation models for effective functioning of O&OD process at community, ward and district level are developed in the course of verification procedure.

Outputs

The Project intends to achieve its purpose through realization of the following outputs:

- Output 1:** Functional training system is established for Ward Facilitators.
- Output 2:** Optimum implementation model of O&OD to strengthen community ownership of their development process is elaborated in the course of verification procedure.
- Output 3:** Optimum model for effective use of community development plans by sector departments of LGAs are elaborated and verified.
- Output 4:** Necessary conditions (capacity development, institutional setup, etc) are developed towards the next replication stage.

Target area

10 villages of 5 LGAs (Bagamoyo DC and Kisarawe DC in Coast Region and Kilombero DC, Morogoro DC, and Ulanga DC in Morogoro Region)

Target Group

National Facilitators (NFs), District Facilitators (DFs), Ward Facilitators (WFs), Community Resource Persons (CRPs), and community people in pilot LGAs.

Duration

From October 2009 to April 2013

Implementing Organization

- Prime Minister's Office, Regional Administration and Local Government (PMO-RALG)
- Coast and Morogoro Regional Secretariat (RS) Offices
- 5 Pilot LGAs.

Facilitating Organization for Project activities

- Training Task Force (PMORALG Officials, LGTI Lectures, JICA Experts)
- Regional Task Force (Chairperson from RS Office, NFs, DFs)

2.0 WORK FLOW OF THE PROJECT

The Project aims to achieve four outputs. The activities under those outputs go hand-in-hand and synergistically promote each output for achievement of the Project objective and the overall goal which is to bring about effective functioning of O&OD toward achievement of real local autonomy and good local governance.

Output 1 is to foster facilitators who promote genuine participation of community people in 5 target LGAs for establishment of effective training system. Output 2 is to realize genuine participation of people in 10 target villages of the 5 target LGAs aiming to establish effective O&OD implementation models. The activities of Output 2 will be facilitated by those facilitators trained in Output 1. Output 3 is to promote sector coordination in the 5 target LGAs for maximum utilization of community plans. Output 4 is to take a large view of whole processes of Output 1, Output 2, and Output 3 in order to develop necessary conditions such of promoting capacity development and institutional strengthening towards the next replication in other areas.

