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STRENGTHENING PARTICIPATORY PLANNING AND COMMUNITY DEVELOPMENT CYCLE FOR GOOD LOCAL GOVERNANCE

Progress Report 4

March 2013

O&OD Team

PROGRESS REPORT 4

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PROGRESS REPORT 4

1.0 INTRODUCTION

Since the initiation of the project in October 2009, it has been 3 years and 6 months and the project has completed the fourth year operations. Although the fourth year was originally planned to be the final year of the project, the project period was extended with 1 year and 6 months additional period based on the proposal made by the Terminal Evaluation Team in October 2012. The extension was due to necessity of continuing verification at least one cycle of community development process i.e. awareness creation and organization strengthening, planning, implementation and management, and monitoring and evaluation, and thus to further consolidate the O&OD model by the end of the extended period. In this respect, this report will show the progress during the fourth year as a passing point toward the end of extended project period.

1.1 Summary of Achievement through Project Activity

The following summarizes achievements so far by operational year. 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 was from July 2011 to June 2012. Based on the previous achievements from first to third years, fourth year operation was carried out from July 2012 to March 2013.

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 creation and organization strengthening 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 facilitators 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:

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

In the **third year (FY 2011/12)**, the project was operated in line with the suggestions and recommendations of the Mid-term Review Team and made achievements to a substantial degree to develop the O&OD model through verification activities of Output 1, Output 2 and Output 3.

One of the achievements during the third year was consolidation and sharing of the concept of O&OD model among different levels of stakeholders at the target villages, the target LGAs, and PMO-RALG. Since then the concept has been referred whenever the progress has been shared or discussion has been made. Another significant achievement was further involvement of community initiatives in the target villages. Based on awareness creation and organization strengthening started in the second year of the project, the people in the target villages promoted collective resource utilization to meet and tackle with their immediate needs and problems. Supported by facilitators, the people mobilized their own resources without any financial support from the LGA. Furthermore, the LGA has started deepening the understanding on supportiveness to the community. Based on their understanding, all target LGAs in fact incorporated community priorities of the target villages into their plan and budget.

In the **fourth year (FY 2012/13)**, the project has made achievement particularly in the area of promoting 1) understanding of project stakeholders at different levels, 2) community initiative in the target villages, 3) understanding on supportiveness to community initiatives in the target LGAs, 4) discussion on replication perspective in connection with Replication Strategy and 5) exploration of training providers for facilitators in connection with Training Strategy.

The project started with sharing the progress with decision makers at LGAs and Regions including Council Directors and Regional Administrative Secretariat (RAS), and then with management members of PMO-RALG. The sharing opportunities were

meaningful to promote decision maker's awareness on importance of the project, touching not only upon the progress based on the project framework but also the changes made in the target villages and their promoting factors.

In relation to Output 1, the project has made progress in two areas. One area was capacity development of facilitators through a training session for supporting community planning process. It was the 2nd training session for facilitators in supporting community planning where the community planning process and facilitator's guide utilized in the first year were improved. Through the session, facilitators became well-versed with what they were going to do in supporting community planning process. Another area was exploration of training providers. The O&OD Team shortlisted Local Government Training Institute (LGTI) and Community Development Training Institute (CDTI) and actually visited them to seek their possibility as training providers.

In Output 2, the project has further promoted self-organizing capability of the target villages particularly through supporting planning process. The target villages, supported by the facilitators who participated the training session as mentioned above, carried out community planning process. The planning process was a timely opportunity for the people since most of the target villages had already enjoyed sense of achievements to some extent in their initiatives. Due to this, they were able to connect their initiatives with the planning process. As a result, the people in the target villages became more confident in planning process.

In Output 3, the project has promoted further understanding of Council Management Team (CMT) members on LGA's supportiveness to community initiatives particularly through a CMT meeting where the result of planning process was shared and support to community initiatives was discussed. The CMT members deepened their understanding particularly on importance of improving responsiveness to the community needs, necessity of focusing support to the community initiatives facing the critical budget limitation, and also necessity of increasing LGA's own resources.

In Output 4, the project has started discussion on replication perspective. Replication perspectives are in other words scenarios to disseminate the improved O&OD to the other villages and LGAs. The project so far came up with three levels of replication, namely, 1) Replication in the villages of the two wards, where the target village is included (in the target LGA), 2) Replication in villages of other wards (in the target LGA), and 3) Replication in other LGAs.

During the fourth year, the project was evaluated by the Terminal Evaluation Team including Tanzanian Government officials and JICA officials. The recommendations of the Terminal Evaluation included:

Overall

- 1) Clarification of core concept on LGA supportiveness to the community;
- 2) Clarification of replication perspectives for identifying necessary conditions; and

3) Extension of the project period.

Until the March 2013

- Immediate actions for LGA's supportiveness to community initiatives (review of planning process and discussion on supporting community initiatives)
- Consideration of necessary conditions based on replication perspectives
- Exploration of possible trainers/training institutions for facilitators
- Revision of PDM and PO

Until the October 2014

- Consolidation of conditions for further replication
- Possible measures for the future replication
- Identification and training of "community facilitators"
- TOT for the identified trainers/training institution
- Sharing of the experiences of target LGAs and villages with other LGAs and villages

After November 2014

- Development of a roadmap for the replication and its implementation
- Strengthening of the organizational set-up at PMO-RALG
- Development of a "replication model"

1.2 Comparison between Plan (as of July 2012) and Achievement (as of March 2013) in Year 4

In the fourth year, the project made achievements through verification activities to an extensive degree. However, the project is yet to carry out some activities as follows to further bring forward the verification of the improved O&OD. The O&OD Team will continue covering those activities in the fifth year operation. In comparison with the operational plan prepared in July 2012, following activities are still to be covered.

Output 1

- Training on Implementation and Management, and M&E of Development Activities
- Sharing of work experience among WFs and RTF members through experience sharing workshop

Output 2

- Support to village people to manage their development process through support to implementation and management, and M&E of development activities
- Training for village people on community development process particularly on technical capacity development and on implementation and management, and M&E of development activities

Output 3

- Support to target LGAs to promote their supportiveness to communities through training for CMT on community development process
- Sharing of community development process to the CMT particularly of the result of monitoring and evaluation at the target villages

Output 4

- Identification of important conditions for establishment of O&OD model
- Preparation and proposal of a draft replication strategy for O&OD (a replication strategy for the central government, and two implementation guides for LGAs, a guide for facilitator, and guide for community) at PMO-RALG management meeting
- Sharing of experience and a replication strategy with stakeholders such as the central government, RSs, LGAs, DPs, and CSOs
- Documentation of the project experience

Table 1 shows summary of actual achievements by activity against the plan prepared in July 2012 (refer to Appendix 2 as well for more detailed comparison between the plan and actual status in a Gantt chart).

