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STRENGTHENING PARTICIPATORY PLANNING AND COMMUNITY DEVELOPMENT CYCLE FOR GOOD LOCAL GOVERNANCE

Progress Report 3

June 2012

O&OD Team

PROGRESS REPORT 3

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PROGRESS REPORT 3

1.0 INTRODUCTION

1.1 Summary of Achievements through Project Activities

Since the initiation of the project in October 2009, it has been 2 years and 8 months and the project will have soon completed the third year operations. The first year operation was carried out from October 2009 to June 2010, the second year operation was from July 2010 to June 2011, and the third year operation started in July 2011 and will have completed in June 2012.

As for the **first year (FY2009/10)**, 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 was 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.

For the **second year (FY2010/11)**, the project achieved to some extent progress of 'social preparation' in the target villages in relation to Output 2, which is to promote community ownership of their development process. The 'social preparation' in other words is awareness raising and organization building among the people. It is a continuous process of the people to own their development process and an essential foundation to promote community planning, implementation and management, and monitoring and evaluation in a self-organized manner. To promote the 'social preparation,' Ward Facilitators (WFs) with supports of Regional Task Force (RTF) members played an important role as a facilitator in such activities as a baseline survey to deepen understanding of actual situations of the villages and training for community leaders to become aware of their roles in promoting community development in the village.

At the end of the second year, the project was reviewed by the Mid-term Review Team including Tanzanian Government officials and JICA officials. The recommendations of the Mid-term Review Team included:

- 1) Definition of O&OD model;
- 2) Exploration of training institutions for facilitators;
- 3) Provision of peer learning opportunities for facilitators;
- 4) Linking of community priorities with various plans and budgets of the LGA;
- 5) Sharing and compilation of good practices/challenges/lessons;
- 6) Development and utilization of an assessment framework of capacity development;
- 7) Revision of Project Design Matrix and Plan of Operation;
- 8) Strengthening of management of the project; and
- 9) Consideration of necessity to extend the project period.

In the **third year (FY 2011/12)**, the project has achieved to a substantial degree to develop the O&OD model through verification activities of Output 1, Output 2 and Output 3.

The third year operation started with consolidation of the O&OD model concepts in line with the suggestions and recommendations of the Mid-term Review Team (refer to Appendix 1). The first activity then was orientations for WFs and RTF members in Morogoro, and CMT members at each target LGA in August-September 2011. Each LGA then arranged orientation meetings for village leaders in two target villages during September. In the orientation meetings, the concept of O&OD model was elaborated in connection with the 4 Outputs and project activities in the third year.

In relation to Output 1, the project has made progress in capacity development of WFs and RTF members through training sessions. Two major training sessions were held. One was a session for WFs and RTF members in supporting community planning process in November 2011. An emphasis was placed on a sequence between results of the baseline survey carried out in 'social preparation' process and actual situation analysis and preparation of a community plan in the community planning process. In April 2012, the other session for WFs and RTF members on implementation and management and monitoring and evaluation was carried out. In the training, WFs and RTF members discussed their roles in supporting implementation, gained knowledge of training needs assessment in the village, and understood how to prepare and conduct monitoring of the project.

In Output 2, the project has further promoted self-organizing capability of the target villages through various activities. Exchange visits were carried out from November 2011 to March 2012. Representatives of a target village visited another target village to exchange experiences and learn from each other. In November-December 2011 right after the above training in supporting community planning process under Output 1, a set of training for village leaders on community planning and subsequent support

to community planning process was carried out. The trained WFs and RTF members facilitated the training session and community planning process in the target villages. In April-May 2012, after the training on implementation and management and monitoring and evaluation under Output 1, WFs with supports of RTF members facilitated village leaders to monitor the changes through the project.

In Output 3, the project has promoted understanding of Council Management Team (CMT) members through three major CMT meetings. A workshop for CMT was held at each target LGA in August-September 2011. It was a continued activity initiated in May 2011 of last financial year. In the workshop, each target LGA came up with a shared way forward among CMT members to promote LGA's supportiveness to communities. Another CMT meeting was held in January 2012 where the community planning process was shared by RTF members and WFs with CMT members soon after the above mentioned community planning process under the Output 2 in November-December 2011. The CMT members showed their commitment in incorporating community priorities into LGA's plan and budget. All of the 5 LGAs as a result incorporated many of community priorities into their LGA plan and budget. The other CMT meeting was held in May 2012. RTF members and WFs shared the results of monitoring carried out by the village leaders in April to May 2012.

1.2 Comparison between Plan (as of July 2011) and Achievement (as of May 2012) in Year 3

In the third year, the project carried forward development of the O&OD model through verification activities as described in the previous section. On the other hand, in comparison with the operational plan prepared in July 2011, the project is yet to achieve following aspects. The O&OD Team will continue covering those aspects in the fourth year (2012/13) operation.

Overall

- Sharing of progress of the project to the PMO-RALG management members

Output 1

- Capacity development of WFs and RTF members in supporting implementation and management and M&E
- Exploration of training institutions/trainers for facilitators

Output 2

- Capacity development of village leaders through training on and support to implementation and management and M&E
- Capacity development of organizations/groups in implementing their activities

Output 3

- Promotion of LGA's provision of technical, moral and financial support to communities

Table 1 shows summary of actual achievements by activity against the plan prepared in July 2011 (refer to Appendix 3 as well for more detailed comparison between the plan and actual status in a Gantt chart).

**Table 1 Comparison between Plan as of July 2011 and Actual Status as June 2012
(by Activities)**

| | Planned Activities (as of July 2011) | Actual (as of May 2012) | Remarks |
|-----------------------------|---|----------------------------|---|
| Overall | Building up of model image | Accomplished | |
| | Revision of PDM and preparation of PO | Accomplished | |
| | Sharing of the Progress to PMO-RALG Management | Partly accomplished | The O&OD Team shared the progress to the Director of Local Government, PMO-RALG. Still need to share it with other management members |
| | Orientation Meeting-1 (WFs and RTF members) | Accomplished | |
| | Orientation Meeting-2 (CMT members) | Accomplished | |
| | Orientation Meeting-3 (Village leaders) | Accomplished | |
| | Financial Support to LGAs (sub-contract and financial training) | Accomplished | |
| | Technical Working Group (for the first half of FY 2011/12) | Cancelled | It was combined with TWG for the second half |
| | Technical Working Group (for the second half of FY 2011/12) and Joint Coordination Committee | Accomplished | |
| Output 1 | 1. Conducting training for WFs and RTF members | | |
| | Training on Planning | Accomplished | |
| | Training on Implementation and Management, and M&E of Development Activities | Partly accomplished | While preliminary training was provided to WFs and RTF members in Year 3(2011/12), additional one will be provided in Year 4 (FY 2012/13) |
| | 2. Exploration of training institutions/trainers for facilitator | | |
| | Pre-identification of training providers | Not yet | This will be carried out in Year 4 (FY 2012/13) |
| | Pre-visit to short-listed institutions/trainers | Not yet | |
| | Mini-workshop in the potential institutions/trainers | Not yet | |
| | 3. Promotion of mutual learning among WFs and RTF members | | |
| Experience sharing workshop | Accomplished | | |
| Output 2 | 1. Conducting training at Target Villages | | |
| | Training on Planning | Accomplished | |
| | Training on Implementation and Management, and M&E of Development Activities | Not yet | This will be carried out in Year 4 |
| | Training on capacity development (e. g. organizational management, skills and technical matters, if need arises.) | Not yet | This will be carried out in Year 4 |
| | 2. Supporting Community Development Process at target Villages | | |
| | Exchange Visit | Accomplished | |
| | Supporting Community Planning Process | Accomplished | |
| | Supporting Implementation and Management, and M&E of Development Activities | Partly accomplished | This will be carried out in Year 4 |
| | Evaluating Project Activities | Accomplished | |

| | | | |
|-------------|--|--------------|---|
| Output 3 | 1. Promotion of attitudinal change | | |
| | CMT Workshop on LGA's shared understanding on its supportiveness to community | Accomplished | |
| | Follow-up of the Workshop (CMT meeting) | Accomplished | |
| | Training for CMT members on community development process (including field visit to the target villages) | Not yet | This will be carried out in Year 4 (FY 2012/13) |
| | 2. Accommodation of community plan into DDP | | |
| | Workshop for accommodation of community plan into LGA's plan and budget | Accomplished | |
| | Follow-up of the workshop (could be support to an actual accommodation process) | Accomplished | |
| | 3. Provision of technical, moral and financial support to communities | | |
| | Workshop for provision of supports based on community needs | Not yet | This will be carried out in Year 4 (FY 2012/13) |
| | Follow-up of the workshop (could be a meeting or an actual supporting process) | Not yet | |

Further details of main activities in the third year operation will be elaborated in the following sections.

2.0 ACTIVITIES IN YEAR 3

2.1 Orientation Meetings for Project Activities 2011/2012

As in the second year operation, the O&OD Team members initiated activities with a series of orientation meetings from August to September 2011. The orientations were held separately for three different groups: WFs and RTF members, CMT members, and village leaders. The common purpose of the orientation meetings was to introduce activities of the third year operation. In the orientation for each group, the O&OD model was first elaborated and the project activities were then introduced in connection with the concept of the model. It was a pertinent process for all the stakeholders to be aware of the rationale behind to carry out the activities in accordance with the project purpose which is to develop the O&OD model.