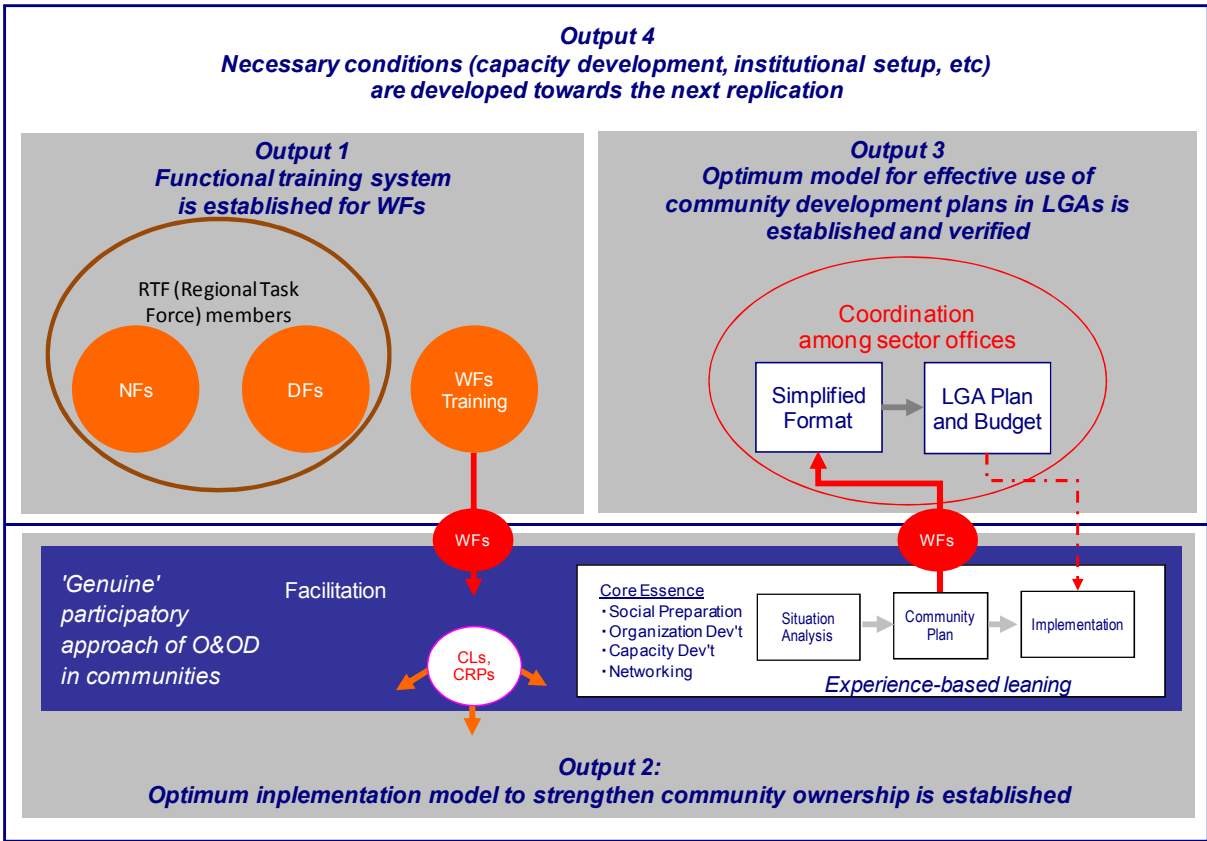


Figure 1 Synergistic Relation among Outputs

3.0 ACTIVITIES FROM OCTOBER 2009 TO MAY 2010

3.1 Orientation of the Project to the Core Stakeholders (RSs & LGAs)

The O&OD Team members made a field visit to the target LGAs and Regional Secretariats (RSs) with the objective of introducing the Project and also to explain their roles in the implementation of the Project. Roles of Regional Secretariat (RS), as a local office of the Central Government, are significant in respect of strengthening a local initiative and connecting a LGA with the Central Government for promotion of D by D.

Specifically, the major responsibilities of RS are:

- i To provide technical advice to LGAs on sector issues
- ii Collaborate with RTF in M&E
- iii Backstop the development of a supportive supervision system to WFs
- iv Provide conducive environment for the Project implementation

Also, it is expected that the RS will play a substantial role to replicate experiences of the target LGAs to the other LGAs after completion of the Project.

LGAs, as the closest administrative body to deliver public services to people, play a central role to promote community initiatives by way of facilitating communities to be self-sustained and community Projects to be sustainable. Therefore, in relation to implementation of this Project, the following responsibilities of CMT are explained.

- i Provision of technical advice to extension staff
- ii Use of Community Plans in preparation of LGA plan
- iii Support the exercise of reviewing current status of sector coordination at LGA
- iv Backstop the development of a supportive supervision system to WFs

3.2 Orientation to Target LGA Officials on JICA Financial Guidelines and Contract Signing for the Ward Facilitator Training and RTF (DF/NF) Training

Orientation on JICA financial guidelines to District Executive Directors, District Treasurers and Accountants of the respective 5 target LGAs was made by PMO-RALG Staff and JICA Experts. During the orientation, issues pertaining to financial guidelines, Project fund utilization and purposes of WF and RTF(NF/DF) Training and roles of WF and NF/DF were discussed prior to contract signing on the same.

The orientation intended to inform participants the Project and the need to abide by the JICA financial guidelines.

The Regional Administrative Secretaries (RAS) of Coast and Morogoro regions also attended the orientation and witnessed the contract signing of their respective LGAs.

3.3 Ward Facilitator Selection

Since WFs play a major role in promoting participatory planning in the field, the O&OD Team followed a careful selection procedure for WFs:

1) Primary Selection (conducted by each target LGA in consultation with RTF)

- Select five to six wards where qualified extension staff is stationed at least one person.
- Staff should include agriculture/livestock and fishery, community development, education, and health.
- Identify names of all extension staff and its qualification in the selected wards.