**Table 1: Comparison between Plan as of July 2012 and Actual Status as March 2013
(by Activities)**

	Planned Activities (as of August 2012)	Actual (as of Dec. 2012)	Remarks
Overall	Preparation for Terminal Evaluation	Accomplished	
	Orientation Meeting-1 (WFs and RTF members)	Accomplished	
	Orientation Meeting-2 (RASs, DEDs, DPLOs)	Accomplished	
	Orientation Meeting-3 (CMT members)	Accomplished	
	Orientation Meeting-3 (Village leaders)	Accomplished	
	Sharing of the Project Progress and Achievement with the PMO-RALG Management	Accomplished	
	Financial Support to LGAs (sub-contract and financial training)	Accomplished	
	Technical Working Group and Joint Coordination Committee	Accomplished	
Output 1	1.1 Train WFs and RTF members as facilitators on awareness creation, organization building, community planning, implementation & management, and M&E.		
	Training on Planning	Accomplished	
	Training on Implementation and Management, and M&E of Development Activities	Not yet	
	2. Exploration of training institutions/trainers for facilitator		
	Pre-identification of training providers	Accomplished	
	Visit to short-listed institutions/trainers	Accomplished	
	1.3 Share work experience among WFs and RTF members.		
	Experience sharing workshop	Not yet	
Output 2	2.1 Support village people to manage their development process		
	Support to Implementation and Management, and M&E of Development Activities	Not yet	
	Support to Community Planning Process	Accomplished	
	Evaluation of Project Activities	Not yet	
	2.2 Train village people on community development process		
	Training on capacity development (e. g. organizational management, skills and technical matters, if need arises.)	Not yet	
	Training on Planning	Accomplished	
	Training on Implementation and Management, and M&E of Development Activities	Not yet	
Output 3	3.1 Support target LGAs to promote their supportiveness to communities		
	Training for CMT on Community Development Process	Not yet	
	3.2 Share community development process to the Council Management Team of the target LGAs		
	CMT meeting for sharing community planning process at the target villages	Not yet	
	CMT meeting for sharing monitoring and evaluation at the target villages	Not yet	
	3.3 Review and prepare replication strategy on LGA's supportiveness to communities at the LGAs		
Output 4	Documentation of the project experience		
	4.1 Identify important conditions for establishment of O&OD model in the target LGAs		
	Identification of conditions for development of O&OD model in the target LGAs	Partly accomplished	The O&OD Team started identifying the conditions.
	4.2 Prepare and share replication strategy for O&OD		
	Preparation and proposal of a draft replication strategy for O&OD (a replication strategy for the central government, and two implementation guides for LGAs, a guide for facilitator, and guide for community) at PMO-RALG management meeting	Partly accomplished	The O&OD Team started preparing replication strategy and a guide for facilitators.
Sharing of experience and a replication strategy with stakeholders such as Central Government, RSs, LGAs, DPs, and CSOs.	Not yet		

2.0 ACTIVITIES IN YEAR 4

2.1 Progress Sharing Meeting with Decision Makers

For promoting common understanding and commitment to the project implementation, the O&OD Team conducted a couple of sharing meetings with decision makers in August 2012. The meetings were held separately for two different groups: Regional Administrative Secretaries (RASs), District Executive Directors (DEDs) and District Planning Officers (DPLOs) of target regions and LGAs as one group and the PMO-RALG management members as the other. Both meetings had common purposes of reintroducing the background and framework of the project and the strategy of improving O&OD and sharing the progress and tentative schedule of project activities for FY 2012/13.

2.1.1 Meeting with RASs, DEDs, and DPLOs

The sharing meeting with decision makers was held for 2 days on 17th and 18th of August 2012. Participants included RASs of Coast and Morogoro Regions, DEDs and DPLOs of all 5 target LGAs. The main objective of the meeting was to share the progress of the project to the decision makers of target areas. It was also an opportunity to reintroduce the purpose and outputs of the project, for some of them were newly appointed to their respective positions.

The first day was used for the presentation on 1) project background and framework, 2) project strategy including the O&OD model, 3) progress of the project, and 4) tentative schedule of FY 2012/13. On the second day, a field visit was organized to visit Maseyu Village, one of the target villages, to observe the community initiatives for development activities such as construction of pre-primary schools and village dispensary. In the meeting, the positive impact of the project was well received by the participants, and the RAS of Coast Region proposed to the participants to disseminate such positive changes of target villages to other villages with the Regions' and LGAs' own initiatives.

2.1.2 Meeting with PMO-RALG management members

On 29th of August 2012, the O&OD Team gave a presentation on the progress of the project to the management of PMO-RALG in its regular meeting. It was intended to share the progress and coming activities of the project to the management so as to raise its awareness on the significance of what the project had tried to achieve at village and LGA levels. Also, the meeting was a good opportunity for reminding the background, purpose and and framework of the project including the O&OD model. In particular, the project's strategy to improve O&OD was highlighted in terms of 1) continuous support for community development (not only planning process), 2) comprehensive and intensive training for facilitators, and 3) establishment of O&OD model.

The Acting Permanent Secretary chaired the meeting and suggested the importance of setting a strategy for disseminating project experience in target villages to other areas. It was also confirmed in the meeting that there would be a necessity of increasing the number of O&OD Team members for future replication of the improved O&OD.

2.2 Orientation Meeting with WFs and RTF members for Project Activities 2012/2013

An orientation meeting for WFs and RTF members was held on 4th to 6th of September to kick off this fiscal year's activities. The purpose of the meeting was twofold: to become aware of activities in 2012/13 and come up with a work plan; and to be prepared for the Terminal Evaluation of the project. The detailed contents of the meeting are as follows.

Table 2: Contents of the Orientation Meeting with WFs and RTF Members

Topic		Details
Introduction		<ul style="list-style-type: none"> The O&OD Team presented and reconfirmed the project framework including the O&OD model.
Topic 1	Confirmation of Project Activity in FY 2012/13	<ul style="list-style-type: none"> The O&OD Team presented the expected activities in FY 2012/13.
Topic 2	Data collection for the Terminal Evaluation	<ul style="list-style-type: none"> Each LGA formed a group to fill in the format for collecting the data concerning the following Objectively Verifiable Indicators of the PDM. <ul style="list-style-type: none"> Indicator 2.1: A decision making mechanism is improved in the target villages. Indicator 2.7: Community priorities in the target villages are realized. Indicator 3.2: A functional mechanism of providing necessary supports to the community is strengthened in the target LGAs.
Topic 3	Self-assessment and comparison between previous and current results	<ul style="list-style-type: none"> Participants were first requested to answer the same set of questions of the self-assessment conducted in the first year. Then, they themselves assessed both previous and current self-assessments using a set of given criteria. The comparison between the self-assessments was compiled later by the O&OD Team.
Topic 4	Preparation of Work Plan	<ul style="list-style-type: none"> Each LGA formed a group to prepare a work plan of this fiscal year.

The data collection for the Terminal Evaluation was especially fruitful because the data could also be used for understanding the current status of community initiatives in target villages, the cases where the facilitators functioned as a linkage between community and external organizations, and positive changes arising in the decision making mechanism in each village. These data were used to identify the necessary conditions to make O&OD functional.

2.3 Meeting with WFs and RTF Members for Developing Necessary Conditions

For the purpose of collecting the evidence for necessary conditions to make the O&OD model function, selected WFs and RTF members and the O&OD Team had a five-day meeting to review the project experiences (October 8th to 12th). Specifically, the

facilitators looked back on the project activities and extracted the important points and lessons learned from their experiences.

The first three days were allocated to review the project activities in each fiscal year and identify the important points of each activity. In the last two days, the O&OD Team prepared a framework of important aspects for a functional O&OD model based on the previous discussions, and the participants discussed their experiences based on the framework. The outputs of this meeting were utilized as the evidence of necessary conditions for making the O&OD model functional.

2.4 Training for WFs and RTF Members on Supporting Community Planning Process

The training for WFs and RTF members on supporting community planning process was conducted from 30th October to 3rd November, 2012. This was the second round of the training on community planning process in which the emphasis was placed on the relationship between actual situation of the community and preparation of the community development plan. The purposes of the training were to:

- Review the planning and budgeting process in the LGA in 2012;
- Review the community planning process in the target villages in 2011 (November-December);
- Understand steps of community planning process; and
- Prepare community planning process for financial year 2013/2014.

Prior to the training, the O&OD Team reviewed and finalized second version of “A Guide for Supporting Community Planning Process for Facilitators” and used it as the main material for the training. The guide is based on the recommendations given by WFs and RTF members after reflection of their support of community planning process in the target villages.