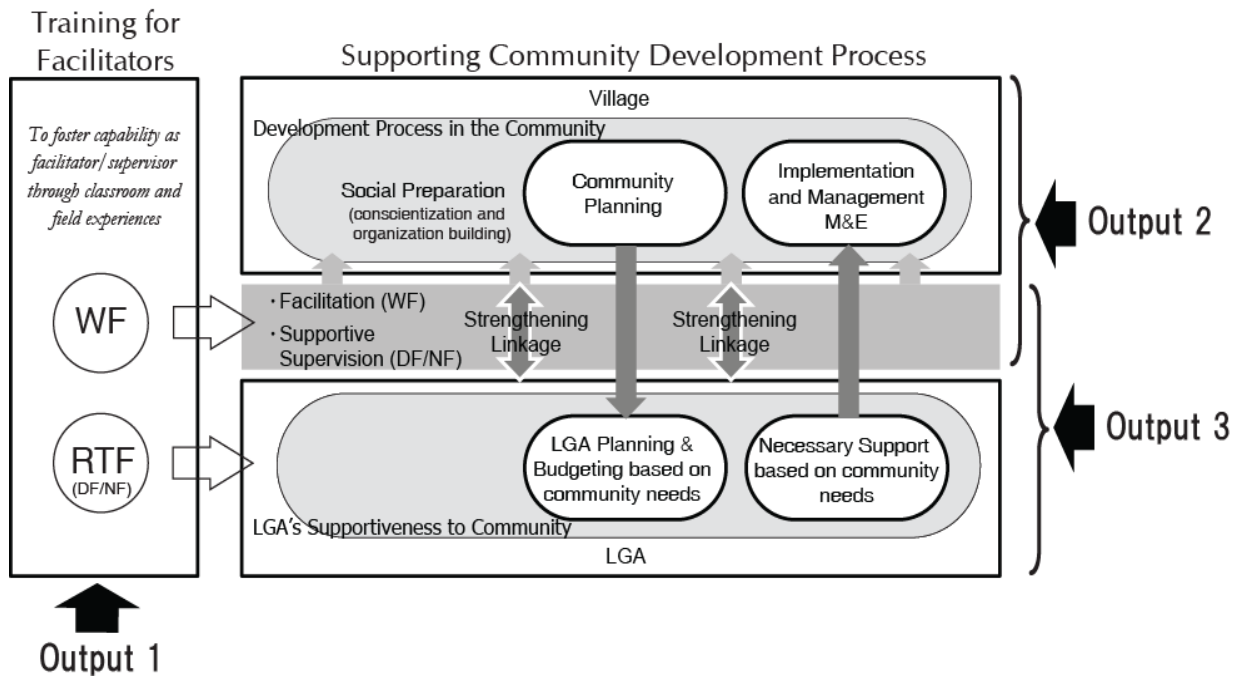
Although the common purposes are the same, each meeting was held under different aims based on expected roles of the participants in the project. The followings are outlines of each meeting.

2.1.1 Meeting with RTF members and WFs

The orientation meeting with RTF members and WFs was held in August 2011 (2 days). The aims of the meeting were: 1) to introduce the O&OD model in connection with the Project Purpose and Outputs, 2) to share the tentative schedule of project activities in the third year, 3) to formulate work plans of each target LGA in the third year.

In this meeting, an idea of “O&OD model” developed by the O&OD Team was first introduced to the participants in connection with the Project Purpose and Outputs (See Figure 1).

Subsequently, the tentative schedule of project activities was shared with the participants in relation to the project outputs. In the latter half of the meeting, the participants were divided into 5 groups by target LGA to have a group work for formulating draft annual work plans.



Note: **Output 4** is to come up with a replication strategy of the model established through Output 1-3.

Figure 1 O&OD Model

By the end of the meeting, draft annual work plans from target LGAs were prepared and submitted to the O&OD Team. The Team reviewed them and gave comments to respective LGAs during the orientation meeting with CMT members. RTF members and WFs then finalized the plan reflecting the comments.

2.1.2 Meeting with CMT members

From August to September of 2011, an orientation meeting for CMT members was held at each target LGA. The meeting was combined with the workshop for CMT members on LGA's supportiveness to communities (refer to 2.2) except for Morogoro DC, where the workshop was conducted at the end of the second year (2010/11). Since it was the first time for the CMT as a whole to have a meeting with the O&OD Team, the project concept (including an idea of O&OD model as shown in 2.1.1), approaches and other general information were first shared with the participants.

Subsequently, the project activities in the third year were introduced to the participants particularly in relation to the Output 3, for which the CMT members' understanding and supports were a crucial factor. With some 20 of CMT members' participation in each target LGA, the meeting was successful in attaining their understanding and commitment to the project.

2.1.3 Meeting with WEOs, Village Council members, and community group leaders

An orientation meeting for Ward Executive Officers (WEOs), Village Council members, and community group leaders was held at each target village in September. The aim was to promote a common understanding among major stakeholders in the target village on the project concept and the project activities in the third year.

The meeting started with explanation of the project strategy where the importance of the third year's implementation to realize project purpose was emphasized. In order to have clear understanding of the project purpose, WFs explained the significance of Output 2 to realize community ownership in their development process.

In relation to an image of O&OD model, concepts of 1) community development process, 2) LGA's supportiveness to communities and 3) collaboration between communities was particularly emphasized.

On the part of the project activities in the third year, WFs presented the work plan for 2011/2012. The main focus of the presentation was the community planning process which was planned to take place in November and December, 2011. The emphasis of this activity was due to the fact that it was the basis of promoting community ownership of their development process. On the other hand, it is a crucial process for LGA to recognize community needs.

One of the project strategies to promote community ownership of their development process is to make sure the key actors in the village learn good practices of the other village so as to find out tips for community development. In this regard, the discussion on the preparation for an exchange visit was done based on the guideline given.

The outputs of the meeting were: 1) participants confirmed the project strategy; 2) they became aware of and started preparing for the activities in the third year; 3) WEOs, Village Council members and community group leaders came up with a purpose of the exchange visit, issues to be observed and improved, and method for observation.

2.2 Workshop for CMT members on LGA's supportiveness to communities

A workshop for CMT members on LGA's supportiveness to communities was held at each LGA from August to September 2011. The purpose of the workshop was to

come up with a shared way forward to promote LGA’s supportiveness to communities. Around 20-25 CMT members participated in the workshop in each LGA¹.

Prior to this activity, the initial workshop was held in Morogoro in May during the second year. Based on the initial experience, the O&OD Team reexamined and refined the contents for the workshop in the third year. The table below summarizes the topics and procedures adapted in the workshop.

Table 2

Topic and Procedure in Workshop for CMT Members on LGA’s Supportiveness to Communities

| Topic | | Details |
|--|--|---|
| Self-assessment on LGA’s Supportiveness to Communities | | <ul style="list-style-type: none"> • CMT members filled in a self-assessment sheet. |
| Topic 1 | Framework of the Project | <ul style="list-style-type: none"> • The O&OD Team elaborated the concept of LGA’s supportiveness to community and activities in the third year in relation to the O&OD model |
| Topic 2 | Current Situation on LGA’s Supportiveness to Communities | <ul style="list-style-type: none"> • Based on the format with the vertical axis of development process (Awareness Creation and Organization Strengthening for Development, Planning, Implementation and Management, and M&E) and the horizontal axis of stakeholders (community and LGA), the CMT members worked out the current situation regarding its supportiveness to communities |
| Topic 3 | Preparation of Way Forward | <ul style="list-style-type: none"> • The O&OD Team explained project concepts on LGA’s supportiveness to communities. • The CMT members discussed the presented concepts in groups and came up with their understanding on the current situation. It was shared by each group in a plenary session. • The CMT members discussed in groups again to come up with a way forward • Each group shared measures to be taken in a plenary session and the CMT members reached a consensus on a shared way forward to promote LGA’s supportiveness to communities. |
| Self-assessment on LGA’s Supportiveness to Communities | | <ul style="list-style-type: none"> • CMT members assessed the filled self-assessment sheet based on the criteria provided by the O&OD Team. |

The workshop started with self-assessment by the CMT member who filled in an assessment sheet distributed by the O&OD Team. The aim was to promote awareness of their current status in terms of understanding, perception of roles, and actions taken to promote LGA’s supportiveness to communities.

In Topic 1, the O&OD Team elaborated the concepts of LGA’s supportiveness to communities in connection with the O&OD Model. In Topic 2, the actual situation was first figured out by the CMT members using the blank format of the Table 3 below

¹ The workshop for CMT members on LGA’s supportiveness to communities was combined with and held at the same opportunity with the Orientation Meeting with CMT members.

without any explanation provided by the O&OD Team. In the Topic 3, the O&OD Team then introduced the project idea of LGA’s supportiveness to communities as in the Table 3. The CMT members deepened their understanding on the LGA’s supportiveness to communities by comparing the actual situation that they worked out in Topic 2 with the project idea (Table 3) provided in Topic 3. With the deepened understanding, the CMT members further reexamined their actual situation on LGA’s supportiveness to communities.

Table 3 Project Idea of LGA’s Supportiveness to Communities

| | Community | LGA |
|---|--|---|
| Awareness Creation and Organization Strengthening for Development | <ul style="list-style-type: none"> • LGA facilitates community people to raise their awareness of actual situation. • LGA facilitates community people to organize them to tackle with the felt problems and needs. | <ul style="list-style-type: none"> • LGA staff creates their positive attitude towards supporting community initiatives. • LGA develops and maintains a supportive environment for its staff (e.g. WFs: ward facilitators and RTF members) to continuously facilitate communities. |
| Community Planning | <ul style="list-style-type: none"> • LGA facilitates community people to develop a shared strategy (community development plan) to tackle with their felt problems and needs. | <ul style="list-style-type: none"> • LGA develops a mechanism to accommodate community priorities into District Development Plan • LGA develops and maintains a supportive environment for its staff (e.g. WFs: ward facilitators and RTF members) to continuously facilitate communities. |
| Implementation and Management of Development Activities/ Projects | <ul style="list-style-type: none"> • LGA facilitates community people to implement and manage their activities and projects to tackle with their problems and needs. • LGA facilitates community people for collective resource utilization and management. | <ul style="list-style-type: none"> • LGA strengthens appropriate mechanisms (e. g. moral, financial and technical support) to support communities based on their needs. • LGA develops and maintains a supportive environment for its staff (e.g. WFs: ward facilitators and RTF members) to continuously facilitate communities. |
| M&E of Development Activities/Projects | <ul style="list-style-type: none"> • LGA facilitates community people to develop and utilize a mechanism of their own for monitoring and evaluation. • LGA facilitates community people to reflect their experiences of community activities and projects for further improvement. | <ul style="list-style-type: none"> • LGA develops appropriate M&E system to assess effectiveness of LGA’s service delivery to communities. • LGA shares the results of M&E within LGA and to other stakeholders. • LGA develops and maintains a supportive environment for its staff (e.g. WFs: ward facilitators and RTF members) to continuously facilitate communities. |

Based on the analysis on actual situations made by them through discussion held in groups and plenary sessions, the CMT members eventually came up with a way forward to promote LGA’s supportiveness to communities. Table 4 shows a summary of actual situation and a shared way forward by the target LGA.