2) Final selection (conducted by TTF in consultation with each target LGA and RTF)

- Select six extension staff members at two wards (three persons at each ward).
- Two wards should have different characteristics in socio-geographical, economic, cultural background.

PMO-RALG sent an official letter to each LGA for requesting the primary selection with the definition of “qualified” staff members.

Table 1 Qualification of Ward Facilitators

Qualification	Description
Attitude (Personal Characteristics)	To maintain amicable relationships with people = Modesty, Jovial, Strong Will, Objective Judgment, Fairness or Impartiality, Flexibility, Courage, Hard-working, and Self-motivated
Skills	To effectively carry out the tasks with community people = Communication Skills, facilitation skills, = General skills in agriculture and forestry, animal husbandry, primary health care (PHC), basic education, informal education etc; = Professional skills in any one of the above categories; and = Proficiency in a local language
Knowledge	To properly understand people’s situation = Basic knowledge of community situation in terms of politics, economics, social and cultural, and environmental background; = Sufficient knowledge on the interrelationship between national and local issues; and = Clear vision of an alternative society = Understanding in national policies such as D by D and sector policies
Background and Experiences	To work and collaborate in harmony with people = Working experiences in specific sector activities; and = Community works and organizational collaboration

Each LGA was directed to submit the score sheet for all WF candidates marked by “Good,” “Satisfactory” and “Unsatisfactory” for each qualification described in the above table. After the submission of the score sheet, TTF in consultation with each target LGA and RTF conducted a final selection for WFs and target wards. The table below shows the result of selection.

Table 2 Selected Ward Facilitators

Coast Region		Morogoro Region	
Bagamoyo DC		Kilombero DC	
<i>Chalinze Ward</i>		<i>Mlimba Ward</i>	
Blandina Mhando	Agriculture	Evance Njau	Agriculture
Bakari Sengoli	Livestock	Edward Temba	Fisheries

Jacksoni Mwakapugi	Health	Sharif Ponera	Communtiy Devt'
<i>Dunda (B'moyo Town)</i>		<i>Man'gula Ward</i>	
Grace A. Ngoo	Health	Brayan Tayari	Agriculture
Innocent Lyimo	Agriculture	Selina Mosha	Community Devt'
Philbert Mashingia	Community Devt'	Justine Mkalula	Education
Kisarawe DC		Morogoro DC	
<i>Mafizi Ward</i>		<i>Mvuha Ward</i>	
Balacius C Kibosangi	Agriculture	Alice Haule	Community Devt'
Said Bakari Mrutu	Health	Abdalla Chivi	Agriculture
Manase Matembo	Education	Hussein Lugazo	Education
<i>Msimbu Ward</i>		<i>Mikese Ward</i>	
Richard Kisomeko	Agriculture	Natalia Khuzwayo	Community Devt'
Tungalaja Makebu	Education	Leonard Kimaro	Agriculture
Pamela Mbepela	Community Devt'	Melksedek Mbonde	Education
		Ulanga DC	
		<i>Mwaya Ward</i>	
		Abdul Mlindoko	Community Devt'
		Habibu Ally	Education
		Erasto Batholeo	Health
		<i>Lupiro Ward</i>	
		Robert Madenge	Livestock
		Hadija Mahimbo	Community Devt'
		Chonda Carol	Education

3.4 Curriculum Development for WF Training and RTF Training

Before commencement of WF Training and RTF (NF/DF) Training, TTF had to design a training course, develop training curriculum, prepare training materials and review the developed materials. The exercise started with TTF discussion on the required capabilities for WFs and RTFs in the Project. The discussion took into consideration the training needs expressed during introduction of the Project to the stakeholders.

In the process of developing training materials the following were the main steps.

- (1) Basic training design
 - i) Development of topics
 - ii) Development of sub-topics
- (2) Development of training curriculum
- (3) Preparation of training materials
- (4) Review of developed training curriculum and materials

As a result of the above steps, curricula for WF Training and RTF (NF/DF) Training as well as training materials were consolidated.