Table 3: Contents of Training on Supporting Community Planning Process

Proceeding	
Opening and Introduction	Presentation by O&OD team
Session 1: Review of the Planning and Budgeting in the LGA in 2012	
1.1 Guidance on group work	O&OD Team
1.2 Group work by each District	Group work by target LGA
1.3 Plenary: Presentation and discussion	Plenary
Session 2: Review of the Community Planning Process in the target Villages in 2011	
2.1 Guidance on group work	Group work by target LGA
2.2 Group work by each District	Group work by target LGA
2.3 Plenary: Presentation and discussion	Plenary
Session 3: Steps of Community Planning process	
3.1 Steps of Community Planning Process	Presentation by O&OD team
3.2 Group work by each District	Group work by target LGA
3.3 Plenary: Presentation and discussion	Plenary

Proceeding	
Session 4: Preparation for Community Planning process	
4.1 Group work by each District	Group work by target LGA
4.2 Plenary: Presentation and Discussion	Plenary
Session 5: Wrap-up and way forward	Plenary

As far as the contents are concerned, the training was designed to take place for five days and covered the following major points;

Table 4: Major Points presented and discussed during Training on supporting Community Planning

	Major points	Responsible
Introduction	<ul style="list-style-type: none"> The objective of the training Sessions of the training 	O&OD Team
Session 1	<ul style="list-style-type: none"> How community priorities are accommodated into LGA's plan and budget Reason why some of the priorities are accommodated Reason why the other priorities are not accommodated Difficulties in sector's plan and budget guidelines How to improve community planning process (measures, matters to consider, and etc.) Support for community initiatives from LGA to two villages 	WFs and RTFs of each target LGA
Session 2	<ul style="list-style-type: none"> Presentation and review of community development plan (Nakafulu village and Matema village as sample villages) focusing on important points (development issue, objective and measure to achieve an objective) 	O&OD Team, WFs and RTFs
	<ul style="list-style-type: none"> Discussion and review of community development plan of the target villages in 2011 	WFs and RTFs of each target LGA
Session 3	<ul style="list-style-type: none"> Presentation of revised steps and contents for the community planning process 	O&OD Team
	<ul style="list-style-type: none"> Review of revised steps and contents for the community planning process Discussion on appropriate number of development issues in the community development plan (consider the 3 categories of Production, Social services, and Management) Necessity of "priority" in the community development plan 	WFs and RTFs of each target LGA
	Discussion on: <ul style="list-style-type: none"> Roles of village representatives, WFs and RTF members in each step of the planning process Method for step of the planning process (group work and/or plenary if it is group work, how many group and how to select group members) Meeting venue for the planning process Preparation of the materials for each step of the planning process <ul style="list-style-type: none"> (i) What kinds of materials? (ii) Who and when will prepare materials? 	WFs and RTFs of each target LGA
Session 5 (Wrap-up and way forward)	<ul style="list-style-type: none"> Summary of all sessions Questions and clarification of community planning process 	O&OD Team, WFs and RTFs of each target LGA

Through the training, RTF members and WFs were able to learn from each other on how community priorities were accommodated in the LGA plan and budget for FY 2012/2013. Most importantly, participants reviewed the community development plans of the 10 target villages prepared in 2011 and came up with the issues to improve community planning process for FY 2013/2014. Moreover, the roles of village representatives, RTF members and WFs in each step of the community planning process were clarified.

2.5 Supports for Community Planning Process in 10 Target Villages (from November 2012 to January 2013)

After the training for WFs and RTF members, the community planning process of 10 target villages was carried out from the middle of November 2012 to January 2013. The process took the steps shown in the table below, and the people of each village came up with their annual community development plan at the end of the process.

Table 5: Steps of Community Planning Process

Steps	What were carried out	How
1.Preparation (Launching of the planning process)	Community planning process was launched either at the village assembly meeting or special meeting. Steps of Community planning were explained and confirmed by village leaders.	WFs facilitated the step.
2.Review of actual situation and existing plans	Participants (village leaders) updated and confirmed the current situation of the village focusing on development issues, opportunity and obstacles.	Group works and plenary discussion by the village leaders
3.Planning	The draft community development plan was prepared by the participants based on the updated current situation of the village.	Group works and plenary discussion by the village leaders
4.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.
5.Approval	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
6.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.

The process in each village started with the launching either in a village assembly or a special meeting, where village representatives from hamlets and social cultural and economic groups were selected or confirmed for drafting community development plan. In the meetings, WFs also reminded them of the steps of community planning process with the revised version of planning guide (refer to 2.4). The schedule of the 'preparation' step varied among the target villages, e.g. three days were spent for reviewing important issues of the planning process in some villages. Since this was the second cycle of planning process, village people discussed the progress of last year's plan in terms of the status of supports from the LGA, progress of some of community priorities, and challenges for implementation.

Prior to the step of 'planning,' WFs, RTF members and O&OD Team held a preparation meeting in each village. The purpose of this meeting was 1) to clarify some basic concepts of planning, 2) to agree on the specific roles of each stakeholder (community people, WFs and RTF) in the following step, and 3) to check the WFs' preparation of necessary materials for current situation analysis and community development plan.

In comparison with the previous planning process, the following changes were observed:

- An increase in comments during review of the actual situation and preparation of draft community development plan;
- Improvement in understanding of development issues;
- An increase in understanding of community planning process which led to village leaders to come up with implementable objectives;
- An increase in accountability and commitment of village leaders; and
- An increase in participation of women, disabled people and livestock keepers.



A community member raises his hand to select community representatives to participate in community planning process at the launching meeting at Chamakweza village.



Councilor, VEO and village leaders are actively discussing on the part of the review of the actual situation at Gwata village.



A community representative at Chamakweza village presents social services part of the community



The Chairperson of Maseyu village clarifies some development issues during the final day of community development plan



A community member is giving his comments on draft development plan at Mbala kitongoji at Chamakweza village.



One of the WFs is presenting draft of community development plan at one of the Hamlets in Mang'ula B in order to get people's comments.



Members of Ward Development Committee (WDC) at Pera Ward are giving their technical comments on draft development plan of Chamakweza village.

2.6 CMT Meeting to Share Community Development Process (community planning)

A CMT meeting to share community planning process was held at each target LGA from the end of January to the mid February, 2013. The purpose of the meeting was to share the report of community planning process for FY 2013/2014, particularly on how the community priorities were realized, challenges the WFs and RTF members faced, and recommendation of overcoming those challenges.

In the meeting, present status of supporting community priorities accommodated in FY 2012/2013 and effectiveness of supporting community initiatives from experience of target villages were shared among the CMT members. At the same time, the CMT members were required to come up with ways of identifying community initiatives for extending supports to the other villages within the LGA as the first step to discuss on how to promote community initiatives.

Table 6: Event for CMT Meeting to Share Community Planning in Village

LGA	Event	Date	Participants
Kisarawe	Prep. Meeting	January 30	RTFs and WFs
	CMT Meeting	January 31	29 CMT members
	CMT Meeting	February 1	29 CMT members
Morogoro	Prep. Meeting	February 4	RTFs and WFs
	CMT Meeting	February 5	26 CMT members
	CMT Meeting	February 6	26 CMT members
Bagamoyo	Prep. Meeting	February 6	RTFs and WFs
	CMT Meeting	February 7	25 CMT members
	CMT Meeting	February 8	25 CMT members
Kilombero	Prep. Meeting	February 11	RTFs and WFs
	CMT Meeting	February 12	24 CMT members
	CMT Meeting	February 13	24 CMT members
Ulanga	Prep. Meeting	February 14	RTFs and WFs
	CMT Meeting	February 15	26 CMT members

Prior to the CMT meeting, the O&OD Team conducted a workshop 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. Table 5 shows events which took place in each LGA.

During the workshop in Morogoro where RTF members and WFs reviewed the community planning process, the meeting agenda was initially suggested by the O&OD Team and discussed by participants. Moreover, design of the meeting flow, preparation of materials, and arrangement of the meeting were prepared under the initiative of RTF members and WFs. In the preparation meeting, materials including presentations and agenda were confirmed.