Table 4 Actual Situation and Way Forward in Target LGA

| | Actual Situation (abstract) | Shared Way Forward |
|-----------------|--|---|
| Bagamoyo | <ul style="list-style-type: none"> • Politicians interfere with development process in communities. • The LGA has no guideline to consolidate different sector concerns • The LGA has no appropriate M&E mechanism and M&E is carried out in a disorganized manner. • Extension officers have no multi-sectoral scope. • Extension officers do not support community continuously. • Decision made in the LGA is only dependent of financial issues. • Quality of community plans is poor because the plan is prepared by communities for the LGA not for their own consumption. | <ol style="list-style-type: none"> 1. To develop a sustainable framework for politicians and executives in planning, implementation, management of evaluation and dissemination of reports of community development projects. 2. To develop a sustainable training plan for WFs to be able to facilitate the community people and elected leaders at the hamlet and village levels. 3. To enable the private sector to participate in planning, implementation, management, evaluation and report dissemination of community development projects. 4. Recruitment of extension staff to cover the area where the staff is short. |
| Kisarawe | <ul style="list-style-type: none"> • The LGA's resources are scarce against many priorities identified. • Community participation is done only for government. • Communities come up with different priorities that the people do not necessarily agree with. • The LGA's capacity to support communities is inadequate particularly in facilitating identification of opportunities and utilization of community resources. • There are political interference with community priorities. • The LGA has no framework to incorporate community priorities into LGA's plan and budget. • The LGA has no framework for information sharing. • The LGA supports community only when a project is going on. • The LGA lacks working tools to support communities. | <ol style="list-style-type: none"> 1. To strengthen revenue collection and control over the use of resources. 2. To form and build capacities of teams of facilitators at the district, ward and community levels. 3. To strengthen the framework for involvement of the community, and development stakeholders within and outside the LGA in preparing plans and budget in consideration of community priorities. 4. To have a sustainable framework of M&E on development activities (framework for report preparation and information sharing at the district, ward and village levels). 5. To establish a conducive environment for its staff to improve their services to the community. |
| Morogoro | <ul style="list-style-type: none"> • The LGA lacks coordination among LGAs concerning community supportiveness. • Sector coordination among sector departments is poor. • The LGA does not have adequate budget allocation and it leads to failure of accommodating community priorities into the LGA's plan and budget. • The LGA does not have sufficient budgets to support implementation of community priorities. • The LGA lacks an effective feedback mechanism of projects monitoring and evaluation. • The LGA has no good monitoring and evaluation mechanism. • WFs and RTF member does not have sufficient skills on M&E. • Few staff is aware of the community development process. • RTF members do not have adequate facilitation skills. • The LGA lacks common understanding on LGAs supportiveness to community. • There is no moral and institutional support to WFs, RTF members. | <ol style="list-style-type: none"> 1. To develop a mechanism of accommodating community priorities into District Development Plan. 2. To establish an effective Monitoring and Evaluation mechanism through sector coordination. 3. To develop a mutual learning mechanism through peer training, |

| | Actual Situation (abstract) | Shared Way Forward |
|------------------|--|---|
| Kilombero | <ul style="list-style-type: none"> • LGA's facilitation for communities to identify own situation is not sustainable. • LGA's facilitation for communities to utilize their own resources is weak. • Capacity building of LGA staff is provided only when a project is implemented. • Guidelines provided to communities do not give room to choose what they want. • Absence of framework to ensure that community priorities be accommodated into LGA's plan and budget. • The LGA meets community needs only on a sector basis not a multi-sector basis. • Due to budget ceiling, the LGA cannot support all community priorities. • The LGA loses supportiveness after priorities are included in its plan and budget. • The LGA does not release the funds in time accordingly with community needs. • The LGA has no M&E framework. • The LGA has not built a good supportive system for its staff. | <ol style="list-style-type: none"> 1. To build capacities of extension staff to become facilitators who can work closely with the community people. 2. To develop a framework to involve all sectors in the community development process. 3. To develop a framework for accommodating community priorities in the District Development Plan. 4. To facilitate the community in identifying available resources and coming up with strategies for the implementation of the priorities which are not accommodated in the LGA's plan and budget. 5. To develop a proper framework for supporting M&E of community projects with all sector cooperation. 6. To create a good working environment for its staff. |
| Ulanga | <ul style="list-style-type: none"> • The LGA does not have adequate funds to support its staff to work for communities. • The LGA does not recognize its extension staff but rather work directly with communities. • LGA staff does not feel that community members can come up with appropriate needs. • The LGA has no positive attitude toward community priority but only based on concerns of each sector. • Some people do not see the importance in community development particularly when leadership is weak. • The LGA has no framework for M&E. • The LGA has no framework to accommodate community priorities. | <ol style="list-style-type: none"> 1. To develop a supportive environment for its staff at all levels by providing them with training, motivation, equipment and funds. 2. To develop a clear strategy for facilitating the community to identify their actual needs and find solutions with their own resources. 3. To develop a strategy to increase accountability, sense of belongingness, integrity of its staff members and political leaders at all levels in implementing their activities. 4. To develop a framework for undertaking effective M&E to ensure that the intended projects be implemented sustainably. 5. To develop a plan that reflects actual priorities of communities. |

2.3 Exchange Visit

The exchange visit for Village Chairperson, VEO, and WEO, village leader, WFs and RTF members took place from October 2011–March 2012 with the objective of learning good practices of the other target village so as to find out tips for community development. In the first half of the third year, those stakeholders of 6 villages made a visit to other villages as in the Table 5.

Table 5 Visitor and Destination of Exchange Visit

| Date | | Village of Visitors | Destination Village |
|---------------|------|---------------------|---------------------|
| 19-21 October | 2011 | Tulo | Homboza |
| | | Libenanga | Mang'ula B |

| | | | |
|----------------|------|------------|------------|
| 24-26 October | | Maseyu | Homboza |
| | | Nakafulu | Mang'ula B |
| 27-29 October | | Chamakweza | Tulo |
| | | Matema | Mang'ula B |
| 12-14 January | 2012 | Gwata | Maseyu |
| | | Mang'ula B | Kaole |
| 08-10 February | | Kaole | Homboza |
| 14-15 March | | Homboza | Mang'ula B |

The exchange visit was designed to take place for three days and covered the following contents and major points.

Table 6 Contents of Exchange Visit

| Day | Contents | Major points | Responsible |
|-------|--|--|--|
| Day 1 | Introduction | <ul style="list-style-type: none"> The purpose of the visit Expectation from the exchange visit | Host WFs |
| | | Exchange experience (both visiting and host village) | <ul style="list-style-type: none"> Basic information Good governance issues Development activities Economic activity of various groups |
| | <ul style="list-style-type: none"> Major achievements of O&OD project | | |
| | <ul style="list-style-type: none"> Challenges | | |
| | <ul style="list-style-type: none"> Questions and answers | | |
| | <ul style="list-style-type: none"> Experience sharing from WFs and RTFs | | WFs and RTFs |
| | Day 2 | Site Visit | <ul style="list-style-type: none"> Development projects |
| | <ul style="list-style-type: none"> Social and economic group activities | | |
| Day 3 | Reflection and Way forward | <ul style="list-style-type: none"> Lessons learned What should the community do to improve the situation or overcome the challenges in their village | Village Chairperson, VEO, WEO and Village Leaders |

Day 1 and 2 were utilized for questions and answers from the participants to clarify some major issues related to village governance, development projects and economic activities of different groups in the village. Through the questions and answers, community leaders were able to realize achievements and challenges in their development process.

In Day 3, the community leaders came up with a way forward as a result of the exchange of experiences and site visits. The way forward was prepared as a mean to overcome challenges noted during the discussion in Day 1 and 2.

Through the exchange of experiences, community leaders were exposed to the good practices that promoted community development. Among the remarkable lessons learned from other target villages were:

- Collaboration of community people with other institutions;
- Effective utilization of available resources;
- Village Council to design strategies for increasing revenue;
- Effective use of bylaws by the Village Council and groups to promote development processed; and
- Effective supports by the Village Council to assure the people's participation in decision making.

Despite the lessons learned and achievements of the O&OD project, some target villages noted the following major challenges:

- Intervention of politicians to discourage the people's voluntary works for community development;
- Insufficient participation of community people in the village meetings;
- Negative influence over the people from those who are not willing to contribute to development in the village
- Insufficient contribution for community projects; and
- Formulation of unsustainable development projects.

2.4 Training for WFs and RTF members on supporting community planning process

From this year, the second part of training for WFs and RTF members was started focusing on 'planning,' 'implementation and management,' and 'M&E' whereas the first part was already completed in the first year focusing on 'social preparation.'

As the first step of the second part, the training for WFs and RTF members in supporting community planning process was conducted for 3 days in Morogoro in November 2011. The basic concept of the training is the same as that of the first part i.e. combination of a class session and a field work. Therefore, the class session was scheduled just before the beginning of community planning process at the target villages. In so doing, the WFs and RTF members could conduct the training for village leaders and facilitate the actual community planning process at their target villages right after the class session.

Prior to the training, the O&OD Team finalized a draft of “A Guide for Supporting Community Planning Process for Facilitators” and used it as the main material for the training.

Table 7 Contents of Training on Supporting Community Planning Process

| | | |
|--|--|---------------------------|
| Proceeding | | |
| Session 1: Basic understanding of supporting community planning process | | |
| 1.1 | Introduction | Presentation by O&OD Team |
| 1.2 | Basic framework of supporting community development process | |
| 1.3 | Concept of community planning process | |
| 1.4 | Steps of community planning process | |
| 1.5 | LGA's supportiveness to community planning process | |
| Session 2: Comprehensive Review of supporting community planning process | | |
| 2.1 | Review of “A Guide for Supporting Community Planning Process for Facilitators” | Group work by target LGA |
| 2.2 | Questions and Answers | Plenary |
| 2.3 | Exercise for filling in community development plan | Group work by target LGA |
| 2.4 | Questions and Answers | Plenary |
| 2.5 | Preparation of training materials of the training for village leaders | Group work by target LGA |
| Session 3: Wrap-up and way forward | | Plenary |

2.5 Supports to community planning process (including training for community leaders in supporting community planning)

Soon after the training on supporting community planning process for WFs and RTF members, training on the same were conducted to village leaders of the 10 target villages from November to December 2011. The training was conducted at each village for two days and then followed by an actual planning process. The participants were village leaders including Village Chairpersons, Village Executive Officers, selected leaders from social and economic groups/organizations, Village Council Members, Ward Executive Officers and Ward Councilors. WFs were the main facilitators of this process with the support of RTF members.

The purpose of the two days training and the actual planning process was to come up with a shared community development plan at each of the 10 target villages. It was at the same time expected that each village strengthened its coordination mechanism within through the planning process.

To achieve it, WFs with the support of RTF members first facilitated for 2 days the village leaders to deepen understanding of: 1) basic framework of supporting community development process; 2) concept of community planning process; 3) steps of community planning process; and 4) concept of LGA's supportiveness to community planning process. The followings summarize the contents of each topic.