3.4.2 Curriculum for WF Training

The entire curriculum is composed of three parts. Part one is focused on providing the participants with necessary Knowledge, Attitude, Skills (KAS) for Social Preparation and Social Context Analysis aspects. Contents of this part are strategically selected to meet the need of WFs and RTFs for preparation when the Project is about to take off. Part two and three will be consolidated based on experiences accumulated through activities in target villages and LGAs in Year 2.

3.4.3 Curriculum Development for RTF Training

One of the roles of RTF members (NFs/DFs) is supportive supervision to WFs. In order to perform this function efficiently, RTF members need to acquire appropriate KAS. Curriculum for the RTF (NF/DF) Training is developed in this regard.

3.4.4 Training Materials

There are different types of training materials namely presentation materials, distribution materials, and training manuals. English version were developed first, and then translated into Kiswahili. In pursuit of objectives of the Project, training materials therefore drew much from basic documents related to O&OD and Participatory Local Social Development (PLSD). The training courses both for WFs and RTFs are designed to cultivate experience-based learning through group work and sharing. In order to undertake group work effectively, the guidelines for group work were also developed.

The curricula for WF Training and RTF(NF/DF) Training, and the training materials are included in *Mradi wa Kuimarisha Upangaji Mipango Shirikishi Jamii kwa ajili ya Mchakato wa Maendeleo yao ili kuhakikisha Upatikanaji wa Utawala Bora: Mafunzo kwa Wawezeshaji*.

Table 3 Framework of Training Curricula for WF Training and RTF (NF/DF) Training

	WF Training	RTF(NF/DF) Training
S 1 (Class)	<ul style="list-style-type: none"> Orientation of Training Introduction of O&OD Project Basic Framework of PLSD 	<ul style="list-style-type: none"> Orientation of Training Introduction of O&OD Project Basic Framework of PLSD
S 2 (Field)	<ul style="list-style-type: none"> Familiarization/Rapport Building in the Community 	<ul style="list-style-type: none"> Supportive Supervision-1 to WFs (Follow-up of WF Training Session 2)
S 3 (Class)	<ul style="list-style-type: none"> Intensification of Field Work 	<ul style="list-style-type: none"> Monitoring of WF Activities-1 (Participation in WF Training Session 3)
S 4 (Field)	<ul style="list-style-type: none"> Intensification of Fieldwork in the Community 	<ul style="list-style-type: none"> Supportive Supervision-2 to WFs (Follow-up of WF Training Session 4)
S 5 (Class)	<ul style="list-style-type: none"> Understanding Social Context 	<ul style="list-style-type: none"> Monitoring of WF Activities-2 (Participation in WF Training Session 5)
S 6 (Field)	<ul style="list-style-type: none"> Social Context Analysis 	<ul style="list-style-type: none"> Supportive Supervision-3 to WFs (Follow-up of WF Training Session 6)
S 7 (Class)	<ul style="list-style-type: none"> Reflection and Further Activities 	<ul style="list-style-type: none"> Monitoring of WF Activities-3 (Participation in WF Training Session 7)

3.5 Ward Facilitator Training and RTF (NF/DF) Training

Ward Facilitator Training and RTF (NF/DF) Training aimed at equipping them with appropriate knowledge, attitude, and skills in a general sense which are extremely important to establish a functional training system as aimed in Output 1 of the Project. The acquired capabilities by WFs and RTF members (NF/DF) by achieving Output 1 are in turn to be used in achieving Output 2 of the Project which focuses on establishment of an optimum implementation model of O&OD that strengthens the community ownership of their development process. Those Training sessions were held each in Coast and Morogoro Region after preparation of the training curriculum and materials.