Agenda

- Introduction (Background of the project and purpose of the meeting)
- Report of supporting community planning process
- Achievement and challenge in community planning process
- Review of the present status of supporting community priorities for FY 2012/2013
- Identification of community initiatives for extending supports to other villages
- Ways forward (resolutions)

As a result of the meeting, in each of 5 LGAs, CMT members came up with resolutions based on the discussion of the achievements and challenges of the agenda presented. Some of the LGAs pointed out remarkable resolutions to overcome the challenges of LGA's supportiveness to community priorities/initiatives and ways to identify community initiatives in non-target villages. The table below shows summary of the resolutions reached by each LGA during the meeting.

Table 7: Resolution Reached by Target LGAs

LGA	Resolution	Remark
Kisarawe	1. To replicate O&OD model to the other villages in a phased manner through identification of community initiatives	
	2. To allocate fund/budget for replication of O&OD model to the other villages	Tsh 17,000,000 has been allocated for replication of O&OD model through LGDG
	3. To continue promoting remarkable achievements/initiatives reached by the target villages	<ul style="list-style-type: none"> • The LGA has incorporated some of the community priorities of target villages into the LGA plan and budget. • The letter to congratulate the target villages for their initiatives will be sent at the end of February, 2013. • Tsh 14,000,000 has been allocated to promote community initiatives of the target villages
	4. To implement community priorities in time	
	5. WFs and RTF members should be utilized to provide training to the other villages and extension officers of the other Wards	
	6. To conduct thorough assessment of villages that have initiatives before replicating O&OD model in order to ensure positive results that could be taken by other villages in the LGA	
	7. To conduct study tour of WEOs and VEOs in the target village	
	8. To identify criteria for provision of LGA's supportiveness to communities	Criteria were identified as follows; <ul style="list-style-type: none"> • Village own source • Morale of community people to contribute in terms of labour and money • Resources to promote their initiatives in production of food and cash crops • Leadership/Good governance • Community initiatives to promote their own development

LGA	Resolution	Remark
Morogoro	1. The following issues should be taken to the next CMT meeting (11/02/2013) for decision; <ol style="list-style-type: none"> The promise of 250 bags of cement for construction of pre-primary school at Maseyu Village Conflict between Tulo village and Tushikamane group on provision of Tractor from ASDP Delay of disbursement of Tsh 30 million to complete construction of the dispensary of Maseyu 	
	2. To strengthen revenue collection system in order to promote community initiatives	
	3. Capacity building to village leaders and community people on community development process in order to minimize dependency on the Government	
Bagamoyo	1. Acting Head of Departments (HoDs) should give feedback to HoDs and their fellow staff on the agenda, discussion and decisions reached on O&OD-CMT meeting	
	2. Departments should consider accommodation of community priorities of the target villages for FY 2013/2014	
	3. LGA should provide support to community priorities accommodated in 2012/2013 before June, 2013.	
	4. LGA should enhance revenue collection system in order to support village development plans. Other sources such as constituency fund, programmes, development partners should be utilized effectively	
	5. To continue identifying community initiatives in other villages	
	6. LGA should start its planning process as early as possible before budget preparation at the central government	
	7. The O&OD concept should be replicated in other villages	
Kilombero	1. To identify community initiatives through Ward Executive Officers (WEOs). Since there is quarterly Ward Council meetings where WEOs and Councilors participate in, LGA can use that opportunity for WEOs to include information of community initiatives in their reports	
	2. To promote the use of LGA's own sources to support community priorities/initiatives	
Ulanga	1. To develop feedback mechanism on delay of fund from the central government for supporting community priorities accommodated in LGA plan and budget	
	2. To form a task force for identification of community initiatives in non-target villages	
	3. There should be a permanent agenda in CMT meeting to discuss community initiatives evolved in villages	

2.7 Progress of LGA's Supportiveness to Target Villages

(1) LGA's support to community initiatives

Since the start of project activities in target villages, a number of community initiatives have been organized in target villages. Many of them were primarily the result of the facilitators' continuous facilitation for community people's awareness creation and organization strengthening. Furthermore, in some cases, the facilitators function as a linkage between the LGA and the target villages to promote LGA's supportiveness to the community initiatives. The following table shows some examples of LGA's supports to the community through the facilitators as a linkage.

Table 8: LGA's Supports to Community Initiatives in Target Villages

LGA	Village	Community Initiative and Its Progress	LGA's Support
Bagamoyo	Kaole	<ul style="list-style-type: none"> Road construction Installation of a culvert connecting Bondeni Hamlet and the main road was completed (2011) 	<ul style="list-style-type: none"> District civil engineer provided technical advice. Rehabilitation of the main road was budgeted in LGA plan (FY 2012/13).
	Kaole	<ul style="list-style-type: none"> Water well construction Water project committee was formed, and collection of financial contribution was started (2012). 	<ul style="list-style-type: none"> District water engineer provided technical advice on adherence to water policy.
Kisarawe	Homboza	<ul style="list-style-type: none"> Improvement of village dispensary Solar panel, rainwater harvesting system and sewage system have been installed (2012). 	<ul style="list-style-type: none"> Constituency Development Catalyst Fund (Tsh 10,000,000) was allocated for developing sewage system (2012)
	Gwata	<ul style="list-style-type: none"> Improvement of group activity A furniture making group participated in the training provided by Small Industries Development Organization (SIDO) (2011) 	<ul style="list-style-type: none"> Introduction of external organization (SIDO) for training and provision of equipment through the district community development office (2011)
Morogoro	Maseyu	<ul style="list-style-type: none"> Construction of pre-primary schools The school buildings are under construction (2012). 	<ul style="list-style-type: none"> District council provided trucks for transporting construction materials (2012) District education officer provided technical advice for school buildings.
	Maseyu	<ul style="list-style-type: none"> Construction of village dispensary Construction up to the wall has been completed (2012) 	<ul style="list-style-type: none"> The budget for remaining construction was allocated in LGA plan (FY 2012/13).
Kilombero	Mang'ula B	<ul style="list-style-type: none"> Construction of primary school buildings The school buildings are under construction (2012) 	<ul style="list-style-type: none"> The budget for remaining construction was allocated in LGA plan (FY 2012/13).
	Mang'ula B	<ul style="list-style-type: none"> Improvement of group activity A group participated in the training for bee keeping and destructive animal control for agriculture. 	<ul style="list-style-type: none"> WFs linked the group to environmental conservation organization (Ecologia), which provided training and equipment to the group.
	Matema	<ul style="list-style-type: none"> Construction of community roads 30 km of road has been dug and leveled (2012). 	<ul style="list-style-type: none"> 5 culverts are planned to be constructed with LGA's own source budget (FY2012/13)
Ulanga	Nakafulu	<ul style="list-style-type: none"> Construction of staff houses The houses are under construction (2012). 	<ul style="list-style-type: none"> District council introduced KVTC (Kilombero Valley Teaks Company) to financially support the construction (Tsh 14,000,000).
	Nakafulu	<ul style="list-style-type: none"> Rehabilitation of a water well The project was completed (2012). 	<ul style="list-style-type: none"> District council purchased water pump, hired technicians and transport cement, which cost Tsh 2,500,000.
	Libenanga	<ul style="list-style-type: none"> Construction of school buildings Construction of 2 classrooms and provision of 80 desks were completed (2012). 	<ul style="list-style-type: none"> District council provided financial support of Tsh 7,000,000 District engineer provided technical advice for construction.

The identified supports LGAs have provided so far can be categorized into the following three types.

