

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 2

May 2011

O&OD Team

# PROGRESS REPORT 2

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## PROGRESS REPORT 2

### 1.0 INTRODUCTION

It has been about a year and half since the Project was officially initiated when the first Joint Coordination Committee (JCC) was held in December 2010. The Project completed the first year operation from December 2009 to June 2010. The second year operation from August 2010 to June 2011 will have been completed soon.

As for the first year operation, the Project enjoyed its achievement of arranging implementation environments such as setting-up of Training Task Force (TTF) and Regional Task Force (RTF), selection of target LGAs, selection of Ward Facilitators (WFs), and introduction of the Project to key stakeholders of PMO-RALG and LGAs. In tandem with the arrangement, another major achievement was made particularly in the Output 1 which is for establishing a functional training system for facilitators. The achievement in other words was a capacity development effort for WFs and RTF members who were and would be key stakeholders to promote the O&OD process from the second year onwards. It was made through a series of training sessions including classroom and field sessions for 73-74 days for WFs and 13 days for RTF members. At the end of the first year operation, the second JCC was held in May 2010 where two emphases were made by its members for the 2nd year operation. One was involvement of Councilors and village leaders in the Project with full consideration of the existing structure of the Government while the other was a need of mind-set change of LGAs to support community initiatives.

In line with the emphases made in the second JCC, the second year operation has been carried out since August 2010, with three major concerns. *The first concern* is to promote community development process defined as a continuous process of the community to organize itself for positive changes based on its understanding on actual situation. This concern has to do with Output 2 which is to come up with an O&OD implementation model to strengthen community ownership. *The second concern* is to promote LGA's supportiveness to communities which is an understanding where a LGA supports community development process based on community's needs. This concern corresponds with Output 3 which is to establish an implementation model for effective support of target LGAs in promoting community initiatives. *The third concern* is to make community development process and LGA's supportiveness to communities mutually reinforcing. To do so, there is a need to build a strong linkage between them. This concern is related to Output 2 and 3 in the sense that only when both the first and the second concerns are achieved, the linkage between communities and a LGA would be strengthened.

Based on the three concerns, the second year operation was initiated with orientation meetings for Project activities in 2010/11 to LGA's decision makers, RTFs and WFs, and Ward Executive Officers (WEOs), Village Chairpersons (VCs), and Village Executive Officers (VEOs) in August-September 2010. In line with the above mentioned concerns, activities in 2010/11 were shared and confirmed in those orientation meetings. In parallel with the orientation meetings, a financial orientation meeting to each LGA was held for the purpose of orienting the target LGAs to be able to effectively utilize the JICA funds to supplement the operational costs for Project activities. Participatory Local Social Development (PLSD) Training in Japan

in October 2010, was another important activity since 1) the PLSD was fundamental way of thinking to improve the current O&OD planning process, and 2) the participants consisted of RTF members who were expected to play a central role to facilitate LGA's supportiveness to communities.

Particularly in relation to Output 2, activities at community level were initiated with an emphasis on social preparation i.e. an awareness creation with sufficient understanding of actual situation and organization building for a collective action. A baseline survey was carried out from November 2010 to April 2011 by WFs in each target village. It was with the aim to strengthen Ward Facilitator's capacity through their experiences of getting to know the situation of the target villages where they would facilitate social preparation process for community development. After the data collection, village meetings were held at each target village. Through the series of meetings, capabilities of WF's and level of community people's understanding on current situation were observed by O&OD Team. Training for community leaders was held from March to April 2011 at each village. In the training, project approaches were introduced to the participants and roles and responsibilities were elaborated.

In relation to Output 3, activities at LGA level were initiated with an emphasis to promote common understanding among LGA officers on importance of LGA's supportiveness to communities. In December 2010, a workshop was held for the RTF members and WFs on LGA's supportiveness to communities in Morogoro where the participants tried to identify current situations of LGA's supportiveness to communities, a gap between the ideal and the current situation and measures to be taken to fill the gap. At the end of the workshop participants prepared a draft action plan. Those outputs (including current situations, gaps, measures and action plans) were reviewed by the O&OD Team after the workshop and comments were provided to RTF members of each LGA for modification. In May 2011, a series of workshop for Council Management Team members was initiated and it will continue up to June 2011. The aim was to promote understanding of CMT members on LGA's supportiveness to communities with the expectation that the LGA would have a clear vision to promote LGA's supportiveness to communities and becomes collectively responsive to community needs.

Further details of main activities in Year 2 will be elaborated in the following section.

## **2.0 ACTIVITIES IN YEAR 2**

### **2.1 Orientation Meetings for Project Activities 2010/11**

The O&OD Team members held a series of orientation meetings from August to September 2010 as the first activity of the second year (2010/11). The participants in the meetings were LGA's Decision Makers, RTF members and WFs, and community leaders from target Wards and Villages (WEOs, VCs and VEOs). The general purposes of the activity are to review the achievements in the previous year (2009/10), to introduce the Project approach for the year 2010/11, and to reassure their commitment to the Project.

The orientation meetings were crucial in order to have a shared understanding among the major stakeholders before initiating the Project activities. The meetings were among others important since the second year is the first year to substantially start activities in target villages under Output 2 and target LGAs under Output 3. Although the general purposes are the same, each meeting was held under slightly different purposes in accordance with expected roles of the participants in the meetings. The followings are outlines of each meeting.