Table 8 Contents of Support to Community Planning Process

| Topic | Contents | How |
|---|--|---|
| 1) Basic framework for supporting community development process | The significance of community development process was elaborated in the context of the 'basic framework for supporting community development process' which includes development process in the community, LGA's supportiveness to communities and linkage building between communities and LGA (refer to the figure on the page 4). | <ul style="list-style-type: none"> • Presentation by WF's • Elaboration by RTF members and O&OD Team when needed • Discussion among the participants |
| 2) Concept of community planning process | Under this topic, the significance of community planning including the meaning of community planning both to the community and the LGA was presented. Roles of WFs and RTF members on planning process were also elaborated. | |
| 3) Steps of community planning process | Under this topic, the six steps of the planning process were explained to the participants. Those steps included 'preparation of the planning process,' 'pre-planning,' 'planning,' 'consultation,' 'endorsement' and 'sharing.' | |
| 4) Concept of LGA's supportiveness to community | Explanation on the meaning of LGA's supportiveness to community planning process and LGA's supports that was supposed to offer to the community on planning process was given to the participants. | |

Based on understanding on the topics above, the participants then started the preparation of a community development plan following the steps below of planning.

Table 9 Steps of Community Planning Process

| Steps | What were carried out | How |
|--------------|---|---|
| Pre-planning | Participants (village leaders) reviewed results of the baseline survey and existing plans for the purpose of being aware of available information regarding actual situation of the village. | Group works and plenary discussion by the village leaders |
| Planning | The draft community development plans were prepared by the participants based on the reviewed information and current situation of the village. | Group works and plenary discussion by the village leaders |
| Consultation | The draft plan was shared with the people through various ways including hamlet meetings, group members meetings and posting the draft on a notice board. The purpose is to share the draft plan with community people and get their comments. Thereafter the draft plan was shared with Ward Development Committee for technical comments. | Sharing of the draft plan by Village Council members, hamlet leaders and group leaders. |
| Endorsement | A village assembly was convened in each target village and the village leaders shared the draft plan with the people for discussion and further comments for finalization. Under this step the draft was endorsed and became the final community development plan. | Arrangement and coordination by the Village Council Participation by the people |

| | | |
|---------|---|--|
| Sharing | The final version of the community development plan was shared with the people after incorporation of the comments from the village assembly. Different ways were used in the target villages to share the plan including meetings in each hamlet, meetings in each social and economic group and posting it on a notice board. The plan was also shared with the LGA by the VEO. | Incorporation of comments by the VC and the VEO Sharing of the final plan by Village Council members, hamlet leaders and group leaders. |
|---------|---|--|

Through the process above, each village came up with their annual community development plan. At the same time, the village leaders were able to improve their knowledge and skills on community planning process.

2.6 CMT meeting to share community development process (community planning)

After the community planning process above, a CMT meeting was held in each LGA in January–February 2012. The purpose was to share with CMT members the community planning process, particularly how the community priorities were realized, challenges the WFs and RTF members faced, and recommendation of overcoming those challenges. Also, as continuation of promoting LGA’s supportiveness to communities, the meeting aimed to secure CMT’s commitment in incorporating community priorities into the LGA plan and budget.

Prior to the CMT meeting, the O&OD Team arranged a meeting in Morogoro where RTF members and WFs reviewed the community planning process and started preparing for sharing it with the CMT members. In addition, the O&OD Team visited each LGA to follow up the preparation of the RTF members and WFs the day before the CMT meeting.

After the meeting, the RTF members and WFs held a meeting in Morogoro to review the CMT meeting in March 2012. Table 10 shows those events in each LGA.

Table 10 Event for CMT Meeting to Share Community Planning in Village

| LGA | Event | Date | Participants |
|-----------|--------------------|------------|----------------|
| Ulanga | Prep. Meeting | January 24 | RTFs and WFs |
| | CMT Meeting | January 25 | 14 CMT members |
| Kilombero | Prep. Meeting | January 25 | RTFs and WFs |
| | CMT Meeting | January 26 | 28 CMT members |
| Bagamoyo | Prep. Conversation | January 27 | RTFs and WFs |
| | CMT Meeting | January 27 | 26 CMT members |
| Kisarawe | Prep. Meeting | January 29 | RTFs and WFs |
| | Briefing | January 30 | DED and a RTF |
| | CMT Meeting | January 30 | 20 CMT members |
| Morogoro | Prep. Meeting | January 30 | RTFs and WFs |
| | Briefing | February 1 | DED and a RTF |
| | CMT Meeting | February 1 | 23 CMT members |

While meeting agendas to be covered were initially suggested by the O&OD Team as below, design of the meeting flow, preparation of materials, and arrangement of the meeting were prepared under the initiative of RTF members and WFs. It became the first activity in a practical manner for the RTF members and WFs to plan and arrange an activity at the LGA level by themselves.

Agenda

- Introduction (purpose of the meeting)
- Difference between original and improved O&OD
- Report of supporting community planning process
- Achievement and challenge in community planning process
- Advantage of improved O&OD
- Confirmation of ways forward

As a result of the meeting, in each of 5 LGAs, CMT members showed their commitment to incorporating community priorities into the LGA plan and budget. Some LGAs even showed their recommendation of replicating the planning process to nearby villages. Table 11 shows summary of observations by the O&OD Team during the meeting.

Table 11 Observation on Outputs of CMT Meeting

| Observation Point | Achievement | Challenge |
|---|--|--|
| CMT's overall commitment in promoting LGA's supportiveness to communities | During meetings, some LGAs showed commitment beyond the issue of incorporating community priorities into the LGA plan and budget | <ul style="list-style-type: none"> · Understanding of CMT members on supportiveness to communities still needs to be deepened. · Sector coordination still needs to be promoted for collective responsiveness to communities. |
| CMT's commitment in implementing the way forward | During the meeting, some LGAs showed their commitment to implementing the way forward, with emphasis on budgeting them. | <ul style="list-style-type: none"> · The way forward needs to be well recognized and owned by all CMT members. · Concrete plans need to be developed in order to materialize the way forward. |
| CMT's commitment in incorporating community priorities into LGA's plan and budget | During the CMT meeting in each of the 5 LGAs, CMT members showed their commitment at least to incorporating community priorities into the LGA's plan and budget. | <ul style="list-style-type: none"> · Incorporation of community priorities into the LGA plan and budget is yet to be realized. · How community priorities are incorporated needs to be analyzed in respect of strengthening functional mechanism in the LGA. |

2.7 Review meeting on CMT meeting

A review meeting on the CMT meeting was held in March 2012. The purpose was to review the performance of RTF members and WFs in the ‘CMT meeting to share community development process (community planning)’ held from January to February 2012.

In the meeting, the RTF members and WFs first reviewed their performance in terms of attitude, knowledge, and skill by themselves. The O&OD Team then shared its observation to them as shown in Table 12.

Through the review meeting, RTF members and WFs became aware of their strength and weakness in terms of leadership, teamwork, and preparedness in the meeting, understanding of O&OD concepts, and skills in imparting their experience to CMT members.

Table 12 Observation on Capacity of RTF members and WFs

| | | | |
|-----------|--|---|---|
| Attitude | Teamwork of RTF members and WFs | Some LGAs showed good teamwork among RTF members and WFs, collectively operationalizing the CMT meeting. (The other LGA's operations however hinged on individuals.) | <ul style="list-style-type: none"> • Teamwork either/both among RTF members or/and among WFs needs to be strengthened. • Teamwork among RTF members and WFs need to be further strengthened. |
| | Leadership in the Team | Some LGAs had a person to take a leading role though types of leadership differed. (In the other LGAs, it was difficult to see a leading role to make a collective work.) | <ul style="list-style-type: none"> • A leading role needs to be existed in order to strengthen teamwork |
| | Preparedness of the Team | Some LGAs were already physically and mentally prepared to extensive degree even the day before (The others needed to spend more time.) | <ul style="list-style-type: none"> • Preparation needs to be started much earlier in order to construct a shared understanding among the team of RTF members and WFs. |
| Knowledge | RTF's understanding of the O&OD concepts | Those RTF members who presented their parts were able to demonstrate a certain level of understanding on the O&OD concepts. | <ul style="list-style-type: none"> • More experience in the field needs to be accumulated to deepen understanding of the O&OD concepts. • A gap between those who understand better and those with less understanding needs be minimized. |
| | WF's understanding of the O&OD concepts | Those WFs who presented their parts, mostly 'steps of planning,' in the CMT meeting were able to demonstrate a certain level of understanding on it. | <ul style="list-style-type: none"> • More experience in the field needs to be accumulated to deepen understanding of the O&OD concepts. • A gap between those who understand better and those with less understanding needs be minimized. |
| Skill | RTF's effectiveness of imparting their experience to CMT members | Some RTF members were somehow effectively imparting their experiences to CMT member. | <ul style="list-style-type: none"> • More experience in the field needs to be accumulated to be confident of imparting them to CMT members. |
| | WF's effectiveness of imparting their experience to CMT members | Some WFs were effectively imparting their experiences in the field to CMT members. | <ul style="list-style-type: none"> • More experience in the field needs to be accumulated to be confident of imparting them to CMT members. |

2.8 Training for WFs and RTF members on implementation and management and M&E

The training for WFs and RTF members on implementation and management and M&E was conducted on 16-18 April in Morogoro. It was designed to touch on the following topics.

- 1) Roles and responsibilities of RTF members and WFs on implementation and management of community activities.
- 2) Knowledge and skills on training needs assessment.
- 3) Monitoring and evaluation of the project with focus on basic design of monitoring.
- 4) Formulation of work plan (April-May 2012)

The following table shows the expected output of each topic and its contents.

Table 13 Topics, Expected Outputs and Contents of the Training

| Topic | Contents | Method |
|--|--|---|
| <i>Day 1 (April 16)</i> | | |
| Introduction | <ul style="list-style-type: none"> • Objective was introduced by the O&OD Team. | <ul style="list-style-type: none"> • Presentation |
| Topic 1: Implementation and management of community activities <i>Expected Output: Roles and responsibilities of RTF members and WFs on implementation and management of community activities are identified.</i> | <ul style="list-style-type: none"> • The meaning of implementation and management was elaborated. • The roles and responsibilities of RTF members and WFs in implementation and management of community activities were clarified as the main objective of this topic. • Provision of training, advice, information, moral support, and technical support were mentioned and clarified as the roles and responsibilities of RTF members and WFs in supporting community during implementation and management of their activities. | <ul style="list-style-type: none"> • Presentation • Group work • Plenary session |
| Topic 2: Training needs assessment for capacity development <i>Expected Output: Knowledge and skills on training needs assessment is obtained.</i> | <ul style="list-style-type: none"> • The concepts of Training Needs Assessment (TNA) were introduced. • Participants were elaborated the meaning of TNA, and steps for conducting TNA, and steps of conducting training. • The knowledge is to be used for preparation of training on capacity development for community members. | <ul style="list-style-type: none"> • Presentation • Group work • Plenary session |
| <i>Day 2 (April 17)</i> | | |
| Topic 3: Monitoring and evaluation of the project <i>Expected Output: The basic design of monitoring is elaborated.</i> | <ul style="list-style-type: none"> • The emphasis was given especially to monitoring because so far the project only covered two process of community development, which are social preparation (awareness raising and organization building) and planning; therefore, it is not appropriate to focus on evaluation at this stage. • The meaning of monitoring and evaluation, what to monitor, how to monitor and when to monitor were elaborated. • After the elaboration the participants were given a guide for conducting monitoring of the project activities in the target villages. | <ul style="list-style-type: none"> • Presentation • Group work • Plenary session |
| <i>Day 3 (April 18)</i> | | |
| Topic 4: Formulation of work plan (April-May 2012) <i>Expected Output: Work plan of the activities from April to May in respective LGAs</i> | <ul style="list-style-type: none"> • Each LGA formulated a draft work plan for the period from April to May 2012. | <ul style="list-style-type: none"> • Guidance • Group work • Plenary session |

The basic design of monitoring elaborated in this training was utilized by WFs and RTF members for the succeeding monitoring activities in the target villages. Also, the knowledge on training needs assessment is to be used for identifying community needs for training at the village level.