- **Technical support:** It is provided either through WFs and RTF members or other technicians of the council, depending on the areas of expertise.
- **Financial support:** It is mainly provided through the annual plan and budget cycle; however, particular funds such as Constituency Development Catalyst Fund (CDCF) or LGA's own source have been applied in some cases for mid-year expenditure.
- **Establishment of linkage with external organizations:** WFs and RTF members with the help of other LGA officers facilitate community people to seek external organizations or individuals for technical and financial supports.

(2) LGA's support to community priorities/initiatives through LGA's plan and budget

As for financial support, incorporation of community priorities/initiatives into LGA's annual plan and budget is the major mode of LGA's support to the community. The following table shows the present status of incorporated community priorities/initiatives for FY 2012/13.

Table 9: Present Status of Community Priorities/Initiatives Incorporated into LGA's Plan and Budget (FY2012/13)

As of February 2013

LGA	Village	Development Issue	Source of Fund	Activity in MTEF	Amount (Tsh)	Present Status (Financial/Implementation)
Bagamoyo	Kaole	Establishment of a pre and primary school in Ukuni kitongoji	Own Source	To construct one Pre and Primary School at Ukuni village	50,000,000	<u>Status of Fund:</u> Funds not yet disbursed to village. <u>Status of Implementation:</u> Nothing has been implemented as currently no funds allocated to school project.
		Fishing with productivity and in environmentally friendly way	LGDG/ CDG	To prepare Master Plan of Kaole and Mapinga by June, 2013	8,650,000	<u>Status of Fund:</u> Funds are not yet disbursed to LGA. <u>Status of Implementation:</u> Implementation is not done because funds are not yet disbursed to LGA.
		Rehabilitation of the road from Bagamyoyo to Mbegani	Road Fund	To carry out Periodic Maintenance of 14.5 km by June 2013	203,000,000	<u>Status of Fund:</u> Budgeted funds are disbursed to LGA. <u>Status of Implementation:</u> The contractor is at site and road spot improvement is currently going on. Payment has not yet been done.
		Improve the livelihood of the children living in dangerous environment	Own source	Roles and responsibility to 35 MVCC representatives from Kaole zone strengthened by June 2015	705,000	<u>Status of Fund:</u> Tsh 555,000 is allocated to planned activity. <u>Status of Implementation:</u> Training on roles and responsibilities to 35 MVCC representatives was done as planned.
	Chamakweza	To acquire the title deeds	LGDG/ CDG	To prepare land use plans for 2 villages (Pingo and Chamakweza) by June, 2013	16,415,000	<u>Status of Fund:</u> Funds not yet disbursed to LGA. <u>Status of Implementation:</u> Implementation not done because funds not yet disbursed to LGA.
Kisarawe	Homboza	Poor environment for leadership and teaching at Homboza Primary School	LGDG/ CDG	To ensure Council contribution to O&OD project by June 2013 (1 class room at Homboza Primary School out of the budget set aside for target villages)	5,000,000	<u>Status of Fund:</u> No fund released. <u>Status of Implementation:</u> No Implementation.
		Production of agricultural products (cassava, maize, rice)	LGDG/ CDG	To make spots improvement of Msimbu to Animals Resource Centre by June 2013 (road infrastructure to animal draught power training center)	15,000,000	<u>Status of Fund:</u> No fund released. <u>Status of Implementation:</u> No Implementation
		Availability of good health services	CDCF	Water infrastructure at the dispensary of Homboza Village (Off budget)	4,300,000	<u>Status of Fund:</u> Fund was released. <u>Status of Implementation:</u> 2 Water tanks (10000Lts), 1Water tank (3000Lts) and water pipe fittings were procured. Construction of raiser has been completed and 3000Lts being raised.
	Gwata	Strengthening issues of transport and transportation	Road Fund	To make spot improvement of 52.2 km of District and feeder roads by June 2013 (The road maintenance from Mzenga to Gwata (19 km) costs Tsh 66,500,000)	66,500,000	<u>Status of Fund:</u> Fund was released. <u>Status of Implementation:</u> Spot improvement was done for 28 km from Mzenga to Gwata.
		Increase income to entrepreneurs	LGDG/ CDG	To enhance construction of Livestock market at Gwata village	30,000,000	<u>Status of Fund:</u> No fund released. <u>Status of Implementation:</u> No Implementation

LGA	Village	Development Issue	Source of Fund	Activity in MTEF	Amount (Tsh)	Present Status (Financial/Implementation)
Morogoro	Maseyu	Improve the level of education	LGDG/CDG	To finish construction of 1 (teacher's) house at Mazizi Primary School by June 2013	4,000,000	<u>Status of Fund</u> Funds already disbursed to LGA <u>Status of Implementation</u> Construction is at intel stage.
		Availability of good health services	LGDG/CDG	To facilitate construction of Maseyu dispensary at Maseyu village.	22,000,000	<u>Status of Fund</u> Funds not disbursed to LGA <u>Status of Implementation</u> Village people started making bricks in 2007 and started building walls in 2010.
	Tulo	Increase food and cash production to raise income	ASDP	To facilitate procurement of one tractor for Tulo paddy production group by the year 2013	48,000,000	<u>Status of Fund</u> Funds not disbursed to LGA <u>Status of Implementation</u> The project not started.
		Increase food and cash production to raise income	ASDP	To facilitate lining of 1,000m main canal in Tulo/Kongwa irrigation scheme by the year 2015	229,737,000	<u>Status of Fund</u> The fund was released to LGA, and LGA is in the process to transfer the funds to village. <u>Status of Implementation</u> 500m main canal constructed.
Kilombero	Mang'ula B	To improve learning and teaching environment.	LGDG/CDG	To facilitate completion of staffroom at Mang'ula B primary school by June 2013.	10,000,000	<u>Status of Fund</u> Funds are not yet received. <u>Status of Implementation</u> Construction is on intel stage. Community is proceeding in contributing money for completion of the building
		Availability of clean water and safe water. Reserves.	WSDP/RWSSP	To facilitate construction of water projects in 12 villages (including Matema and Mang'ula B) station by June 2013.	261,050,890	<u>Status of Fund</u> Fund from is not yet disbursed. <u>Status of Implementation</u> Community contribution is about 300,000. Water committee have already formed and community contribution is going on.
	Matema	Learning and teaching environment	LGDG/CDG	To facilitate completion of 01 classroom at Matema primary school by June 2013.	7,000,000	<u>Status of Fund</u> Funds are not yet released. <u>Status of Implementation</u> Not yet started.
		Learning and teaching environment	LGDG/CDG	To facilitate completion of 300 desks at Matema primary school by June 2013.	9,000,000	<u>Status of Fund</u> Funds are not yet released. <u>Status of Implementation</u> Not yet started.
		Learning and teaching environment .	LGDG/CDG	To facilitate completion of 11 pit Latrines at Matema primary School by June 2013.	11,000,000	<u>Status of Fund</u> Funds are not yet released. <u>Status of Implementation</u> Not yet started.
		Availability of bridges and culvert to enable the road to be passable all weather.	CDCF	To construct 5 culverts (bridges) for community roads in Matema.	4,700,000	<u>Status of Fund</u> Funds have already been disbursed. <u>Status of Implementation</u> Construction is not yet started, community people are in process of collecting stones and sands
		Availability of clean water and safe water. Reserves.	WSDP/RWSSP	To facilitate construction of water projects in 12 villages (including Matema and Mang'ula B) station by June 2013.	294,100,084	<u>Status of Fund</u> Funds are not yet allocated <u>Status of Implementation</u> Drilling of borehole completed. Community contribution is about 2,700,000
	Ulanga	Nakafulu	Construction of 6 deep wells	LGDG/CDG	To conduct survey and construction of 14 shallow wells (including Nakafulu 1, Libenanga 1) by June 2013	1,608,928
Construction of 2 teachers' houses			LGDG/CDG	To construct 7 teachers house in 7 primary schools (including Nakafulu 1, Libenanga 1) by June 2013	14,000,000	<u>Status of Fund</u> Fund not disbursed to LGA <u>Status of Implementation</u> Preparation of construction area and materials (Bricks and sand) are done.
Libenanga		Absence of village office	LGDG/CDG	To support completion of 11 village (Libenanga, Sali, Lukande, Lugala, Sofi, Mwaya, Ihowanja, Tanga, Kilosampepo, Nkongoanditete) office by June 2013	5,000,000	<u>Status of Fund</u> Tsh. 7,000,000 was sent to the village last financial year, and Tshs. 5,000,000 will be expected to be disbursed. <u>Status of Implementation</u> Construction of village office is at roofing stage. Finishing stage awaits final funds from the LGA.
		Poor environment for learning and teaching as a result of shortage of 7 teachers' houses, 66 desks and 66 pit latrines.	LGDG/CDG	To construct 7 teachers house in 7 primary schools (Mbasa 1, Nakafulu 1, Libenanga 1, Ilonga 1, Itumbika 1 and Nawenge 2) by June 2013	14,000,000	<u>Status of Fund</u> Fund not disbursed to LGA <u>Status of Implementation</u> Preparation of construction area and materials (Bricks and sand) done. Construction will start on third quarter.
			LGDG/CDG	To construct pit latrines at Chigandugandu, Lyandu, Libenanga, Madabadaba, Chikwera and Lukande primary school by June 2013	3,500,000	<u>Status of Fund</u> Fund not disbursed to LGA <u>Status of Implementation</u> Preparation of construction area and materials (Bricks, timber and sand) done. Construction will start on third quarter.
		Supervision, ownership and use of resources	LGDG/CDG	To conduct survey of boundaries and resolution of conflict of two villages of Nakafulu and Libenanga by June 2013.	5,760,000	<u>Status of Fund</u> Fund not disbursed to LGA <u>Status of Implementation</u> Not yet done.
		Lack of clean and safe water around school-ChikaiKitongoji area	LGDG/CDG	To conduct survey and construction of 14 shallow wells (including Nakafulu 1, Libenanga 1) by June 2013	1,608,928	<u>Status of Fund</u> Fund not disbursed to LGA <u>Status of Implementation</u> The village people have collected required local material and survey done in collaboration with water department at the end of November 2012.