**2.1.1 Meeting with LGA decision makers**

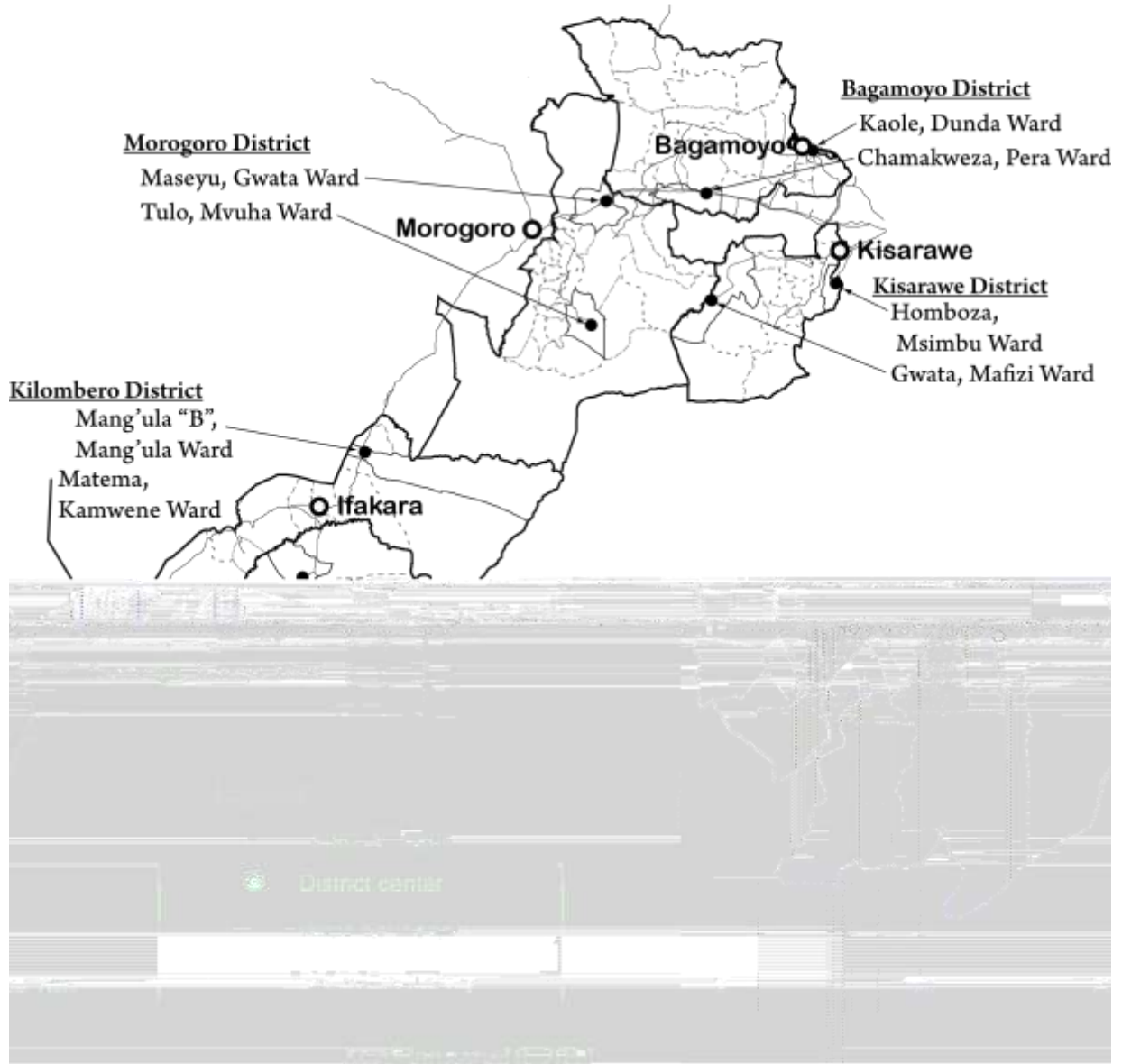
The meeting with LGA decision makers (DED, DPLO, and DT) was held in August 2010 in each target LGAs. The main objective of the meetings were: 1) to brief the implementation status in the FY 2009/10, 2) to introduce the Project activities in the FY 2010/2011, 3) to reassure their financial commitment to the Project, and 4) to be informed about their selection of target villages.

Proceeding	
1. Presentation on Progress of the Project in 2009/10	O&OD Team
2. Presentation on Project Activities for 2010/11	O&OD Team
3. Presentation of LGA’s Approved Budget Breakdown on Project Activities and Request for Financial Arrangement for 2010/11	LGA
4. Request for Covering the Expense for Fieldwork of RTF Members & WFs for 2010/11	O&OD Team
5. Provision of Equipment and Its Procedure	O&OD Team
6. Village Selection	LGA

In each LGA, the meeting was started with sharing the progress of the Project in 2009/10 followed by the confirmation of activities in 2010/11. Then the LGA presented the approved budget to be utilized for O&OD Project activities. It was confirmed that the budget would be mainly used for the field work of the RTF members and WFs. For financing the prioritized activities in the community plan of target villages, some LGAs explained that allocation would be difficult since the budget had already been approved. The budgets set aside by each LGA will be figured out in *3.3 Budget for Project Activities*.

The meeting was also utilized as an opportunity to have a result of target village selection by each LGA. Each LGA decided target villages based on the criteria initially proposed by the O&OD Project. Those criteria included: 1) experience of collaboration between the LGA and the village; 2) people’s participation in socio-economic activities; and 3) less than 500 households. The map and table below shows the result of target village selection.

## Location of Target Villages (Vijiji) O&OD Project



Selected Village	Ward	LGA	Region
Chamakweza	Pera	Bagamoyo	Coast
Kaole	Bagamoyo Town		
Homboza	Msimbu	Kisarawe	Morogoro
Gwata	Mafizi		
Maseyu	Gwata	Morogoro	Morogoro
Tulo	Mvuha		
Mang'ula B	Mang'ula	Kilombero	Morogoro
Matema	Kamwene		
Nakafulu	Lupiro	Ulanga	Morogoro
Libenanga	Mwaya		

## 2.1.2 Workshop for RTFs and WFs

The workshop for RTF members and WFs was held in September 2010. The purposes of the workshop were to share among RTF members and WFs a project progress report in the FY 2010/11 and how to improve the performance for the FY 2010/11. Since RTF members and WFs were those who participated in the intensive training sessions (class-room and field) in the year 2009/10 and the core members in the target LGAs to carry out the Project activities, the workshop was designed for them to reflect their experiences to and be ready for coming activities.

Proceeding		
1.	Reflection of the Year 1 Project Activities	RTF members and WFs
2.	Presentation of Progress Report and Capacity Assessment and Training Evaluation in 2009/10	O&OD Team
3.	Discussion on Achievement, Challenges, and Suggestions	RTF members and WFs
4.	Project Activities in 2010/11	O&OD Team
5.	Discussion on What is Baseline Survey , Roles and Responsibilities of RTF members and WFs, and LGA's Supportiveness to Communities	RTF members and WFs

The Workshop was started with reflection of the first year (2009/10) activities, where achievements, challenges and suggestions were discussed and presented by each group (2 groups of RTFs and 5 groups of WFs). The O&OD Team then gave a presentation on the progress report as well as the result of capacity assessment for the training in the first year, which was followed by a group discussion on achievements, challenges and suggestions of the training.

On the part of coming activities in the FY2010/11, the O&OD Team explained tentative schedule of Project activities in the second year, including an instruction on the baseline survey at the target villages. Since the RTF members and WFs are expected to take a leading role in the Project activities at the target LGAs and villages, their roles and responsibilities as well as their ideas on LGA's supportiveness to communities were further discussed by each group and presented in a plenary session.

The outputs of the workshop were: 1) participants confirmed the achievements they made in the year 2009/10; 2) they became aware of and started preparing for the activities in 2010/2011. The major points addressed in the group discussions and presentations are summarized in the below.