3.5.1 WF Training

Purpose: To strengthen capabilities of Ward Facilitators

Venues of Classroom Session:

a) Kibaha Conference Center in Coast Region (inviting participants from Bagamoyo DC and Kisarawe DC)

b) EDEMA Hall in Mororogo Region (inviting participants from Kilombero DC, Morogoro DC, and Ulanga DC)

Field Session: Selected Hamlets

Participants: 3 selected Ward Facilitators of each target LGA (Refer to Table 2)

3.5.2 RTF (NF/DF) Training

Purpose: To strengthen capabilities of National Facilitators and District Facilitators of Regional Task Force in supportive supervision

Venues of Classroom Session:

a) Kibaha Conference Center in Coast Region (inviting participants from Bagamoyo DC and Kisarawe DC)

b) EDEMA Hall in Mororogo Region (inviting participants from Kilombero DC, Morogoro DC, and Ulanga DC)

Field Session: Selected Hamlets

Participants: 1 National Facilitator and 2 District Facilitators of the target LGAs who are members of RTFs

Table 4 Participants in RTF(NF/DF) Training

Coast Region	
Martha Nzungu	RTF Chairperson
Erasto Mfugale	District Community Development Officer, Bagamoyo DC
Dionis Mahilane	National Facilitator, Bagamoyo DC
Joakim Valence	Economist, Bagamoyo DC
Deus Mbalamwezi	Economist, Kisarawe DC
Pudensian Domel	National Facilitator, Kisarawe DC
Costantine Mnemele	Community Development Officer, Kisarawe DC
Morogoro Region	
Ramadhan Hangwa	RTF Chairperson
Juliana Masanja	National Facilitator, Kilombero DC
Juliana Kibonde	Community Development Officer, Kilombero DC
Loyce Mnyenyelwa	District Community Development Officer, Kilombero DC
Agnes Chamdoma	National Facilitator, Morogoro DC
Neema Kilembe	Statistician, Morogoro DC
Mary Nyanje	Community Development Officer, Morogoro DC
B. J. Mabula	District Planning Officer, Ulanga DC
Sadda J. L	District Community Planning Officer, Ulanga DC
Laurent Mabagara	Economist, Ulanga DC

Detailed schedule of the NF/DF Training and WF Training are shown in Table 5.

Table 5 Schedule of WF Training and NF/DF Training

Day	Month	Date	Day	Bagamoyo & Kisarawe				Morogoro, Ulanga, Kilombero					
				1	2	3	4	1	2	3	4		
				WF Training (Class)	WF Training (Field)	NF/DF Training (Class)	NF/DF Training (Field)	WF Training (Class)	WF Training (Field)	NF/DF Training (Class)	NF/DF Training (Field)		
1	Mar	1	Mon	1 @Kibaha									
2	Mar	2	Tue										
3	Mar	3	Wed										
4	Mar	4	Thu										
5	Mar	5	Fri										
6	Mar	6	Sat										
7	Mar	7	Sun		1 @Target Village			1 @M'goro					
8	Mar	8	Mon					2					
9	Mar	9	Tue					3					
10	Mar	10	Wed					4					
11	Mar	11	Thu										
12	Mar	12	Fri										
13	Mar	13	Sat										
14	Mar	14	Sun						1 @Target Village				
15	Mar	15	Mon			1 @M'goro			2		1 @M'goro		
16	Mar	16	Tue			2			3		2		
17	Mar	17	Wed			3			4		3		
18	Mar	18	Thu			4			5		4		
19	Mar	19	Fri			5			6		5		
20	Mar	20	Sat						7				
21	Mar	21	Sun						8				
22	Mar	22	Mon				1 @Target Village		9				
23	Mar	23	Tue				2		10				
24	Mar	24	Wed						11				
25	Mar	25	Thu						12				
26	Mar	26	Fri						13				1 @Target
27	Mar	27	Sat						14				2 Village
28	Mar	28	Sun						15				
29	Mar	29	Mon	1 @Kibaha				1 @Kibaha	16				
30	Mar	30	Tue	2				2	17				
31	Mar	31	Wed						18				
32	Apr	1	Thu		1 @Target Village				19				
33	Apr	2	Fri		2				20				
34	Apr	3	Sat		3				21				
35	Apr	4	Sun		4				22				
36	Apr	5	Mon		5				23				
37	Apr	6	Tue		6				24				
38	Apr	7	Wed		7				25				
39	Apr	8	Thu					1 @M'goro					1 @M'goro
40	Apr	9	Fri					2					2
41	Apr	10	Sat										
42	Apr	11	Sun										
43	Apr	12	Mon						1 @Target Village				
44	Apr	13	Tue						2				
45	Apr	14	Wed				1 @Target Village		3				
46	Apr	15	Thu				2		4				
47	Apr	16	Fri						5				
48	Apr	17	Sat						6				
49	Apr	18	Sun						7				
50	Apr	19	Mon						8				
51	Apr	20	Tue						9				1 @Target
52	Apr	21	Wed						10				2 Village
53	Apr	22	Thu	1 @Kibaha				1 @Kibaha	11				
54	Apr	23	Fri	2				2	12				
55	Apr	24	Sat	3				3	13				
56	Apr	25	Sun						14				
57	Apr	26	Mon		1 @Target Village				15				
58	Apr	27	Tue		2				16				
59	Apr	28	Wed		3			1 @M'goro					1 @M'goro
60	Apr	29	Thu		4			2					2
61	Apr	30	Fri		5			3					3
62	May	1	Sat		6								
63	May	2	Sun		7								
64	May	3	Mon		8				1 @Target Village				
65	May	4	Tue		9				2				
66	May	5	Wed		10		1 @Target Village		3				
67	May	6	Thu		11		2		4				
68	May	7	Fri		12				5				
69	May	8	Sat		13				6				
70	May	9	Sun		14				7				
71	May	10	Mon		15				8				
72	May	11	Tue		16				9				
73	May	12	Wed		17				10				1 @Target
74	May	13	Thu		18				11				2 Village
75	May	14	Fri		19				12				
76	May	15	Sat		20				13				
77	May	16	Sun		21				14				
78	May	17	Mon						15				
79	May	18	Tue	1 @Kibaha				1 @Kibaha	16				
80	May	19	Wed	2				2	17				
81	May	20	Thu						18				
82	May	21	Fri						19				
83	May	22	Sat						20				
84	May	23	Sun						21				
85	May	24	Mon						22				
86	May	25	Tue					1 @M'goro					1 @M'goro
87	May	26	Wed					2					2