2.8 Identification of Training Providers

In this fiscal year, the O&OD Team started to visit candidate training providers for the facilitator training in view of the replication stage. As preparatory work, the Team drafted a training strategy (preliminary) and set assessment criteria for selecting possible training providers. Based on the draft strategy and the criteria, the Team first visited the Local Government Training Institute (LGTI). Considering its significant role in training for local government personnel and close relationship with PMO-RALG, the Team examined two possibilities of the LGTI's role, i.e. the coordinator and a training provider. The details of the visit and the results are summarized below.

Table 10: Summary of the Visit to the LGTI

Date of Visit	Interviewee	Summary of Results
27/11/2012	Group discussion with lecturers (incl. Deputy Rector)	<p><u>Resource</u></p> <ul style="list-style-type: none"> LGTI has good record of conducting short courses for LGA personnel with sufficient number of lecturers. Yet there are some concerns over its capacity for conducting the facilitator training as follows: <ul style="list-style-type: none"> Limited experience of conducting field training. Lack of experience in conducting short training courses specifically aimed at ward and village-level extension officers. <p><u>Organization</u></p> <ul style="list-style-type: none"> To be the coordinator, LGTI insists to take a lead in curriculum development according to the current institutional set-up with PMO-RALG. As a training provider, the collaboration in curriculum development seems possible as LGTI has sufficient experience of developing tailor-made courses with particular client. <p><u>Norm</u></p> <ul style="list-style-type: none"> Less focus is put on the role of extension officers in its short courses. Also, there is little practice of field training in their short courses.
5/12/2012	Individual interviews with key lecturers (incl. Heads of key departments)	
7/12/2012	Individual interview with Acting Rector	
11/12/2012	Individual interview with Deputy Rector	

The Team then started collecting information of the Community Development Training Institutes (CDTIs) under the Ministry of Community Development Gender and Children (MCDGC). Since the CDTIs aim at training community development practitioners, the Team considered the institutes to be a candidate of training provider especially for covering the field sessions. The results of data collection of LGTI and CDTIs were compiled. The details of the visit and results are shown below.

Table 11: Summary of the Visit to the MCDGC and CDTI

Date of Visit	Interviewee	Summary of Results
1/2/2013	Interview with Assistant Director (CDTI Section), Department of Community Development, MCDGC	<p><u>Resource</u></p> <ul style="list-style-type: none"> Tutors mostly specialize in community development and have good record of training extension officers with field sessions. There is a prevailing problem of lack of enough tutors, making it difficult to have training during semester periods. <p><u>Organization</u></p> <ul style="list-style-type: none"> Underfunding both at central and CDTI levels undermines coordinating function of the Ministry as well as course operation of CDTIs. CDTI Tengeru is semi-autonomous academic institution with administrative and financial independence and is capable of developing and running short courses. <p><u>Norm</u></p> <ul style="list-style-type: none"> At CDTIs, there is emphasis on training community development practitioners as well as on field training. The MCDGC's vision of strengthening CDTIs is not clear.
4-5/2/2013	Interviews with Principal and Academic Coordinator, CDTI Missungwi	
6/2/2013	Interview with Principal, CDTI Tengeru	

2.9 Preparation for Replication Strategy

The O&OD Team has started discussing basic ideas of replication perspectives focusing on the following levels.

- 1) Replication in other villages in the two wards of the target LGA
- 2) Replication in other villages in the target LGA
- 3) Replication in other LGAs

Based on the discussion, the O&OD Team will further discuss some crucial points in terms of a process of replication of the improved O&OD, LGA's support, and PMO-RALG's support.

Toward the end of extension period, the Team will develop a replication strategy, aimed at PMO-RALG, inclusive of replication perspective, necessary conditions, and cost estimation in accordance with verification process.

3.0 OTHER ACTIVITIES IN YEAR 4

3.1 Terminal Evaluation

A Joint Terminal Evaluation for the O&OD Project was conducted from 12th September to 5th October, 2012. The objective of the terminal evaluation was to assess the progress of the project based on the evaluation criteria as well as the likelihood to achieve the project purpose by the end of the project period, April, 2013. The Joint Terminal Evaluation Team was composed of Officials of PMORALG, the JICA Headquarters and the JICA Tanzania Office.

The project contributed to the preparation for the evaluation before the evaluation, accompanied with the Terminal Evaluation Team during the evaluation, and followed up in line with the recommendation made by the Terminal Evaluation Team after the evaluation.

Before Evaluation

the WFs and RTF members and O&OD Team made preparation for accepting the Terminal Evaluation Team from the beginning of August 2012. The preparation included:

- Preparation and compilation of data/information necessary for indicators of PDM;
- Preparation of other data/information such as input, information about training and workshops, questionnaires requested by the Terminal Evaluation Team; and
- Prior information sharing about evaluation schedule and logistical arrangement with stakeholders at different administrative levels.

Some of the important data/information necessary for indicators of PDM were prepared during the orientation meeting with WFs and RTF members in the beginning of the September 2012. Such data/information included 1) a decision making mechanism improved in the target villages, 2) community priorities realized in the target villages, and 3) a functional mechanism of providing necessary supports to the community strengthened in the target LGAs. The preparation of the data/information was not only for the preparation for the Terminal Evaluation but also for the WFs and RTF members to review and confirm what they have achieved in the past operation of the project.