Contents		Major points
Reflection on the Project activities in FY 2009/10	Achievements	<ul style="list-style-type: none"> <li>• Better understanding on the reality of communities based on extended field experiences</li> <li>• Establishment of good relationship between facilitators and communities</li> <li>• Development of a sense of teamwork among facilitators</li> <li>• Allocation of fund for the Project activities by target LGAs</li> </ul>
	Challenges	<ul style="list-style-type: none"> <li>• Poor participation of some community members</li> <li>• Insufficient time for supportive supervision by RTF</li> <li>• Weak sector coordination at target LGAs</li> </ul>

Contents		Major points
	Suggestions	<ul style="list-style-type: none"> <li>• Sensitization (especially village leaders) at the community level</li> <li>• Additional financial arrangement for supportive supervision</li> <li>• Enhanced sector coordination at target LGAs</li> </ul>
Reflection on the training in FY 2009/10	Achievements	<ul style="list-style-type: none"> <li>• Attainment of knowledge on theory and practice</li> <li>• Better understanding on social context at target villages</li> <li>• Exchange of experience among facilitators</li> </ul>
	Challenges	<ul style="list-style-type: none"> <li>• Limited time of training given the assigned tasks</li> <li>• Representation of a community with limited people involved in the exercise</li> <li>• Lack of transportation</li> </ul>
	Suggestions	<ul style="list-style-type: none"> <li>• Extended time of field training for facilitators</li> <li>• Awareness raising of village leaders on the Project concept</li> <li>• Provision of means of transportation</li> </ul>
Preparation for the forthcoming activities in FY 2010/11	Roles and Responsibilities (RTF)	<ul style="list-style-type: none"> <li>• To undertake supportive supervision of WFs' activities</li> <li>• To analyze current situation of LGA's supportiveness to communities</li> <li>• To encourage CMT members to respect community needs</li> </ul>
	Roles and Responsibilities (WFs)	<ul style="list-style-type: none"> <li>• To identify and strengthen community people's capacity/experience</li> <li>• To sensitize collective actions of various institutions/groups</li> </ul>
	LGA's supportiveness to the community	<ul style="list-style-type: none"> <li>• To facilitate community people to identify their own needs</li> <li>• To change the mindset of LGA officers toward accommodating community needs</li> <li>• To make sure LGA plans are based on community priorities</li> </ul>

### 2.1.3 Meeting with WEOs, VCs, and VEOs

The meeting with WEOs, VCs and VEOs was held in September 2010 at each of the 5 target LGAs. The main objective of the meeting was to start constructing a good relationship between the Project and those community leaders and to introduce them the Project approach. This meeting was carefully designed and operated since it was their first contact with the O&OD Project Team and therefore if the Team imposed their cooperation with the Project, it might have created a power relation between those community leaders and the Team.

Proceeding	
1. Introduction of Villages	VC, VEO, WEO
2. Introduction of the Project	O&OD Team
3. Progress of the Project in 2009/2010	O&OD Team
4. Introduction of the Project Activities in 2010/11	O&OD Team

To encourage their positive involvement in the Project, the meeting was started with gathering perception of the community leaders on the characteristics of their villages. The participants were then informed about background, purpose, duration and area, organization structure, approaches and implementing organization of the Project. Then the Team shared the progress of the Project in 2009/10 followed by the introduction of activities in 2010/11.

During the meeting, the community leaders asked clarification on Project implementation strategies and what they would benefit out of the Project. The Team



responded with the emphasis that strategies would strengthen self-organizing capacity of the target communities to become able to own and manage their development and improve capacity of target LGAs to increase their supportiveness to community initiatives. Furthermore, linkage between communities and a LGA will be strengthened so as to ensure that LGAs provide services according to community needs when necessary.

The outputs of the meeting were: 1) WEOs, VCs and VEOs of the target villages were exposed to the Project concepts and approaches; 2) they became ready to start working with the Projects.

## **2.2 Financial Orientation to LGA Officials**

### **2.2.1 Consultation with LGAs on the issue of cost sharing**

A series of consultative meetings between the target LGAs and the O&OD team was held in August 2010. During the meetings, both parties discussed the possibility of each LGA to financially support target village projects in FY 2010/2011. The basic agreement was to consider the allocation of some fund in the next financial year (FY 2011/12) since the budget had been already approved. On the other hand, the target LGAs showed their commitment by confirming approved budget breakdowns to support the Project activities. The approved budget for each target LGA for FY 2010/2011 will be presented in *3.3 Budget for Project Activities*.

### **2.2.2 Follow-up of financial and technical issues**

In September 2010, the O&OD Team conducted an orientation for District Executive Directors, District Treasures and Accountants of 5 target LGAs on the financial arrangement for Project activities including RTF and WF training. The orientation covered the issues pertaining to the Project fund disbursement for training and the cost sharing of the Project activities in FY 2010/11. Following the orientation, the contract on Project fund disbursement was signed by both parties. Besides that, the O&OD Team requested the LGAs to submit expenditure of fund from LGA own budget during the submission of a fund utilization report at the end of the financial year.

### **2.2.3 Amendment of the contract**

In February 2011, the target LGAs and the O&OD Team made an amendment to the contract signed in September 2010. The reason for the amendment was the postponement of 3 class sessions: Training on planning, implementation and management of development activities, and M&E of implemented activities. The budget for these class sessions are reallocated to the field activities of the training, which is currently undertaken by the RTF members and WFs. The amendment of contract was signed by DEDs and Ag. DED at 4 LGAs and Kilombero DC, respectively. Moreover, LGAs were given a technical direction of how to spend the fund for remaining class sessions and field activities.

## 2.3 Training for RTF (Regional Task Force) members in Japan

The Project conducted the training on “Participatory Local Social Development (PLSD)” for RTF members for fifteen days in October 2010. Nine RTF members including two chairpersons participated in this course (List of participants and schedule are included at the end of this section).

The objective of the training was for participants to be able to plan and manage a PLSD project that is based on the particular characteristics and situation in Tanzania.

This training program consisted of the following three components.

- 1) Theory and Practice of PLSD
  - Historical back ground of PLSD
  - Basic concept for PLSD
  - Local Community System and Its Functional Analysis
  - Local Societal System and Phrasal Approach
  - Case study of PLSD in developing countries
- 2) Participatory Approach (PA) as effective methodology for experience-based learning among target local people
  - Theory and Practice of PA
  - Correlation of PRA and PA
  - Effectiveness and Limitation of PA
- 3) Verification of Case of PLSD in Japan: Iida City, Nagano
  - History and Local Administration System of Iida City
  - Agricultural Cooperative (JA) and Local Society
  - *Kominkan* System and *Kominkan* Activities by Local People<sup>1</sup>
  - Local Development Planning and Practice by the Local People
  - Community Management System and Common Resource



A series of lectures at JICA Chubu Center, Nagoya

Through successful completion of the course, the participants:

- 1) Acquired the basic framework to analyze the local people’s capability and mechanisms of resource utilization and management in the context of a local community/societal system; and
- 2) Gained comprehensive knowledge of the PA as effective methodology for experience-based learning among target local people.



Participants visited “A Row of Apple Trees” in Iida City, Nagano Prefecture

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<sup>1</sup> *Kominkan* in the social context in Japan is generally understood as a community center which plays a role as an extended arm of a LGA to provide social services to the people such as a life-long learning program and information sharing about community events. However, in the case of Iida-city, *Kominkan* plays a much more significant role as an interface between a LGA and communities. It is voluntarily managed by the people and promoting collaboration among people and between communities and a LGA.