* DF: District Facilitator, WF: Ward Facilitator, TTF: Training Task Force, RTF: Regional Task Force

O&OD T: O&OD Team

* Holidays

4.0 SECTOR COORDINATION AT LGA

Output 3 of the Project aims at developing an optimum model for effective use of community development plans by sector departments of Local Government Authorities (LGAs) are elaborated in a course of verification procedure. Therefore, in order to realize the objective of this Output, the Project aims at developing an optimum model where:

- A LGA as a whole becomes mentally, organizationally, and financially supportive for community initiatives;
- Thus, District Development Plan (DDP) truly accommodates community priorities; and
- As a result, target LGAs provide services to the community according to their priority and needs.

To achieve this goal, Regional Task Force (RTF) as a coordinating body of the Project at regional level, is expected to assess the actual situation of sector coordination at target districts and identify the obstacles/challenges that prevent them from accommodating community priorities/needs. Based on this understanding of actual situation and its obstacles/challenges, the Project can suggest optimum model for effective use of community plans.

In this regard, the O&OD Team had a group discussion and made an assumption on possible obstacles that prevent each LGA from accommodating community priorities and identified core problem and main issues that contribute to it. This was carried out basing on Problem Analysis and Objective Analysis (of Project Cycle Management method) on one hand.

Table 6 Core Problem of LGA on Sector Coordination

Core Problem	Sector departments are not considering community priorities while preparing LGA plan
Main Issues	<ul style="list-style-type: none"> • Coordination between sector departments at District Council is weak • Quality of Community plans is low • Community plans are not submitted in time

With the initial understanding of the obstacles mentioned above, the purpose of the review is to check if the 3 main issues are really representing the actual situation at each target LGA. Then, the result is to be used as a basis for proposing “optimum model” of accommodating community priorities in DDP.

Also the three developments elements defined in PLSD – Resource, Organization, and Norm (R · O · N) was used. The two approaches were used to develop a set of questions which will enable the RTF members to collect data from the target districts.

However, the O&OD Team has planned to train the RTF members in order to assume their role effectively.