During Evaluation

While the village people, WFs, RTF members, or Regional Officers shared their time as interviewees of the evaluation study, the O&OD Team accompanied almost all the places with the Terminal Evaluation Team and at the same time contributed to the discussion with the Terminal Evaluation Team regarding contents of the evaluation results. As a result of discussion, the Terminal Evaluation Team came with up with the evaluation results (refer to the box below) and prepared recommendations from immediate term (until the end of original project period), short/mid-term (until October 2012), and long-term perspectives (after November 2014) as described in the introduction part of this report. As was mentioned at the beginning of the report, the Terminal Evaluation Team recommended extension of the project period for 1 year and 6 months.

After Evaluation

Right after the evaluation, the O&OD Team started following up the recommendation as follows. As of March 2013, the recommendation for immediate perspective as follows was covered (Refer to Appendix 1 in detail).

- Immediate actions for LGA's Supportiveness to community initiatives (review of planning process and discussion on supporting community initiatives)
- Consideration of necessary conditions based on replication perspectives
- Exploring Possible Trainers/Training Institutions for Facilitators
- Revision of PDM and PO

Summary of Terminal Evaluation Results

According to the Evaluation Team, The project has made some notable achievements in Outputs 1, 2, and 3, but the prospect of the project purpose being achieved by the end of the project period is unlikely because of the time limitation. The design of the project is that the O&OD model should be developed by verifying its effectiveness through implementing activities over two development cycles. According to the current revised Project Operation (PO) the project comes to an end before completing the first development cycle. Judging from the achievement levels of the four Outputs, the project requires more time to achieve the project Purpose. On the basis of this understanding, the Evaluation Team prepared sets of recommendation as follows.

Overall

- Clarification of core concept on LGA supportiveness to the community;
- Clarification of replication perspectives for identifying necessary conditions; and
- Extension of Project Period (1.5 years extension).

Until the March 2013

- Immediate actions for LGA's supportiveness to community initiatives (review of planning process and discussion on supporting community initiatives)
- Consideration of necessary conditions based on replication perspectives
- Exploration of possible trainers/training institutions for facilitators
- Revision of PDM and PO

Until the October 2014

- Consolidation of conditions for further replication
- Possible measures for the future replication
- Identification and training of "community facilitators"
- TOT for the identified trainers/training institution
- Sharing of the experiences of target LGAs and villages with other LGAs and villages

After November 2014

- Development of a roadmap for the replication and its implementation
- Strengthening of the organizational set-up at PMO-RALG
- Development of a "replication model"

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. In August 2012, first a training session on financial arrangement was provided by O&OD Team at each target LGA and then the contracts were concluded with the LGA using the same opportunities. In 2012/2013, total contract financial value in Tanzania Shilling for all 5 contracts was Tsh 130,237,500 (Tsh 26,047,500 per LGA). The following amount of the project funds were disbursed in each LGA during the contact period up to 28 February, 2013.

Table 12: Contracted Amount and Expended Amount for the O&OD Training

As of 28 February, 2013

	Bagamoyo	Kisarawe	Morogoro	Kilombero	Ulanga	Total of 5 LGAs
Amount Contracted (Tsh)	26,047,500	26,047,500	26,047,500	26,047,500	26,047,500	130,237,500
Amount Disbursed (Tsh)	21,390,000	17,557,500	20,317,500	21,755,000	20,995,000	102,015,000

District Treasurers (DT), Accountants and DPLO (District Planning Officer) participated in the training session where they shared and discussed challenges in the previous fiscal year, and steps to overcome the challenges. In order to avoid and address supervisory problems, District Executive Directors (DED) were also provided information on challenges faced in the use of contract funds in fiscal year 2011/2012.

(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 13: Pledged Amounts and Actual Expenditures for Project Activities by Stakeholder

As of 10 March, 2013

LGA	Source of fund	Pledged Amount (Tsh)	Actual Expenditure (Tsh)	Item
Bagamoyo DC	Own Source	30,425,000	1,663,200	Per-diem for stakeholders of O&OD training, stationery, refreshment and fuel
		100.0%	5.5%	
Kisarawe DC	LGCDG	13,999,500	14,000,000	Per-diem for stakeholders of O&OD training, fuel and stationeries
		100.0%	100.0%	
Morogoro DC	LGCDG	6,750,000	5,205,000	Per-diem for stakeholders of O&OD training, fuel, stationery and refreshment
		100.0%	77.1%	
Kilombero DC	LGCDG	11,400,000	10,276,500	Per-diem for stakeholders of O&OD training, fuel and stationery
		100.0%	90.1%	

Ulanga DC	LGCDG	69,686,856	2,815,500	Per-diem for stakeholders of O&OD training, Extra-duty, fuel, stationery, motorcycle insurance and maintenance
		100.0%	4.0%	
RS	Source of fund	Pledged Amount (Tsh)	Actual Expenditure (Tsh)	Item
Morogoro RS	Block Grant/OC	5,000,000	1,185,000	Per-diem for RTF Chairperson, driver and vehicle fuel
		100.0%	23.7%	
Coast RS	Block Grant/OC	1,000,000	937,000	Per-diem for RTF Chairperson and driver, and vehicle fuel
		100.0%	93.7%	
Central Level	Source of fund	Pledged Amount (Tsh)	Actual Expenditure (Tsh)	Item
PMO-RALG	Block Grant/OC	33,000,000	3,500,000	Vehicle fuel
		100.0%	10.6%	

4.2 Financial Support from the Project

In addition to the funds for O&OD Training mentioned in 4.1 (1), certain amount of budget has been allocated to cover operation costs of the project as shown in the table below, including moving expenses for two National Facilitators (NF) who were temporarily transferred from their District Council office to work in PMO-RALG as O&OD Team members.

Table 14: Budget for Project Operation

As of March 10, 2013

Item	Actual Expenditure (Tsh)	Detailed Use of Budget
Operation costs of the project	299,345,140	General Administration (Consumable Goods, Fuels, Operation, Maintenance and Hiring of Means of Transportation, Maintenance of Office Equipment, Hiring Local Staff, Supplemental Travel Allowances for the counterparts, Training Equipment and Training Materials, and Communication Expenses), NFs Moving and Reallocation Expenditure including Transportation and Travel Allowances

* JPY 17,062,673(Tsh1= JPY0.057 based on JICA monthly rate as of March 2013)

5.0 ACHIEVEMENT, CHALLENGE AND WAY FORWARD

5.1 Summary of Achievement, Challenge and Way Forward

The purpose of the project is *to develop the O&OD model* which promotes:

- 1) **Ownership of community development process** in the 10 target villages;
- 2) **LGA's supportiveness to communities** in the 5 target LGAs; and
- 3) **Capacity development of facilitators** who facilitate the development of the community and strengthen linkage between the communities and the LGAs.

In the past 3 years and half (October 2009-March 2013), which is an original project period, the project has made significant achievements particularly in the area of promoting **ownership of community development process**, and **capacity development of facilitators**.

The *achievement* made in the past 3 years and half are summarized as follows.

- ◆ Development of self-organizing capacity
- ◆ People's positive perception toward their relation with the LGA
- ◆ Capacity development of WFs and RTF members
- ◆ Establishment of training system

The project will be extended for 1 year and half as the terminal evaluation proposed and officially approved in October 2012 for further consolidation of the O&OD model. The challenge should be particularly placed on **LGA's supportiveness to communities**. At the same time, toward the end of the extension period of the project, the project should be prepared for future replication of the improved O&OD. The *challenges* in the extension period (-October 2014) are summarized as follows.

- ◆ Strengthening of LGA's supportiveness
- ◆ Development of replication strategy
- ◆ Possible measures for future replication

To promote the replication after the completion of extended period in October 2014, both PMO-RALG and LGA should be able to meet some necessary conditions. The *way forward* for future replication is summarized as follows.

For PMO-RALG:

- ◆ Shared strategy to replicate the improved O&OD

For LGA:

- ◆ Establishment of implementation system of supporting communities.
- ◆ Securement of financial resources for replicating the improved O&OD

5.2 Achievements

This section is a summary of the achievement made to date (March 2013). The following elaborates the major achievements.