2.9 Monitoring on progress of community development in villages

The monitoring on progress of community development in the target villages took place from April to May, 2012 with participation of Village Chairperson, Village Executive Officer (VEO), other village council members and representative of groups. This activity was carried out by WFs with support of RTF members and O&OD team.

The purpose of conducting monitoring was to identify:

- Changes observed from March, 2010 to date;
- Promoting factors that led to the observed changes;
- Challenges that the community are facing in the implementation of social and economic activities; and
- Measures that the community has been using to overcome the challenges.

In order to get the monitoring results, WFs used the following methods:

- Group Discussion
- Site Visit
- Individual interview

Through monitoring exercise, community people were able to reflect where they were; where they are and where they are heading. The preliminary results of monitoring in the 10 target villages are summarized below:

Table 14 Monitoring Results of 10 Target Villages

| District. | Village | Changes observed | Promoting factors of changes observed |
|-----------|---------|---|---|
| Bagamoyo | *Kaole | <p>Resources</p> <ul style="list-style-type: none"> • Increase in the number of parents contributing food for their children at school from 20 in year 2010 to 80 in year 2012 (Shaurimoyo hamlet) • Construction of hamlet office in year 2012 (Ukuni hamlet) • Establishment of a road rehabilitation project in for one of the streets (Bondeni hamlet) • Improved services to the most vulnerable children (birth certificates and health | <ul style="list-style-type: none"> • Exchange visit in Homboza village • Increase in population • Exchange visits • Bylaws • Good facilitation from WFs • Good relations with Konyagi Co. (Drilling water well) • Exchange visit to Homboza • Leaders initiatives |

| | | | |
|----------|------------|---|--|
| | | <p>insurance) from 0 in year 2010 to 6 in year 2012 (Bondeni hamlet)</p> <ul style="list-style-type: none"> Increase in safe and clean water availability from 1 water well in 2010 to 2 in 2012 (Madukani hamlet) | |
| | | <p>Organization</p> <ul style="list-style-type: none"> Increase in the number of people attending meetings: <ul style="list-style-type: none"> from 10 in 2010 to 40 in 2012 (Shaurimoyo hamlet); from 26 year 2010 to 50 year 2012 (Mitimongi hamlet); from 30 2010 to 60 year 2012 (Ukuni hamlet); from 15 year 2010 to 36 year 2012 (Mtonyanza hamlet). Members of the 3 groups in a hamlet have raised their income, enabling them to build houses, buying building materials, and raising their business capital (Shaurimoyo hamlet) Increase in the number of groups from 2 groups to 3 (Mitomongi hamlet) Number of community members participating in development activities has increased from 30 in 2010 to 50 in 2012 (Madukani hamlet) | <ul style="list-style-type: none"> Good facilitation of WFs Exchange visit in Homboza village Leaders commitment Leaders training on roles and responsibilities Use of loud speaker to sensitize community Sensitization by WFs and RTFs Training conducted by Care International and TASAF Sensitization to join groups |
| | | <p>Organizational Norms</p> <ul style="list-style-type: none"> Laws are being improved (Shaurimoyo hamlet). | <ul style="list-style-type: none"> Exchange visit in Homboza village |
| | | <p>Members Attitude/Behaviour</p> <ul style="list-style-type: none"> Understand the importance of keeping money in the bank (Mitimongi hamlet) Realization of the importance of working together in self-help activities; 15 participants in 2011 while 5 participants in 2010 | <ul style="list-style-type: none"> WFs facilitation Exchange visit |
| Bagamoyo | Chamakweza | <p>Resources</p> <ul style="list-style-type: none"> 52 vitongoji members have united and contributed Tsh. 11,600,000 for construction of charco dam | <ul style="list-style-type: none"> Exchange visit (Tulo) Frequent visits and advice by WFs |
| | | <p>Organizational Norms</p> <ul style="list-style-type: none"> Meetings are organized to discuss important development issues | <ul style="list-style-type: none"> Training for community leaders Good facilitation by WFs Exchange visits |
| | | <p>Members Attitude/Behaviour</p> <ul style="list-style-type: none"> Morale of the residents in realizing their development is high | <ul style="list-style-type: none"> Exchange visits WFs frequently visit community members and give them advice |

| | | | |
|----------|---------|--|---|
| Kisarawe | Homboza | Resources <ul style="list-style-type: none"> Building the village office To complete constructing 2 sewerage systems. Building 2 water tanks 1, 10,000 litres and the other 5,000 litres for harvesting rain water as well as for solar power Building vitongoji office Building village hall and its materials. | <ul style="list-style-type: none"> Good collaboration between community, Village Council and O&OD experts at all levels Training for community leaders conducted by O&OD experts Supportiveness from District Council O&OD project and the village council Readiness of members to receive training Exchange visit Education |
| | | Organization <ul style="list-style-type: none"> Strengthened village council | <ul style="list-style-type: none"> Training for community leaders conducted by O&OD experts |
| | | Organizational Norms <ul style="list-style-type: none"> Proportion of community members following regulations and procedures has risen from 60% 2006 to 85% 2012 | <ul style="list-style-type: none"> Training conducted to Village Council by WFs, RTFs, O&OD Team and KIYODEN |
| | | Members Attitude/Behaviour <ul style="list-style-type: none"> Participation in collective activities has risen from 50% to 75% | <ul style="list-style-type: none"> Training conducted to Village Council by WFs, RTFs, O&OD Team and KIYODEN Good collaboration between community, Village Council and O&OD experts at all levels Training for community leaders conducted by O&OD experts |
| Kisarawe | Gwata | Resources <ul style="list-style-type: none"> Village revenue has increased from Tsh. 1,500,000 to Tsh. 4,000,000 within 3 months | <ul style="list-style-type: none"> Understanding of the finance and planning committee to find other sources of revenue, supervision and collection of revenue Exchange visit to Maseyu Good facilitation by WFs and O&OD Team |
| | | Organization <ul style="list-style-type: none"> Attendance to the meetings of village members has risen from 12 to 23 Increase of the number of groups from 5 to 9 at present Attendance of village council members in meetings has risen from 48% to 92% | <ul style="list-style-type: none"> Additional training conducted by WFs, RTFs and O&OD Team Exchange visit to Maseyu |
| | | Organizational Norms <ul style="list-style-type: none"> To supervise village bylaws, e.g. not to sale alcohol after 4 pm at night, not loiter after 5 pm at night without valid reasons | <ul style="list-style-type: none"> 80 youths have been given militia training Exchange visit to Maseyu has enabled the Safety and Security Committee to get |

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| | | | <ul style="list-style-type: none"> more exposure Good facilitation from the WFs and O&OD Team. |
| | | Members Attitude/Behaviour <ul style="list-style-type: none"> Village council members come to understand their roles and responsibility for the community from 2012 | <ul style="list-style-type: none"> Additional training conducted by WFs, RTFs and O&OD Team to the members of Village Council |
| Morogoro | Maseyu | Resources <ul style="list-style-type: none"> Process of building 5 preprimary school class rooms in 5 vitongoji and building a dispensary with 13 rooms Improved communication system, e.g. schedule of village council meetings and village assembly is in place Opening a bank account at CRDB with Tsh. 2,200,000 | <ul style="list-style-type: none"> Training on good governance conducted by O&OD project in May, 2011 Exchange visit to Homboza village and from Gwata village |
| | | Organization <ul style="list-style-type: none"> Increase in the number of members attending meetings from 70 in 2010 to 210 in 2012. Form a sub-committee on HIV/AIDS 2012 <ul style="list-style-type: none"> Improved communication system, e.g. a schedule for meetings at vitongoji level, village council and village assembly is in place. | <ul style="list-style-type: none"> Exchange visit Training for community leaders Frequent facilitation by WFs, RTFs and O&OD Team |
| | | Organizational Norms <ul style="list-style-type: none"> Members have executed their obligations as per work schedule and undertaken collective decision making on various village issues | <ul style="list-style-type: none"> Training for community leaders Exchange visit Sustainable facilitation done by WFs, RTFs and O&OD Team |
| Morogoro | Tulo | Resources <ul style="list-style-type: none"> Production of 700 cement bricks for village Office building from March, 2012 Procurement of 6000 burnt bricks for building a medical officer house since March 2012 Making of two canoes as Mvuha river ferry Completion of building a teacher's in 2011 | <ul style="list-style-type: none"> Facilitation and frequent visits of the O&OD project members Exchange visits (Homboza and Chamakweza) Training for community leaders by O&OD project Earlier survey done in year 2010 (to identify opportunities and obstacles to development) |
| | | Organization <ul style="list-style-type: none"> Increase in the number of members attending village council meetings from 13 in 2010 to 20 out of 25 in 2012 Increase in the number of village council meetings from 6 in 2010 to 9 in 2012 Increase in the number of vitongoji meetings per year from 3(2010) -6(2012) Increase in the number of village assemblies per year from 2 in 2010 to 3 in 2011 Increase in the number of groups from 9(2010) to 10(2012). Good relationships between village council | <ul style="list-style-type: none"> Training on Good governance and roles and responsibilities of Village Council done by O&OD Team through the LGA in May 2011 Exchange visit to Homboza (October, 2011) and from Chamakweza (October, 2011) on good governance (scheduling meetings, record keeping, building village and vitongoji offices). |