### List of Participants

No.	Name	Position
1	Ms. Martha Nzungu* <sup>1</sup>	Assistant Administrative Secretary, RAS Office, Coast Region
2	Mr. Deus Mbalamwezi	Economist, Kisarawe District Council
3	Mr. Dionise Mahilane	Principal Irrigation Officer, Bagamoyo District Council (O&OD National Facilitator)
4	Mr. Dias Ndomba* <sup>2</sup>	Senior Economist, RAS Office, Morogoro Region
5	Ms. Mary Nyanje	Community Development Officer, Morogoro District Council
6	Ms. Neema Kilembe	Statistician, Morogoro District Council
7	Ms. Juliana Kibonde	Community Development Officer, Kilombero District Council
8	Mr. Joseph L. Satta	District Community Development Officer, Ulanga District Council
9	Mr. Laurent Mabagara	Economist, Ulanga District Council

\*<sup>1</sup> Chairperson of RTF in Coast Region

\*<sup>2</sup> Chairperson of RTF in Morogoro Region

### Schedule of the Training

Date	Day	Program	
		Morning (9:00-12:00)	Afternoon (13:30-16:30)
Oct. 15	Fri	Arrival in Japan	
Oct. 16	Sat	Program & Course Orientation, Briefing Session	L: Conceptual Framework of PLSD (1)
Oct. 17	Sun	L: Conceptual Framework of PLSD (2)	L: Conceptual Framework of PLSD (3)
Oct. 18	Mon	L: Conceptual Framework of PLSD (4)	L: Conceptual Framework of PLSD (5)
Oct. 19	Tue	L: Conceptual Framework of PLSD (Review)	Orientation on Visit to Iida City Move to Iida City, Nagano Prefecture
Oct. 20	Wed	L: Local Administration System and Residents' Participation in Iida City	L: Collaboration between Iida City Government and JA (Japan Agricultural Cooperatives)
Oct. 21	Thu	L: Kominkan (Social Education) System in Iida City L: Management of Kominkan and Its Activities in Tatsuoka	L&V: People's Activity in Kominkan System (Preservation of Ancient Burial Mounds) L: Kominkan System and Council for Self-Governance in Tatsuoka
Oct. 22	Fri	L: Local Administration System and Activities by People in Kamihisakata	L&V: Community Management System over Common Resource and Facility in Kamihisakata
Oct. 23	Sat	W: Analysis and Summary of Local Autonomy System in Iida	W: Analysis and Summary of Local Autonomy System in Iida (continue) Evening: Move to JICA Chubu, Nagoya
Oct. 24	Sun		
Oct. 25	Mon	D: Action Plan Development by Participants (1)	D: Action Plan Development by Participants (2)
Oct. 26	Tue	D: Action Plan Development by Participants (3)	P: Presentation of Action Plan
Oct. 27	Wed	Leaving Japan	

Note 1: L: Lecture, V: Visit, W: Workshop, D: Discussion, P: Presentation

## 2.4 Workshop for RTFs and WFs on LGA's Supportiveness to Communities

The Project intends to establish a model to promote LGA's supportiveness to community from experiences in the 5 target LGAs. As part of this process, the Project held a workshop in December 2010 for RTFs and WFs with the aim of:

- Sharing the Project approach on LGA's supportiveness to communities;
- Promoting RTF members' and WFs' understanding of the actual situation, and a gap between the ideal and current situations in LGA's supportiveness to community initiatives; and
- Promoting RTF members' initiatives to take an active role to facilitate the LGA.

The table shows the topics covered in the workshop.

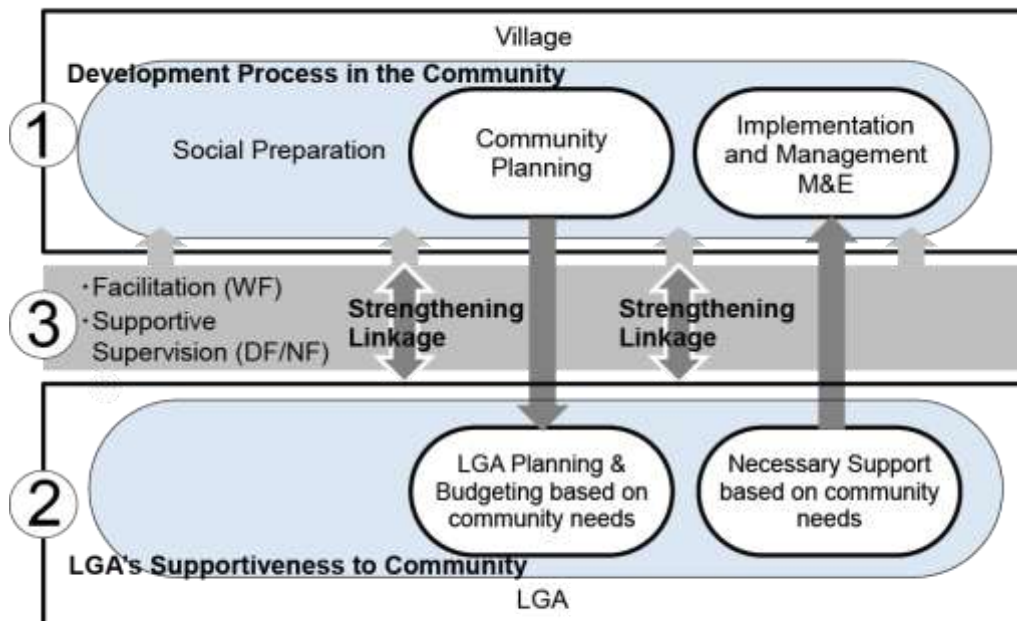
TOPIC 1: Self-assessment by RTF members and WFs on LGA's Supportiveness to Communities	
1.1 Individual assessment on LGA's supportiveness to communities	RTF members and WFs
1.2 Group assessment on LGA's supportiveness to communities	
1.3 Plenary assessment on LGA's supportiveness to communities	
TOPIC 2: Project Approach on LGA's Supportiveness to Communities	
2.1 Introduction: Findings/Results of the Study on the Improvement of O&OD Planning Process	O&OD Team
2.2 New project: Strengthening Participatory Planning and Community Development Cycle for Good Local Government	
2.3 LGAs' supportiveness to community's initiatives	
2.4 Expected state of the LGA in supportiveness to communities	
TOPIC 3: Understanding on LGA's Supportiveness to Communities	
3.1 Understanding on current situation	RTF members and WFs
3.2 Identification of gap between ideal and current situation	
3.3 Discussion: sharing the result of each group	
TOPIC 4: Preparation of Strategies	
4.1 Discussion on RTF's roles and responsibilities	RTF members and WFs
4.2 Preparation of action plan on how to facilitate LGA	
4.3 Presentation of RTF's roles and responsibilities and action plan on how to facilitate LGA	

The workshop was started by self-assessment by RTF members and WFs on LGA's supportiveness to communities. The aim of this topic was to preserve a record of their understanding of, attitude toward and actions for LGA's supportiveness to communities in the timing of the workshop and the record would be utilized by and for them to recognize changes made in the course of the Project implementation at some point later.

The second topic presented by the O&OD Team was to share the Project approach on LGA's supportiveness to communities with the aim of having common understanding among participants. The Team particularly placed emphasis on three dimensional approach of the Project:

- ① Initiatives of the people in the target villages are strengthened through a development process including social preparation, planning and implementation and monitoring and evaluation. A LGA as a closest body to communities is expected to support the process through continuous facilitation.