5.0 ADMINISTRATIVE ISSUES IN THE PROJECT OFFICE

The Project office has moved from the 1st floor of Wing A to a new office located in Wing B on the ground floor of the PMO-RALG Annex Building. The office is fully furnished and connected with

telephone (026-232360), Fax (026-232661), and wireless internet services. Also, the O&OD Project recruited a secretary who is responsible for supporting Project members on the administrative matters both in the Project office and field.

6.0 CHALLENGES

6.1 Promoting Stakeholders' Understanding on PLSD as a Way of Thinking to Improve O&OD Process in Community

The O&OD Team observed that many stakeholders still regard PLSD as a participatory tool. Therefore, those stakeholders usually have a question of how to assimilate or combine it into the O&OD planning methodology. However, PLSD is so to speak as a way of thinking or a conceptual framework which will create a basis of improving the current O&OD planning process. In a particular manner, while the O&OD places emphasis on planning in community, the Project sees fundamental factors of communities in a holistic sense to optimize community planning. Hence, this is not a matter of integrating participatory tools but it is of establishing a sound foundation to optimize the O&OD process. In Year 2, the O&OD Team will continue fostering a solid sense of stakeholders on PLSD's way of thinking for the betterment of the O&OD process in the future.

6.2 Changing Mind-set of LGA Officials to be Responsive to Communities in a Multi-sectoral Manner through Sector Coordination

Currently, community priorities are not effectively incorporated into a LGA plan and budget and the budget is not allocated according to the community priorities either. This is because a LGA is not responsive to communities in a multi-sectoral manner although a community life and needs are multi-sectoral so are community priorities. Sector coordination is therefore of primary importance.

In Year 1, the O&OD Team has observed that the concept and importance of sector coordination are not even understood in an appropriate manner by stakeholders at LGAs. This is the area to be improved further through the Project activities in Year 2.

6.3 Overcoming Budgetary Constraint of PMO-RALG, Regions, and LGAs

The Project requires PMO-RALG, RASs and target LGAs to set aside budget for its activities for 2010/2011. However, due to budget constraint at different administrative levels, the planned allocation to the Project activities is still not sufficient to accommodate smooth implementation. Other alternatives are supposed to be found so as to not to affect the implementation particularly at community level.

7.0 WAY FORWARD

7.1 Strengthening Community Initiatives through Social Preparation

In Year 2 (FY 2010/2011), the O&OD Team will start activities in 10 target villages with the emphasis on strengthening community initiatives.

O&OD has focused on community planning and achieved to a large extent to mobilize community people in planning. However, in some cases, community plans are not utilized in a sufficient manner.

The Project will therefore expand its focus even on before and after the planning process. In this regard, the Project will place focus on “social preparation” of community which brings about in-depth understanding of community and thus strengthens either a mental or an organizational basis to effectively carry out planning, implementation, and even monitoring and evaluation under their initiative.

Ward Facilitators trained in Year 1 (FY 2009/2010) will play an important role to facilitate this social preparation process in the target villages.

7.2 Strengthening Community-friendly LGAs through Sector Coordination

In Year 2, the O&OD Team will also start activities in the target LGAs to promote sector coordination. The focus should be placed on changing a mind-set and organizational set-up of LGA officers to be supportive of community initiatives.

Since a community life is a multi-sectoral not a sector-wise, demands of communities are also multi-sectoral. However, LGAs have not effectively delivered their public services to community in the sense that financial and technical supports provided by the LGAs are not always in accordance with the community priority. As a result, community people are sometimes discouraged to promote their activities even if they are highly motivated with their well-formulated plans.

The Regional Task Force (RTF) members composed of National Facilitators and District Facilitators of each target LGA are expected to play an important role to promote this aspect.

7.3 Strengthening Linkage between Community and LGA

Strengthening community initiatives and LGAs' supportiveness cannot be promoted separately and it rather goes in a hand-in-hand manner. In other words, it is inadequate even when communities are motivated but a LGA is not supportive and when a LGA is supportive but communities are not well organized and motivated.

Hence, in Year 2, the Project will have the same degree of emphasis upon above two concerns as for strengthening linkage between communities and the LGA, aiming at achieving the Project objective of developing optimum implementation models for effective functioning of O&OD process at community, ward and district levels.