| | | | |
|-----------|------------|--|--|
| | | <p>and groups from Nov. 2011. (Resolution of conflicts between Baraka and Umoja Vikoba groups)</p> <ul style="list-style-type: none"> • Strengthened relations among committees • Increase in the number of people attending village assembly from 150 in 2010 to 250 in 2011 • Members of village council and committees recognize their roles and responsibilities in implementing their activities | <ul style="list-style-type: none"> • Good facilitation of WFs, RTFs and O&OD Team, and frequent visits enabled village council members to be aware of themselves |
| | | <p>Organizational Norms</p> <ul style="list-style-type: none"> • Control of village resources from October 2011 • Village Council to collaborate with ward leadership to discipline the irresponsible who do not turn up for development activities (2010-2012). | <ul style="list-style-type: none"> • Exchange visit to Homboza village and from Chamakweza village • Lack of village bylaws |
| | | <p>Members Attitude/Behaviour</p> <ul style="list-style-type: none"> • Village Council members to recognize their responsibilities in implementing their activities • Community is sensitized and is participating in development activities • Recognition on the importance of keeping various documents in order. | <ul style="list-style-type: none"> • Training for community leaders on their roles and responsibilities (May, 2011) • Exchange visit to Homboza village and from Chamakweza village (October 2011) • Training and frequent visits by WFs, RTFs and O&OD Team • Good relationship with external organizations (TCRS, ORGUT/SEDIT and District Council) |
| Kilombero | Mang'ula B | <p>Resources</p> <ul style="list-style-type: none"> • Increase of the number of people participating in development activities in each hamlet from 20-60 • Construction of roads increased from 1.5kms to 15 kms • Construction of business compound with 85 small shops for rent in the years of 2010-2011 • Increase in the number of people in investing in the business compound from 6 in year 2010 to 30 year 2012 • Community has been able to make bricks of 23,000 in 2011 | <ul style="list-style-type: none"> • Community participation in planning their development activities • Training for community leaders conducted by WFs and District Council in year 2011 • Improved community social services: e.g. easier transportation of patients to hospital and transportation of crops • Availability of road infrastructure and electricity in the village • Influx of people from neighboring villages due to availability of roads, electricity, water etc. • Village Council has identified their responsibilities and has supervised development well |

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| | | <p>Organization</p> <ul style="list-style-type: none"> • Increase of village council members attending meetings from 13 (2010) to 20 (2012) • Increase of community members attending Village Assembly from 20 (2009) to 300 (2012) • Establishment of a 6 member committee for each hamlet to sensitize development in respective area • Relationship between Village Council and groups has improved in 2011-2012(e.g. resolving a conflict of Mang'ula Arts Group) | <ul style="list-style-type: none"> • Training on facilitation from WFs (capacity building and identify themselves in the implementation of their activities) • Community participation in planning for their development and the capacity of the leaders to be able to explain themselves clearly • Vitongoji chairmen understood their roles after the O&OD training • Groups recognize themselves and the Village Council recognizes the groups |
| | | <p>Organizational Norms</p> <ul style="list-style-type: none"> • Vitongoji chairpersons to prepare schedule for their activities • Proper use of bylaws, e.g. absentee to the meeting is fined Tsh. 2000 (Kisiwani hamlet) | <ul style="list-style-type: none"> • The training conducted by WFs and O&OD Team about the use of resources, organization and norms • Community participation in decision making |
| | | <p>Members Attitude/Behaviour</p> <ul style="list-style-type: none"> • Eagerness of the community to undertake development activities | <ul style="list-style-type: none"> • Participation of the community in planning their development activities |
| Kilombero | Matema | <p>Resources</p> <ul style="list-style-type: none"> • The community's views on development activities have changed. Initially, the people expected the government to bring in development, but now the spirit of self-dependence is developed in the community. As a result, the community can implement the projects as follows: <ul style="list-style-type: none"> 1) Construction of community road (60 km) 2) Construction of 2 classrooms and teacher's office 3) Construction of 4 pit latrines (Lyasenga primary school) 4) Construction of classrooms and teacher's office with contribution of 30,000 bricks (Mwaliga primary school) 5) Construction of 12 pit latrines (Matema school) and procure 130 ceiling boards for village office | <ul style="list-style-type: none"> • Training on good governance conducted in April 2012 • Facilitation by WFs together with the village council • Exchange visit. |
| | | <p>Organization</p> <ul style="list-style-type: none"> • Attendance of members increased from 79 in 2011 to 159 in 2012. • Participation of the people in development activities increased from 45 % in 2010 to 85 % in 2012 • The village council has a good relationship with community groups (allocate them land, etc.) | <ul style="list-style-type: none"> • Training on good governance conducted in April 2012. • Facilitation by WFs and RTF • Exchange visit |

| | | | |
|--------|-----------|--|--|
| | | <p>Organizational Norms</p> <ul style="list-style-type: none"> Effective supervision of village by-laws . | <ul style="list-style-type: none"> Training on good governance Exchange visit Good relationship between the community and WFs and RTF |
| | | <p>Members Attitude/Behaviour</p> <ul style="list-style-type: none"> Village council members come to understand their roles and responsibility for the community from 2012 | <ul style="list-style-type: none"> Training on good governance Exchange visit |
| Ulanga | Nakafulu | <p>Resources</p> <ul style="list-style-type: none"> Increased the number of vitongoji roads from 4 to 11 (December 2011) Built one staff house in to two to the level of roofing Continued to make bricks, reaching 165,000 in 2012 from 145,000 in 2010. | <ul style="list-style-type: none"> Frequent visits of WFs and RTF resulted in recognizing actual needs Good relations between the village and various organizations (the Kilombero Valley Teak Company-KVTC has contributed Tsh. 14,000,000 for building a house) Training conducted by WFs and RTF to their village council and group leaders Exchange visit to share experiences with Mang'ula B village |
| | | <p>Members Attitude/Behaviour</p> <ul style="list-style-type: none"> Village Council members support development activities and group activities by being supervisors: <ul style="list-style-type: none"> John Kisula for "Upendo" (goat) Lusinde Mbinji for natural resource Hadija Almasi for "Tumaini" (chicken) Social welfare community and sub-committee for construction (house building) | <ul style="list-style-type: none"> Good facilitation by WFs to village council and group members |
| Ulanga | Libenanga | <p>Resources</p> <ul style="list-style-type: none"> Increase of classrooms from 4 to 6 Increase of water wells from 4 to 5 Brick making in the village has increased from 2 to 4 ovens (brick bank) To allocate a quarter-acre plot for village office building in February 2012 | <ul style="list-style-type: none"> Collaboration with Community Development Trust Fund (CDTF) Organization: contributing human labor to increase the number of classrooms Support from the District Council (Industrial materials) for water wells Village Council decided to sensitize the community because of the absence of important services Village Council decided to sensitize the community because of the absence of important services |

| | | | |
|--|--|--|--|
| | | Organization <ul style="list-style-type: none"> • Increase of economic and social groups from 2 to 12 • Increase of group projects from 1 to 2 • Opened a village account at NMB (Tsh. 100,000) | <ul style="list-style-type: none"> • Good collaboration between Village Council and groups • Good facilitation and collaboration between WFs, RTFs and O&OD Team • Realization of the importance of keeping public money in safe custody |
| | | Organizational Norms <ul style="list-style-type: none"> • Community participation in decision making has been strengthened as a result of hamlet and Village Assembly meetings • Increase of the number of people attending meetings from 50 to 200 • 12 groups have set constitutions | <ul style="list-style-type: none"> • Training for community leaders was done in April, 2011 • Use of village regulations and procedures and exchange visit to Mang'ula B done in October, 2011 • Facilitation from WFs on the advantages and importance of having group constitutions |
| | | Members Attitude/Behaviour <ul style="list-style-type: none"> • A sense of collective ownership on school buildings developed; previously, they were regarded as the property of village leaders. • The spirit of volunteering has been strengthened from 40% to 90%. • Contributions to raise group capital have increased (previously, they depended on assistance and loans from LGA) | <ul style="list-style-type: none"> • Close collaboration between WFs and the community has helped community people participate in various development activities • Actual participation by WFs in various community development activities |

* Since Kaole Village was incorporated into Bagamoyo Township, the monitoring was done at the hamlet level.

2.10 CMT meeting to share progress in villages

After the monitoring in target villages, a CMT meeting was held in each LGA in May 2012 to share the monitoring results and the progress on incorporation of community priorities into the LGA plan and budget.

As was in the CMT meeting after community planning process, RTF members and WFs in each LGA took the initiative in preparing for the meeting in terms of structure, mode of presentation, presentation materials and logistical arrangements, while the O&OD Team had given basic guidance on agenda to be covered as below.

Agenda

- Introduction (purpose of the meeting)
- Report of monitoring results (village council and groups)
- Issues to be improved
- Status of incorporating community priorities into LGA plan & budget

As for the current status on incorporation of community priorities, it was confirmed that each LGA managed to accommodate several priorities into draft LGA plans although the plans were still tentative and subject to change. The following table summarizes the status of incorporation of community priorities as of May 2012.

Table 15 Status of Incorporation of Community Priorities into LGA Plan and Budget*

As of May 2012

| LGA | Village | Community Priority (Development Issue) | Type of Activity | Priority Ranking | Source of Fund | Description of Activity in MTEF | Amount (Tsh) |
|-----------|------------|--|---------------------|------------------|----------------|---|--------------|
| Bagamoyo | Kaole | Establishment of a pre-primary and primary school in Ukuni hamlet | Education | 1 | Own source | Construction of pre-primary and primary school in Ukuni | 50,000,000 |
| | | Fishing with productivity, environmental conservation and good use of land | Fishery | 3 | LGDG/CDG | Prepare a land use plan for Kaole and Mapinga | 8,650,000 |
| | | Rehabilitation of the road from Bagamoyo to Mbegani | Road | 11 | Road Fund | Rehabilitation of the road from Bagamoyo to Kaole (2.5 km) in 2012/13 | 35,000,000 |
| | | Improve the livelihood of the children living in dangerous environment | Safety and Security | 6 | LGDG/CDG | Training for 35 members of most-vulnerable children subcommittee for learning their roles & responsibilities in providing services. | 705,000 |
| | Chamakweza | To acquire the title deeds | Land Ownership | 1 | LGDG/CDG | Prepare land use plans for Chamakweza & Pingo Villages. | 16,415,000 |
| Kisarawe | Homboza | Poor environment for leadership and teaching at Homboza Primary School | Education | 5 | LGDG/CDG | Construction of 2 classrooms, Msimbu | 24,000,000 |
| | | Availability of good health services | Health | 1 | LGDG/CDG | Water infrastructure at the dispensary of Homboza Village | 4,300,000 |
| | Gwata | Strengthening issues of transport and transportation | Road | 1 | Road Fund | Construction of road from Mzenga to Gwata | 765,000,000 |
| | | Improve quality of education | Education | 4 | LGDG/CDG | Building of Teacher's house, Masimba | 26,000,000 |
| Morogoro | Maseyu | Improve the level of education | Education | 1 | LGDG/CDG | Completion of teacher's house at Mazizi Primary School by June 2013 | 4,000,000 |
| | | Availability of good health services | Health | 2 | LGDG/CDG | Construction of dispensary in Maseyu Village by June 2013 | 30,000,000 |
| | Tulo | Increase food and cash production to raise income | Agriculture | 6 | ASDP/DADG | Procurement of 1 tractor and its equipment to Tulo Village by June 2013 | 48,000,000 |
| Kilombero | Mang'ula B | To improve good environment of learning and teaching | Education | 1 | LGDG/CDG | Complete construction of a teacher's office at Mang'ula B primary school by June 2013 | 10,000,000 |