- ② Supportiveness to the community initiatives of the target LGAs is strengthened through promotion of LGA's awareness and understanding on community needs. Based on the awareness and understanding, a LGA is expected to effectively organize itself and take an action to the community needs when necessary.
- ③ Linkage between communities and LGAs is strengthened. To achieve the status, community development and LGA's supportiveness need to be mutually reinforcing. Continuous facilitation by WFs with effective support of RTF members will promote the mutual reinforcement.



The third topic was to understand current situations of LGA's supportiveness to communities and to identify gaps between the ideal and current situations. Participants from each target LGA formed a group to discuss this topic. Finally, the participants discussed and prepared a rough action plan on how to facilitate the target LGAs on their supportiveness to communities. This included identification of roles and responsibilities of RTFs in the LGA's supportiveness.

The outputs of the Workshop were: 1) participants were first time exposed to the three dimensional concepts of LGA's supportiveness to communities; 2) participants became aware that LGAs face a number of challenges to promote LGA's supportiveness to communities, and 3) participants actually started preparing the outputs covering current situations, gaps, counter measures and their roles and responsibilities based on their understanding.

By the end of the workshop, it was observed that outputs of the group work were not sufficiently prepared due to time constraint. The O&OD Team asked the participants to refine the outputs. The refinement was to be done at their respective LGAs and the refined outputs should be submitted to O&OD Team.

## 2.5 Baseline Survey in the Target Villages

The baseline survey at ten target villages was carried out from November 2010 to April 2011. WFs and representatives of community people actively participated in this activity with support of RTF and O&OD members.

### (1) Purpose

The purpose of the baseline survey is to develop baseline information about ten target villages of the Project.

### (2) Basic Aspects for the Survey

The following aspects are utilized to collect information at target villages.

- General information on socio-economic, political, cultural and environmental situation
- Felt problems and needs of community people and their capability and experience to cope
- Experience/Capability of collective actions, social organizations in the community and its functional category

### (3) Methods

This baseline survey utilized following methods.

- Group discussion
- Key informant interview
- Focus group discussion
- Informal meeting

### (4) Expected Outputs

Collected information from baseline survey is to be further analyzed and documented by O&OD Team. The result will be shared with community people, and this will be the basis of planning and implementation in the community development process at target villages.



One of WFs is facilitating the discussion during the meeting at Mang'ula B village.



Women are holding active discussion about their concern at Homboza village.

## 2.6 Village Meeting on Felt Problems and Needs of the Community

A series of the village meetings was conducted in ten target villages from January to April 2011 as part of the baseline survey. Village Council members, representatives of various social and economic organizations and groups in the village actively participated in the meeting.

The main purpose of the meeting was to discuss and analyze current situation in the community by people themselves through WFs' facilitation during the meeting. The Project utilized this opportunity for collecting information on (1) people's level of understanding on current situation, (2) facilitation capacity of WFs.

The following aspects were utilized by participants to analyze current situation in the community.

- Felt problems (in order of severity)
- Felt needs
- Coping strategies (including attitude towards problem solving)
- Effectiveness and limitations of coping strategies

As mentioned above, the Project observed the performance of community people and WFs on the following aspects.

### Community people

- Level of participation in the meeting (ratio of participants who make remarks/opinions)
- Level of understanding on "what we want" and "what we can"
- Level of understanding on common needs/problems (in consideration of the differences between individual ones and common ones)
- Experience and capacity in utilization and management of internal resources
- Experience and capacity in resource utilization and management of groups and organizations

### WFs

- Level of knowledge of current situation in the village
- Appropriateness of WFs' facilitation process in the meeting (in consideration of the performance both as a team and as an individual)

Through the process of analyzing current situation, community people realized potentials and limitations for problem solving. This understanding will be the basis for planning and implementation in the community development process at target village. As for the Project, the collected information will be documented by the O&OD team to develop baseline information for project implementation and management.



Community leaders are participating in village meeting at Gwata village.



One of the WFs is facilitating the discussion during the meeting at Tulo village.

## 2.7 Training for Community Leaders on Their Roles and Responsibilities

A series of one day training for community leaders on their roles and responsibilities was conducted at all ten target villages from March to April 2011. Village Council members, representatives of various social and economic groups in the village actively participated in this training. In some villages, Divisional Administrative Secretary, Ward Executive Officer and Ward Councilor also attended the training. This training was conducted in response to a request from village people during the baseline survey.

The purpose was to equip the community leaders with knowledge on their roles and responsibilities since most of the leaders in the target villages are newly elected leaders in October 2009.

Contents of the training consisted of the following three topics;

(1) Roles and Responsibilities of Village and Hamlet Leaders

A resource person from the respective LGAs explained roles and responsibilities of hamlet chairperson, Village Chairperson, Village Executive Officer, Village Council and its committees. It was based on the training manual for village, Mtaa, hamlet leaders prepared by PMO-RALG.

(2) Outline of O&OD Project

O&OD Team members introduced outline of the O&OD Project and also explained roles of community leaders in community development process.

(3) Project activities at target villages

RTF members and WFs facilitated discussion about coming activities of the Project at respective target villages. The result of the discussion reflected an action plan prepared by RTF members and WFs.

The Project expects that the acquired knowledge will be beneficial to community leaders to play an important role in the process of development in the respective villages.



Senior Human Resource Officer of Ulanga District is explaining roles and responsibilities of community leaders at Libenanqa village.



Woman participants are listening attentively to resource person's presentation in a serious manner at Nakaful village.



## 2.8 Council Management Team (CMT) Workshop on LGA's Supportiveness to Communities

The Project intends to establish a model to promote LGA's supportiveness to community from experiences in the 5 target LGAs. In line with the intension, the O&OD Team will have held a series of Council Management Team Workshop on LGA's supportiveness to communities at each target LGA. So far as of the mid-May, the workshop in Morogoro was already held and those in other LGAs will have held by early June 2011.

The purpose of the workshop is to promote the CMT member's understanding of LGA's supportiveness to communities with an expectation that they start thinking about how the LGA can be responsive to communities. The table below shows the Topics covered in the workshop.

Topic	Contents		
	Self-assessment		
Topic 1	1.1	Introduction of the Project	Presentation: O&OD Team
	1.2	Project Concept	Presentation: O&OD Team
Topic 2	2.1	Identification of Actual Situation	Group Work: CMT members
	2.2	Elaboration of Project Concept	Elaboration: O&OD Team
	2.3	Discussion on Project Concept	Group Work: CMT members
	2.4	Identification of Gap between Project Concept and Actual Situation, and Measure to be taken	Group Work: CMT members

As in the workshop held for RTF members in December 2010, The workshop was started with self-assessment by CMT members on LGA's supportiveness to communities.

The First topic presented by the O&OD Team consists of two sub-topics: 1) Introduction of the Project, which aims to promote understanding on the project framework and 2) Project Concept on LGA's Supportiveness to communities, which aimed to promote understanding on the Project concept of supporting community development process, and to have common understanding on LGA's supportiveness communities. The Team particularly placed emphasis on three dimensional approach of the Project: Community Development Process, Supportiveness to Communities, and Linkage between Community and LGA (Refer to a figure on p11).

During the second topic, the Project concept is further elaborated with a matrix below in which the horizontal axis includes 3 dimensions (community development process, LGA's supportiveness to communities, and linkage between community and LGA) while the vertical axis includes 4 stages of development process in the community (social preparation, planning, implementation and management, and monitoring and evaluation). In each cell of the matrix, expected outcomes were indicated as follows.

## Expected Outcomes

	Community Development Process	Supportiveness to communities	Linkage between Community and LGA
	Community People	LGA	WFs/RTF members
Social Preparation	<ul style="list-style-type: none"> <li>Community people are confident enough on their own initiatives</li> </ul>	<ul style="list-style-type: none"> <li>LGA staff changes their attitude towards supporting community initiatives</li> <li>LGA develops supportive environment of WFs and RTF members to effectively facilitate the community.</li> </ul>	<ul style="list-style-type: none"> <li>WFs effectively facilitate social preparation in communities</li> <li>WFs effectively share their experiences on social preparation with RTF members and the LGA</li> <li>RTF members effectively support WFs in facilitating social preparation in communities</li> <li>RTF members effectively share with the LGA their experiences in supporting WFs on social preparation.</li> </ul>
Community Planning	<ul style="list-style-type: none"> <li>Community people have a shared strategy to tackle with their felt problems and needs.</li> </ul>	<ul style="list-style-type: none"> <li>LGA accommodates community needs into District Development Plan</li> <li>LGA supports community planning process</li> </ul>	<ul style="list-style-type: none"> <li>WFs are able to effectively facilitate community planning</li> <li>WFs are able to effectively share their experiences in facilitating community planning with the RTF members and the LGA</li> <li>RTF members are able to effectively support WFs in facilitating community planning</li> <li>RTF members are able to effectively share within the LGA their experiences in supporting WFs on community planning</li> </ul>
Implementation and Management	<ul style="list-style-type: none"> <li>Community people have enough capacity of collective resource utilization and management</li> </ul>	<ul style="list-style-type: none"> <li>LGA provides necessary support to WFs and RTF members to facilitate implementation and management process</li> <li>LGA provides technical, moral and financial support to community</li> </ul>	<ul style="list-style-type: none"> <li>WFs are able to effectively facilitate implementation and management of community projects</li> <li>WFs regularly report to RTF members and the LGA the community needs as well as their experiences in the field</li> <li>RTF members are able to effectively support WFs in facilitating implementation and management of community projects</li> <li>RTF members are able to effectively share within the LGA community needs as well as their experiences of supporting WFs in facilitating implementation and management of community projects</li> </ul>
M&E	<ul style="list-style-type: none"> <li>Community people own their development process and becomes achievement-oriented</li> </ul>	<ul style="list-style-type: none"> <li>LGA becomes aware of the effectiveness and appropriateness of its support to communities</li> <li>LGA supports effective monitoring and evaluation carried out by WFs and RTF members</li> <li>LGA share the results of monitoring and evaluation within LGA and to other stakeholders</li> <li>LGA continuously improve its supports to communities based on the result of monitoring and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>WFs facilitate monitoring and evaluation in the community</li> <li>WFs regularly report results of monitoring and evaluation in the communities to RTF members and LGA</li> <li>RTF members support WFs in facilitating monitoring and evaluation in the community</li> <li>RTF members regularly report results of monitoring and evaluation in the community to LGA.</li> <li>RTF members are able to effectively share within the LGA their experiences in supporting WFs in facilitating monitoring and evaluation in communities</li> </ul>

Based on that, the participants (CMT members) identify actual situation, gaps between the Project concept and actual situation, and measures to be taken to promote LGA's supportiveness to communities. The physical outputs of the workshop are matrices prepared by 3 groups during group work sessions of actual situation, gaps, and measures. The O&OD Team is planning to review the outputs and support each LGA to refine them.

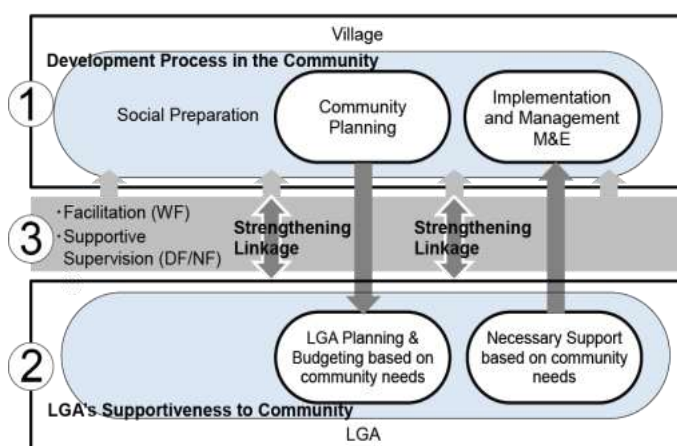
### 3.0 OTHER ACTIVITES RELATED TO THE PROJECT

#### 3.1 Workshop in Rungemba Community Development Training Institute (CDTI)

A workshop in Rungemba Community Development Training Institute (CDTI) was held in February 2010. The purposes of the workshop was to strengthen participants' knowledge on O&OD and to seek an opportunity of collaboration between CDTIs and PMO-RALG to promote O&OD Process. This activity was related to Output 1, which is to establish a training system for Facilitators, in the respect that the Project was trying to see the potential of CDTI as a training provider for WFs in the future.

Participants included the Principal and Tutors of Rungemba CDTI, and Community Development Officers of Mufindi DC, Iringa DC and Njombe DC. The process followed in the workshop was as follows.

- 1) Elaboration and clarification from the O&OD Team to the questions raised by the participants regarding the O&OD process;
- 2) Group work by the participants to come up with 3 issues:
  - To optimize the below state, what roles could CDTI play?
  - What would be challenges to realize the role?
  - Any innovative idea about collaboration between CDTI and the O&OD Project apart from 1 and 2?



Outputs of the workshop prepared by two groups of the participants are as shown in the table.

	Group 1	Group 2
Role of CDTI	<ul style="list-style-type: none"> <li>• To produce competent CDOs in O&amp;OD skills, facilitation skills, lobbying and advocacy skills, planning skills, and negotiation skills.</li> <li>• To train other CDOs and WFs who are in the field concerning O&amp;OD and facilitation skills.</li> <li>• To provide advice to LGAs on how to train local facilitators</li> </ul>	<ul style="list-style-type: none"> <li>• To prepare students who are capable on O&amp;OD</li> <li>• To include the concept of O&amp;OD in curriculum and field guides</li> <li>• To coordinate exchange of ideas among CDTIs to have common understanding on O&amp;OD</li> <li>• To consult LGAs on how students are supposed to be.</li> </ul>
Challenge	<ul style="list-style-type: none"> <li>• In adequate practical knowledge and facilitation skills of CDTI Tutors on O&amp;OD.</li> <li>• Inadequate support from the MCDGC to the CDTIs in relation to O&amp;OD particularly in terms of funds, information and capacity building.</li> <li>• Willingness of LGAs to use CDTIs as their advisers and facilitators on O&amp;OD process</li> </ul>	<ul style="list-style-type: none"> <li>• Trainers do not have enough skills and knowledge on O&amp;OD.</li> <li>• Review of curricula needs approval of the ministry and is done periodically. No support from the ministry to flexibly change the curriculum</li> <li>• Lack of support from the ministry</li> </ul>