| | | | | | | | |
|--------|-----------|---|-----------------|---|----------|---|-------------|
| | | Availability of clean water and safe water reserves | Water | 3 | NWSSP | Construction of water infrastructure in Mang'ula B Village by June 2013 | 261,050,890 |
| | Matema | Learning and teaching environment | Education | 2 | LGDG/CDG | Complete construction of a class room at Matema primary school by June 2013 | 7,000,000 |
| | | | | | LGDG/CDG | Procure 300 desks for 3 primary schools in Matema Village by 2013 | 9,000,000 |
| | | | | | LGDG/CDG | Construct 11 pit latrines at Matema primary school by June 2013 | 11,000,000 |
| | | | | | | Availability of clean water and safe water reserves | Water |
| Ulanga | Nakafulu | Construction of 6 deep wells | Water | 1 | LGDG/CDG | Construction of 3 wells | 5,608,928 |
| | | Construction of 2 teachers' houses | Education | 4 | LGDG/CDG | Construction of 2 teachers' houses | 14,000,000 |
| | Libenanga | Absence of village office | Good Governance | 2 | LGDG/CDG | Complete the construction of village office | 5,000,000 |
| | | Poor environment for learning and teaching as a result of shortage of 7 teachers' houses, 66 desks and 66 pit latrines. | Education | 3 | LGDG/CDG | Construction of 2 teachers' houses | 24,000,000 |
| | | | | | LGDG/CDG | Construction of pit latrines | 3,500,000 |
| | | Supervision, ownership and use of resources | Good Governance | 7 | LGDG/CDG | To solve the disputes over village boarders *** | 5,760,000 |
| | | Lack of clean and safe water around school-Chikai hamlet area | Water | 4 | LGDG/CDG | Construction of 1 well | 1,608,928 |

* The status shown in this table is based on the preliminary draft of each LGA's plan & budget and thus still subject to change in the course of finalization.

** National Water Supply and Sanitation Program

*** This budget line is set for both Libenanga and Nakafulu although it is a priority of Libenanga.

Besides the tangible output shown in the table above, promotion of CMT members' commitment to LGA's supportiveness to communities was another output of the CMT meeting. Table below summarizes observations made by the O&OD Team during the meeting.

Table 16 Observation on Outputs of CMT Meeting to Share Monitoring Results in Villages

| Observation Point | Achievement | Challenge |
|---|---|--|
| CMT's overall commitment in promoting LGA's supportiveness to communities | <ul style="list-style-type: none"> Some positive signs of CMT members' commitment were observed through their comments/suggestions. <p><u>Example:</u></p> <ul style="list-style-type: none"> - A Call for a meeting of CMT members, RTF members and WFs before community planning process to share basic information on sector policies and funds as reference for facilitators (Morogoro DC). - Emphasis on continuous support to the community even after completion of the project (Kilombero DC). | <ul style="list-style-type: none"> There is a need for some CMT members to recognize the fact that community needs are multi-sectoral in nature, and it is LGA's roles to accommodate the needs to sector |

| | | |
|--|---|---|
| | | policies/conditions. |
| CMT's commitment to taking an action in promoting LGA's supportiveness to communities | <ul style="list-style-type: none"> All LGAs managed to accommodate community priorities into draft LGA plans to some extent. There were some constructive discussions on how to accommodate those priorities which were not incorporated into LGA plan. <i>Example:</i> - Use of Constituency Development Catalyst Fund or budgeting in next fiscal year (Kilombero DC). Some LGAs follow the way forward agreed in previous meetings. <i>Example:</i> - Visits of CMT members to target villages (Morogoro DC). | <ul style="list-style-type: none"> There is still a need for CMT members to take actions according to the agreements made in the meeting. |
| CMT's awareness of the issue of sector coordination. (in consideration of shared results of monitoring in the villages and incorporation of community priorities into the LGA plan and budget) | <ul style="list-style-type: none"> Need for sector coordination before and after community planning process was addressed in the meeting. <i>Example</i> - Meeting of CMT, RTF and WFs before community planning process to share basic information on sector policies and funds (Kilombero DC). Set-up of inter-department coordination with DED as a coordinator (Ulanga DC). | <ul style="list-style-type: none"> While sector coordination was recognized as a major challenge, CMT members are still expected to take practical measures to address it. |

In the CMT meeting, the O&OD Team observed performance of RTF members and WFs in terms of attitude, knowledge, and skills. The table below shows the observation results.

Table 17 Observation on Capacity of RTF members and WFs in CMT Meeting to Share Monitoring Results in Villages

| | | | |
|-----------|---|---|---|
| Attitude | Teamwork of RTF members and WFs | <ul style="list-style-type: none"> Some LGAs showed good teamwork among RTF members and WFs, and division of roles was done well in those LGAs | <ul style="list-style-type: none"> There is room for further strengthening teamwork among RTF members and WFs for some LGAs. |
| | Leadership in the Team | <ul style="list-style-type: none"> Those LGAs which have a focal person succeeded in facilitating the meeting well. | <ul style="list-style-type: none"> Some LGAs lack a facilitator who takes a leading role. |
| | Preparedness of the Team | <ul style="list-style-type: none"> Some LGAs had developed a division of roles based on each one's strengths, and prepared for the meeting effectively. | <ul style="list-style-type: none"> In some LGAs, each facilitator's level of involvement in the preparation differed, resulting in the imbalance of presentation contents. |
| Knowledge | RTF's understanding of the assignment of monitoring | <ul style="list-style-type: none"> Those RTF members who presented their parts were able to demonstrate a certain level of understanding on the assignment. Those who actively participated in the monitoring confidently presented the monitoring results. | <ul style="list-style-type: none"> A gap between those who understand better and those with less understanding needs be minimized. |
| | WF's understanding of the assignment of monitoring | <ul style="list-style-type: none"> Those WFs who presented their parts were able to demonstrate a certain level of understanding on the assignment. Those who actively participated in the monitoring confidently presented the monitoring results. | <ul style="list-style-type: none"> A gap between those who understand better and those with less understanding needs be minimized. |

| | | | |
|-------|--|---|--|
| Skill | RTF's effectiveness of imparting their experience to CMT members | <ul style="list-style-type: none"> • Some RTF members were somehow effectively imparting their experiences to CMT members. | <ul style="list-style-type: none"> • They could have put more emphasis on the most important points and make presentation more concise. |
| | WF's effectiveness of imparting their experience to CMT members | <ul style="list-style-type: none"> • Some WFs were effectively imparting their experiences in the field to CMT members. | <ul style="list-style-type: none"> • They could have put more emphasis on the most important points and make presentation more concise. |

3.0 OTHER ACTIVITIES IN YEAR 3

3.1 Study visit on practice of PA and PLSD in the Philippines

JICA Philippines invited 7 participants from the O&OD project to visit the Philippines for two weeks (between 19th February and 4th March, 2012). Members of the O&OD team and Ward facilitators participated in this study visit (list of participants and schedule are included at the end of this section).

The study visit in the Philippines was conducted to:

- Understand the process and application of PA (Participatory Approach) through observation of PA experience in the Philippines;
- Understand how PA should be strategically applied in the methodology and framework of PLSD in implementing comprehensive community development, through comparative analysis of two cases; and
- Create linkage with key resources of PA in the Philippines for future networking and technical exchange.



This program consisted of the following components:

- 1) PA in the Philippines
 - Historical background
 - Community organizing: Theory and Practice
- 2) Framework analysis of PA and PLSD
 - Basic idea of PA
 - Potentials and constrains of PA
 - PLSD concepts: Local Community System and Local Societal System
 - RON (Resources, Organization and Norms) input and process analysis framework
 - Evaluation of People's Organization based on PLSD framework
- 3) Case of Kawaji-*chiku*, Iida, Japan
 - Introduction of Kawaji-*chiku* (administrative unit)

- *Kominkan* (social education) system
 - *Kominkan* activities
- 4) Field visit
- Barangay Cabungan, Anda, Pangasinan (as a case of PA-type project)
 - Barangay Puro, Legazpi City, Albay (as a case of PLSD-type effort)

Through successful completion of the program, the participants:

- 1) Understood/clarified the importance PA in community development process (effective methodology for experience-based learning among target local people);
- 2) Became aware of the differences of outcomes and sustainability between PA projects and PLSD projects;
- 3) Exposed to RON-CI (Capability and Institution) framework as a mean to realize project purpose; and
- 4) Exposed to M&E framework of PLSD projects.



Table 18 List of Participants in Visit to the Philippines

| No. | Name | Organization | Position |
|-----|--------------------------|----------------------------|------------------------|
| 1 | Mr. Yoshiaki Kakizaki | PMO-RALG, O&OD Team | JICA Expert |
| 2 | Mr. Idris Ahmad Mtandi | PMO-RALG, O&OD Team | Principal Economist |
| 3 | Mr. Emmanuel John Mkongo | PMO-RALG, O&OD Team | Economist |
| 4 | Ms. Felister Bruno Njovu | PMO-RALG, O&OD Team | Human Resource Officer |
| 5 | Mr. Samson Bwire Mafuru | Kisarawe District Council | Ward Facilitator |
| 6 | Mr. Habibu Kinassa Ally | Ulanga District Council | Ward Facilitator |
| 7 | Mrs. Selina Paul Masha | Kilombero District Council | Ward Facilitator |

Table 19 Schedule of Visit to the Philippines

| Date | Day | Program | |
|---------|-----|---|---|
| | | Morning (9:00-12:00) | Afternoon (13:30-16:30) |
| Feb. 20 | Mon | | Arrival in the Philippines |
| Feb. 21 | Tue | L: Orientation at JICA Philippines Office (PA in the Philippines, and Briefing on Anda Project) (1) | |
| Feb. 22 | Wed | P : Orientation of Community-Based Coastal Resource Management in Anda | V: Observation in the village (Production and consumption activities) |
| Feb. 23 | Thu | I: Interview with SAMACA (People's Organization) | I: Interview with other People's Organizations |
| Feb. 24 | Fri | I: Interview with Barangay officials (the smallest local administrative unit) | I: Interview with other People's Organizations |
| Feb. 25 | Sat | Traveling | |
| Feb. 26 | Sun | D: Anda CBCRM Wrapup | |
| Feb. 27 | Mon | | L: Orientation of Legazpi Project W: Meeting with City Social Development Officers |
| Feb. 28 | Tue | V: Visit Puro Village I: Interview with Peoples Organization | V: Visit Estanza Village I: Interview with People's Organization |
| Feb. 29 | Wed | L&D: Meeting with Technical Working Group (City Government officials and NGO) | V: Visit fields |
| Mar. 1 | Thu | | D: Legazpi PLSD Project Wrap-up |
| Mar. 2 | Fri | | L&P: Country Report and Overall Wrap-up |
| Mar. 3 | Sat | | Leaving the Philippines |

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



4.0 ADMINISTRATIVE ISSUE

4.1 Financial arrangement of LGAs, Regions, and PMO-RALG

(1) Project fund for the O&OD Training

As in the previous fiscal years, the O&OD project made an arrangement for financing the O&OD training in five target LGAs. The contracts were concluded in August 2011 with respective LGAs, and the funds were disbursed to the LGAs in the same month. Prior to signing of the contracts, the O&OD Team made official visits to target LGAs and provided financial training on the use of the fund to District Executive Directors (DED), District Treasurers (DT), Accountants, as well as RTF members and WFs. The RTF Chairpersons were also invited as a witness. The table below summarizes the details of the contracts.