Way Forward	<ul style="list-style-type: none"> <li>• To build capacity to CDTI Tutors concerning O&amp;OD and facilitation skills</li> <li>• To create awareness to the ministerial level on their role in supporting CDTIs in the implementation of O&amp;OD process</li> </ul>	<ul style="list-style-type: none"> <li>• To build capacity of Tutors by providing training</li> <li>• The ministry to support the institute to review the curriculum</li> <li>• To find support from the ministry and other stakeholders</li> </ul>
Innovative Idea	<ul style="list-style-type: none"> <li>• CDTI Tutors to be involved in practical process of O&amp;D in the field.</li> </ul>	<ul style="list-style-type: none"> <li>• CDTI to be a consultancy center on the O&amp;OD Project</li> </ul>

After the workshop, the O&OD Team confirmed that in order to promote collaboration between the O&OD Project and CDTIs, the following could be key factors to consider:

- Coordination between PMO-RALG and the Ministry of Community Development, Gender, and Children (MCDGC);
- MCDGC's supportiveness to CDTIs;
- LGA's recognition of CDTIs;
- Practical experience of CDTI's Tutors in the field; and
- CDTI's capacity to organize training for Facilitators.



The participants are discussing in a group.

### 3.2 Seminar for Rungemba CDTI

A seminar for Rungemba CDTI was held also in February 2011. The purpose of the seminar was to provide the students of the CDTI with practical knowledge and the latest information about community development promoted by PMO-RALG. About 150 students of the CDTI participated and Tutors of Rungemba CDTI and Community Development Officers of Mufindi DC, Iringa DC and Njombe DC attended as observers as well. Topics in the seminar included:



The participants are paying attention to the presentation by the O&OD Team

Topic 1: O&OD Planning Process and Challenges.

Topic 2: Approach of O&OD Project

Those Topics were presented by the O&OD Team and the participants were given an opportunity to raise a question. Although participants consisted of students with and without experiences of community development, they were all attentive trying to figure out where they needed to understand.

### **3.3 Seminar for JOCV**

The Project organized a two days seminar on O&OD for Japan Oversees Cooperation Volunteers (JOCV) members and their Tanzanian counterparts in February 2011.

The aim of the seminar was to promote knowledge of the participants on O&OD and also to introduce the framework of the Project. In total of 15 participants from Community Development Training Institute (CDTI), Kinondoni MC, LGAs of Iringa, Njombe and Mikindani, and St. Augustine University of Tanzania (SAUT) of Mtwara participated in the seminar. It consisted of presentation and field trip parts as follows.

#### First Day

The specific objective of the first day session was to promote knowledge on O&OD to the participants. The O&OD team presented three topics including O&OD and its challenges, review and backstop of community planning process, and introduction of the new project to improve the O&OD process.

#### Second Day (Field Trip)

The specific objective of the second day session was to see and acquire field experiences in project activities at the village level. The participants made a trip to Homboza village in Kisarawe District where they met village chairperson, VEO and three Ward Facilitators (WFs).

WFs explained to the participants that since the introduction of the new project, they had been improved their capacity in the following areas:

1. Building good relations with community people
2. Promoting people's awareness about current situation in the community
3. Working as a team of WFs

The participants also learned from village chairperson's experiences in the village. He emphasized the importance of village leadership particularly in maintaining transparency and accountability to the people, appropriately utilizing their resources, and implementing priorities agreed among community members.

## 4.0 ADMINISTRATIVE ISSUE

### 4.1 Project Office Set-up in Coast and Morogoro Regions

The Project has set up an RTF office in each of the target regions (Coast and Morogoro Regions). Thanks to the supports of Coast and Morogoro Regional Secretariat Offices, the office spaces are provided in their premises. The offices are expected to be the bases of RTF activities. The equipment procured for them by the Project so far is as shown in the below table.

Name of Office	Item	Quantity
Coast RTF Office (in Coast RS Office)	Photocopier	1
	AC	1
	Bookshelf	1
	Desk set	1
	White board	1
Morogoro RTF Office (in Morogoro RS Office)	Photocopier	1
	AC	1
	Bookshelf	1
	Desk set	2
	Electric wiring	1
	White board	1

### 4.2 Equipment Provision

From the discussion with the stakeholders of the Project in the FY 1, the items shown in the below were identified as the necessary equipment for the field activities of WFs, and have been procured to each target LGA by the Project. Motorcycles were procured by the JICA Tanzania Office and then handed over to each target LGA through the Project with the other two items below.

Item	Quantity	Purpose
Motorcycle	2 for each target LGA (10 in total)	<ul style="list-style-type: none"><li>To equip the WFs with a means of transportation to the target villages.</li></ul>
Digital Camera	2 for each target LGA (10 in total)	<ul style="list-style-type: none"><li>To help the WFs to record their field activity information as visual data.</li></ul>
Handheld GPS (Global Positioning System)	2 for each target LGA (10 in total)	<ul style="list-style-type: none"><li>To help the WFs to identify the location of key places in the target villages and keep geographical information of them as electronic data.</li></ul>

### 4.3 Financial Arrangement

For the FY2, each stakeholder of the Project has committed certain amount of budget to be spent for the Project activities. The following table shows the amount and its use by stakeholder.

Unit: Tsh

Name of Stakeholder	Use	Source of Budget	Commitment Budget *1	Actual Expenses from July 2010 to March 2011	Estimated Expense from April to June 2011
PMO-RALG	• Activities of O&OD Team	Block grant / OC	33,000,000	10,600,000	22,400,000
Coast RS	• Activities of the RTF	Block grant / OC	2,200,000	679,636	1,520,364
Morogoro RS	• Activities of the RTF	Block grant / OC	3,000,000	1,800,000	1,200,000
Bagamoyo DC	• Field activities of the RTF members and WFs	Own source	20,009,800	2,195,000	17,814,800
Kisarawe DC	• Field activities of the RTF members and WFs	Own source	12,700,000	1,725,000	20,412,000
	• Field activities of the RTF members and WFs	LGDG	9,437,000		
Morogoro DC	• O&OD Review & Backstop for all villages in the LGA (including the target villages of the Project) • Field activities of the RTF members and WFs	LGDG	20,000,000	18,800,000	1,200,000
Kilombero DC	• O&OD Review & Backstop for all villages in the LGA (including the target villages of the Project) • Field activities of the RTF members and WFs	LGDG	29,113,000	2,583,000	26,530,000
Ulanga DC	• O&OD Review & Backstop for all villages in the LGA (80 % of the budget allocated to the project activities, i.e. field activities of the RTF members and WFs) • Development budget for the projects in the target villages	LGDG	23,005,040	8,238,689	14,766,351
JICA	• Field activities of the RTF members and WFs (disbursed according to the subcontracts with the target LGAs) • Activities of the O&OD Team • Venue for various types of training and workshops • Equipment procured by the project	Project Budget	253,480,000 *2	228,079,000	25,401,000 *3
	• Motorcycles procured by JICA Tanzania Office	JICA Tanzania Office	36,686,500		

Note: \*1 The budget figures are on a commitment basis.