Table 20 Details of Financial Arrangements for O&OD Training

| LGA | Date of Signing | Amount (Tsh) | Signer |
|--------------|-----------------|--------------|---|
| Bagamoyo DC | 19 August,2011 | 36,262,500 | LGA: District Executive Director Project: Chief Advisor |
| Ulanga DC | 24 August,2011 | 36,262,500 | LGA: Acting District Executive Director Project: Chief Advisor |
| Kilombero DC | 27 August,2011 | 36,262,500 | LGA: District Executive Director Project: Chief Advisor |
| Kisarawe DC | 29 August 2011 | 36,262,500 | LGA: District Executive Director Project: Chief Advisor |
| Morogoro DC | 30 August 2011 | 36,262,500 | LGA: District Executive Director Project: Chief Advisor |
| Total | | 181,312,500 | |

(2) Cost-sharing arrangement

In addition to the project fund mentioned above, cost-sharing arrangements on the part of the target LGAs, the RSs and PMO-RALG were also made for financing the O&OD Training and other project activities. The pledged amounts and actual expenditures by each stakeholder are shown in the table below.

Table 21 Pledged Amounts and Actual Expenditures for Project Activities by Stakeholder

As of April 2012

| LGA | Source of fund | Pledged Amount (Tsh) | Actual Expenditure (Tsh) | Item |
|---------------|----------------|----------------------|--------------------------|--|
| Bagamoyo DC | Own Source | 25,835,000 | 2,950,000 | Per-diem for stakeholders of O&OD training, transportation allowance, stationery, conference facilities, refreshment and secretary Service |
| Kisarawe DC | LGCDG | 14,000,000 | 13,260,000 | Per-diem for stakeholders of O&OD training, fuel and stationeries |
| Morogoro DC | LGCDG | 12,250,000 | 1,920,000 | Per-diem for stakeholders of O&OD training, transportation allowance, stationery and refreshment |
| Kilombero DC | LGCDG | 7,400,000 | 2,292,000 | Per-diem for stakeholders of O&OD training, vehicle fuel and stationery |
| Ulanga DC | LGCDG | 7,000,000 | 3,184,000 | Per-diem for stakeholders of O&OD training, vehicle fuel, stationery and motorcycle insurance |
| RS | Source of fund | Pledged Amount (Tsh) | Actual Expenditure (Tsh) | Item |
| Morogoro RS | Block Grant/OC | 3,000,000 | 2,600,000 | Stationary, per-diem for RTF Chairperson, driver and CDO, and vehicle fuel |
| Coast RS | Block Grant/OC | 2,000,000 | 1,500,000 | Per-diem for RTF Chairperson and driver, and vehicle fuel |
| Central Level | Source of fund | Pledged Amount (Tsh) | Actual Expenditure (Tsh) | Item |
| PMO-RALG | Block Grant/OC | 33,000,000 | 13,200,000 | Per-diem for officers and drivers, vehicle fuel, maintenance of vehicle, conference facilities and office consumables (such as stationery) |

4.2 Financial support from the Project

In addition to the funds for O&OD Training mentioned in 3.1 (1), certain amount of budget was allocated to cover operation costs of the project as shown below.

Table 22 Budget for Project Operation

| Item | Budget (Tsh) | Detailed Use of Budget |
|--------------------------------|--------------|---|
| Operation costs of the project | 332,056,603 | General Administration (Consumable Goods, Fuels, Operation, Maintainance and Hiring of Means of Transportation , Maintainacne of Office Equipment, Hiring Local Staff, Supplemental Travel Allowances for the Counteparts, Training Equipment and Training Materials, and Communication Expenses) |

* JPY 17.599,000 (Tsh1= JPY0.053 based on JICA monthly rate as of June 2011)

Also, from the discussion with the stakeholders of the project in the FY 3, the items shown in the below were identified and procured as the necessary equipment for the O&OD activities of PMO-RALG, RTF members, and WFs.

Table 23 List of Procured Equipment

| Item | Quantity | Purpose |
|-----------------|---|---|
| Motorcycle | 2 for each target LGA (10 in total) | <ul style="list-style-type: none"> To enhance means of transportation for WFs to the target villages. |
| Laptop computer | 1 for each target LGA (5 in total) | <ul style="list-style-type: none"> To help RTF members to compile reports and outputs in cooperation with WFs on workshops and filed trainings |
| Rotary press | 1 for O&OD project office (1 in total) | <ul style="list-style-type: none"> To speed up the process of printing a large quantity of material for training, workshops and stakeholder meetings |

5.0 ACHIEVEMENT

In sum, the project made the following achievements in the third year operation toward development of the O&OD model.

Overall:

- The project consolidated the O&OD model concept and shared with the stakeholders at different levels including WFs and RTF members, leaders at the target villages (Village Council members including VC and VEO, group/organization leaders, WEO, councilor) and CMT members of the target LGAs.

Output 1:

- The project promoted capacity of WFs and RTF members through training particularly in the aspect of supporting community planning and monitoring. Based on knowledge acquired, the WFs and RTF members actually trained village leaders and facilitated their planning and monitoring process. After their facilitation, they reflected their experience in the review meeting. This cycle of theory learning, practice in the field and reflection strengthened their capacity for facilitation.

Output 2:

- The project promoted organizational capacity of the target villages which have shown some positive changes such as improvement of human, physical and financial resources, and strengthening of organizational and normative aspect of the development in the village (refer to Table 14).
- WFs promoted their capacity of facilitating community development through some key activities including exchange visits, community planning and monitoring of community development. Some of the WFs have even shown their capacity to think and act spontaneously, closely working with the village leaders.

Output 3

- The project promoted understanding of CMT members in supporting community development, particularly in the aspect of community planning. As a result, some of the priorities in the community plans of the target villages were incorporated into their LGA plan and budget (refer to Table 15).
- RTF members together with WFs promoted their capacity to share community development with the CMT members. Some target LGAs showed a good teamwork, leadership, and preparedness, based on their understanding and actual experience of community development in the field (refer to Table 12 and Table 17).

Output 4

- The project started identifying necessary conditions to replicate the O&OD model.

6.0 CHALLENGE AND WAY FOWARD

OVERALL:

The challenge from an overall perspective is to make the stakeholders conversant with the concept of the O&OD model (refer to Figure 1) at different administrative levels taking fully into account the next replication stage after completion of the project. It is expected at the point of completion of the project in the near future that all the stakeholders would be ready to take an action for replicating the O&OD model.

To realize that situation, the O&OD model should be verified to some significant extent at the first place through activities under each Output. The following challenges and ways forward by Output are all linked with the O&OD model to be replicated after the project.

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

Two different levels of achievements are expected under Output 1. One is establishment of a training system for facilitators including development of training methods, curricula, and training materials. The other is identification of training providers/persons for the institutionalization of sustainable capacity development of facilitators.

As for the former, the challenge is to continue verification of the training system recommended during the first year. The recommendation was to employ the cycle of theory learning, practice in the field and reflection of the field experience for capacity development. It has been actually realized to some extent to date. As of now, the training focusing on awareness raising and organization building was carried out in the first year and training on planning and part of that on implementation and management and monitoring and evaluation were carried out in the third year. The training on implementation and management and monitoring and evaluation is still to be fully covered.

As for the latter, the challenge is to identify training institutions/persons. In doing so, the project still needs to consolidate basic requirements for capacity development of facilitators including the training methodology, curriculum, and materials. The project will see the institutions/persons which/who have a potential to meet the basic requirements.

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.

Under Output 2, the project is still in the process of verification of the O&OD model through facilitation of a community development process. To be more specific, the challenge of Output 2 is to further promote capacity particularly of WFs and RTF members of facilitating community people through experience-based learning.

In the current situation, capacity of WFs and RTF members are not equally the same. Some WFs and RTF members have developed their capacity to a significant degree while the others have not. As a result, quality of facilitation and supports differ between the target villages.

The project therefore needs to encourage those WFs, who have less understanding and commitment, to visit the fields more frequently so as to construct better relationship with the people and work closely together with other WFs in a team. The same holds true for RTF members in the sense that they need to visit and meet WFs so as to construct better relationship with them and to work as a team of WFs and RTF members.

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 still in the process of verification of the O&OD model through promotion of effective support of the target LGAs in promoting community initiatives. To carry forward the verification, the challenge is to further promote capacity of RTF members to facilitate and support CMT members' understanding and commitment so as to strengthen an institution within the LGA to support community initiatives.

In the current situation, the capacity of RTF members and understanding and commitment of CMT members are not necessarily adequate in the target LGAs. To bring about the supportiveness of LGA in full scale, understanding and commitment of CMT members make difference in optimizing institutional arrangement to promote LGA's supportiveness to communities. At the same time, the role of RTF members is crucial in conveying community needs to the LGA and supporting effective delivery of LGA's services based on the needs.

To improve the situation, the project will continuously support the LGAs' initiatives through RTF members based on the way forward for promoting supportiveness to communities prepared by CMT members of each target LGA in the first half of the third year and the LGA plan which accommodated community priorities in the second half of the third year.

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

The project is in the process of verifying the O&OD model through activities under Output 1-3. The challenge in Output 4 then is to consolidate necessary conditions through the verification process under Output 1-3 taking fully into consideration the replication stage after the project is over. Based on the consolidated conditions, the project will prepare a replication strategy, envisioning next replication stage.