\*2 Exchange rate between Tsh and JPY is as follows: Tsh 1= JPY 0.054 (based on JICA monthly rate as of March 2011)

\*3 This is based on the assumption that contract funds under subcontract with the target LGAs are used up.

## 5.0 CHALLENGE AND WAY FORWARD

This section indicates challenges and a way forward in the 4 inter-related outputs whereby WFs and RTF members of 5 LGAs are fostered (Output 1); they facilitate the village people in their community development process at 10 target villages (Output 2); 5 target LGAs organize themselves to support community initiatives (Output 3); and necessary conditions are developed in promoting capacity development and institutional strengthening towards the next replication in other areas, taking into consideration all the experiences gained in Output 1-3 (Output 4).

### **OUTPUT 1: *A functional training system is established for facilitators.***

A challenge of establishing a functional training system in other words is to identify an effective way of sustainably developing capacities of WFs who play important roles to facilitate people in community development process. The achievement so far is improvement of training system for WFs and RTF members, and their capacity development efforts both through a classroom and a field based on the improved training system.

To make the improved training system sustainably function, an ongoing challenge is **to find out appropriate institutional arrangement**. A consideration is placed particularly on how the Local Government Training Institute (LGTI) could be positioned in developing capacities of facilitators. Taking into consideration that the LGTI will function as a coordinating body to match a LGA's demand on human resource development with a supply of a training provider, further consideration is to seek if any existing training provider could play a role of developing capacity of facilitators in the future.

In this respect, in Year 2 the Project sought the possibilities of Community Development Training Institutes (CDTI)'s involvement in developing capacity of facilitators since it is an institute located country-wide and specialized in community development. In the Year 3, the Project will further seek for the appropriate institutions taking fully into consideration LGTI's strategy as well as its capacity.

### **OUTPUT 2: *An optimum implementation model of O&OD at the selected target villages to strengthen community ownership of their development process is elaborated in the course of verification procedure.***

To elaborate an optimum model of O&OD, the Project is in the process of verifying its approach in facilitating a community development process. To be specific in this stage, awareness creation and organization building of the people in a community development process of the target villages is one of the most critical areas that the Project is dealing with.

Ongoing challenge in particular is **to promote understanding on 'importance of awareness creation and organization building in a community' among stakeholders including community people, WFs, RTFs and any other LGA staff** though it is also related to Output 3.



To promote community peoples' understanding on it, WFs are expected to play an important role in facilitating community people to deepen their understanding on the actual situation including their felt problems and needs. Through perceiving the actual situation, the people are expected to become aware of the importance of in-depth understanding on their communities. In Year 2, the Project involved community people to take part of the baseline survey which then was followed by village meetings where the participant discussed their actual situation. In addition, the Project held a training session for community leaders at each village in order to improve their understanding on roles and responsibilities in community development. All of those activities were actually part of awareness creation and organization building of communities. As an outcome of activities in Year 2, the Project so far confirmed that community people in some target villages already started organizing themselves to tackle with their immediate problems with facilitation of the WFs.

In Year 3, the Project will further promote community's understanding on importance of the awareness creation and organization building as a continuous process. Based on the understanding to some extent in the communities, the Projects is planning to support planning and implementation process in the communities.

To deepen WFs' understanding on awareness creation and organization building, it is important for WFs to accumulate their experience of facilitating community people based on their actual situation. In Year 2, the baseline survey was carried out by WFs. Through the process, WFs were expected to be familiar with the community where they would work closely with the people. Not only in the baseline survey, but WFs were accumulating their experience of facilitating their awareness creation and organization building in the village meetings held after the baseline survey. All through the process, WFs were expected to continue deepening their understanding.

In Year 3, the Project will further promote WF's understanding on awareness creation and organization building as a continuous process. The deepened understanding of WFs will positively act on the quality of their facilitation of community development process. It is also expected to contribute to strengthening of linkage between communities and the LGA since they are in the frontline of the LGA whose understanding on actual situations in communities and accordingly importance of the awareness creation and organization building largely hinges on their understanding.

A further effort needs to be made in promoting RTF members' understanding on importance of awareness creation and organization building of the community so as to effectively support the WF's facilitation to community. In the LGA, RTF members are in position of being closer to WFs and providing necessary supports. Their understanding therefore is as important as that of WFs. To improve their understanding, RTFs members are also expected to accumulate their experience in playing a role of supporting WF's facilitation for awareness creation and organization building. In Year 2, RTF members to some extent played their role but more supports could have been provided by the LGA.

In Year 3, they will further continue playing their role. However, it is expected to have more supports from the LGA and therefore they are able to play their roles with a feeling of being recognized. Sufficiently supported by the LGA, they are expected to

play a role not only of a supporter to WFs but of bridging the community needs brought from WFs to the LGA in order to promote its responsiveness to communities.

***OUTPUT 3: An optimum model for effective support of the target LGAs in promoting community initiatives is elaborated in the course of verification procedure.***

As in Output 2, the Project is in the process of verifying its Project approach to elaborate an optimum model of effective support of the target LGAs in promoting community initiatives. The Project is trying to promote LGA's initiative on its effective support to communities based on the idea that a LGA is supposed to find out its direction and decide its strategy for development of the district boundary in line with the current progress of decentralization.

As it is still in the initial stage in this regards, an ongoing challenge is **to promote common understanding among LGA officers on importance of LGA's supportiveness to communities.**

To promote RTF members' and WFs' understanding on LGA's supportiveness, in Year 2, the Project started with a workshop for RTF members and WFs on LGA's supportiveness to communities where the Project approach was shared with RTF members and WFs who then tried to identify the current situation and gaps of their LGAs in terms of supportiveness to communities. Through the workshop, they were expected to deepen to some extent their understanding and promote their capacity on LGA's supportiveness to communities.

Another important ongoing activity is a series of workshops for Council Management Team (CMT) members in each target LGA. In the workshop, the Project elaborates the concept to promote LGA's supportiveness to communities and facilitates CMT members to actual situations, gaps between the concept and actual situation, and measures to be taken.

In Year 3, the Project will further promote understanding among LGA officers on importance of LGA's supportiveness to communities. To promote the understanding, the Project will support consolidating the outputs of the CMT Workshop, through which the LGA's concerns on its supportiveness to communities is expected to be refined. Maximizing LGA's initiative to be supportive to communities, the Project will support the LGA's concerned area with the aim of changing their attitude as well as strengthening institution to sustain its supportiveness.

At the same time, the Project will encourage CMT members to be supportive to RTF members and WFs to further accumulate their experiences to be supportive to communities, and share their experiences to CMT members and the LGA.

***OUTPUT 4: Necessary conditions (capacity development, institutional setup, etc.) are developed towards the next replication stage of O&OD optimum model.***

To identify necessary conditions, further accumulation of experiences in the Project is needed since in fact activities in Output 2 and 3 have just started in Year 2. Meanwhile, the Project has followed a framework of a three dimensional concept that the O&OD Team has stood on (refer to p11). The challenge is **to further discuss and elaborate the framework to be embodied with necessary conditions and to verify them** through the activities of Output 1, 2 and 3 from Year 3 onwards.