1) Development of self-organizing capacity

The most significant achievement of the project is the positive changes of community's self-organizing capacity. The project has brought about the changes in 4 aspects which include resource, organizational, normative, and attitudinal aspects.

In the **resource** aspect, all the target villages have shown their initiatives in developing commonly owned resources including village roads, village offices, a youth center, rental space for small-scale business, charco dams, pre-primary school, and so forth¹. Those commonly owned resources were either rehabilitated or built only with their own resources in the village. The village people mobilized and managed their available resources (such as human resources, in-kind and financial resources) and developed their common resources.

In the **organizational** aspect, all the target villages have shown improvement of participation of the people in hamlet and village assembly meetings. At the same time, relationship between the village council and social and economic groups has been improved through collaborative activities of their leaders.

In the **normative** aspect, either the existing or newly organized groups reviewed or constituted their bylaws. This enabled those groups to become officially registered organization. Also, all target villages prepared the community development plan which is a shared strategy among the people in the villages (see Appendix 5).

In the **attitudinal** aspect, the village and group leaders started effectively performing their roles and responsibilities while the people's self-motivation of participating in the village activities has been raised as seen in the improvement of their participation in the village meetings.

Those positive changes have been brought about with some promoting factors. *First*, WFs and RTF members



Village road in Matema village



Village office under construction in Tulo village



Rental space for small-scale business in Mang'ula B village



Charco dam in Chamakweza village



Pre-primary school under construction in Maseyu village

¹ The pre-primary school construction was initiated by the people in 2012 and is still under construction.

have continuously facilitated the people, particularly leaders, in the target village in an appropriate manner. Those facilitators had spent a lot of time with the people in facilitating awareness creation and organization strengthening process which strengthened their understanding on shared problems in the community and promoted collectiveness to tackle with the problems. *Second*, the community leaders in each target village actively took their roles in promoting community initiatives as elaborated above. Particularly after the training provided by the LGA, with support of the project, for their role and responsibility in community development, the leaders became aware of their roles and effectively started taking their roles. *Third*, the village people were inspired by experiences of other target villages. The village people had a chance to visit to and be exposed to experiences of the other target villages. Through the visit, they became aware of their comparative progress and what they should do.

2) People's positive perception toward their relation with the LGA

The project has also brought a change in people's perception toward their relation with the LGA. In fact, community people were not cooperative at all when the O&OD Team members first visited to some target villages. They even showed the members a feeling of dislike since they empirically assumed that the LGA would only enforce what they want. However, in this day, these villages show a significant difference in comparison with before. The people are closely working with the facilitators, who are the ward-level officers of the LGAs, to develop their community. The people now a day see the LGA as 'supporter' unlike when the project first visited the villages and they perceived the LGA as 'enforcer' or 'provider.'

The positive changes in people's perception have been brought about with some promoting factors. *First*, the Ward Facilitators with support of RTF members have frequently visited the villages and established the trusting relationship with the people. *Second*, the approach of WFs has been appropriate. They have facilitated the process of awareness creation and organization strengthening through which the people set their mind to collectively overcome their felt problems. As a result, they have enjoyed their sense of achievements and at the same time they have deepened their trusting relationship with facilitators.

3) Capacity development of WFs and RTF members

They have developed their capacity to facilitate and support the community. As described above, the facilitators have played a significant role to bring about the achievements.

Without their facilitation and support, the project in fact could not make those remarkable achievements, and this fact itself is in a way an absolute evidence of development of facilitator's capacity. According to the self-assessment made by those facilitators, all respondents considered that their capacity had improved during period from 2011 to 2012.

The secret behind the development of facilitator's capacity is an appropriate training system which provides opportunity to effectively learn and accumulate experiences in the class and field sessions. The following will elaborate more about the training system.

Table 15: Self-Assessment in Changes of Capacity between 2011 and 2012

Items		WFs*			RTF Members**		
		Remain Unchanged	Improved Slightly	Improved Greatly	Remain Unchanged	Improved Slightly	Improved Greatly
1	Knowledge	0 (0%)	11 (48%)	12 (53%)	0 (0%)	4 (31%)	9 (70%)
2	Skills	0 (0%)	14 (61%)	9 (40%)	0 (0%)	5 (39%)	8 (62%)
3	Attitude/behavior	0 (0%)	8 (35%)	15 (66%)	0 (0%)	3 (24%)	10 (77%)
4	Relationship with village people	0 (0%)	3 (14%)	20 (87%)	0 (0%)	3 (24%)	10 (77%)
5	Relationship among WFs,	0 (0%)	4 (18%)	19 (83%)	0 (0%)	1 (8%)	12 (93%)
6	Relationship with RTF members	0 (0%)	11 (48%)	12 (53%)	0 (0%)	2 (16%)	11 (85%)
7	Relationship with CMT members	0 (0%)	19 (83%)	4 (18%)	0 (0%)	3 (24%)	10 (77%)

* The number of respondents: 23

** The number of respondents: 13

Source: *The Technical Cooperation in Strengthening Participatory Planning and Community Development Cycle for Good Local Governance: Joint Terminal Evaluation Report*, October 2012, p 11.

4) Establishment of training system

The project has established training system for developing capacity of facilitators. First of all, the project adopted a new and effective training method. The O&OD Team directly trained the ward-level officers and district-level officers in accordance with their different roles for community development. It was a dramatic change from a cascade system in the conventional O&OD which used to first train National Facilitators (NFs) who train District Facilitators (DFs). DFs then train Ward Facilitators (WFs) who facilitate community development process.

Another aspect of the training system is a cycle of theory leaning, practical experience in the field, and reflection of the experience. The project adopted the cycle of learning process for all kind of training for supporting community development including awareness creation and organization strengthening and planning. For example, during the training for awareness creation and organization strengthening, ward-level officers and district-level officers first learned in class how to build *rapport* with community people, they then actually went to a community for practice in the actual context, and came back to a class session to reflect what they had experienced. Such the cycle was adopted each and every step in the training.

5.3 Challenges

This section is a summary of challenges in the period up to October 2014 which is the end of the extended period. The following elaborate the major challenges.

1) Strengthening of LGA's supportiveness

As part of verification process to consolidate the O&OD model, the project is still on the way to establish a 'functional system' in the LGA to sustain its supportiveness to community priorities/initiatives. This is a critical area not only to consolidate the O&OD model but for the replication after the extended period of the project since the experience of the 2 target villages to the other village in the LGA will not be sustained without the functional system for supporting communities.

The project particularly needs to support the target LGAs to strengthen a system of timely and accurate information sharing from the communities to the LGA on progress and needs in their initiatives. At the same time, the LGA is expected to strengthen a system of timely and appropriate feedback to the communities based on the information from the villages. Without the accurate and timely information, the LGA cannot appropriately support, and without appropriate support, the community cannot make their expected achievement.

2) Development of replication strategy

The project should consolidate a replication strategy toward the end of the extended project period since replication will be started soon after completion of the project. Development of a strategy is fundamental for PMO-RALG and LGAs to be ready for replication in arranging necessary resources and institutions.

The strategy should be able to provide a clear direction with replication perspectives for the three different levels.

- 1) Replication in the villages of the two wards, where the target village is included (in the target LGA)
- 2) Replication in villages of other wards (in the target LGA)
- 3) Replication in other LGAs

Conditions to be met also should be clarified to realize the perspectives in terms of necessary institutional arrangement, human resources, and financial resources.

3) Possible measures for future replication

The project and PMO-RALG may start taking possible measures for future replication where the approach of the project is to be disseminated while developing replication perspectives and identifying conditions for future replication. Taking possible measures is important to create enabling environments for future replication after the extended period is over.

For Project

As a measure for the project, the project would identify and start capacity development of community facilitators who would continuously facilitate development

of their communities. WFs would therefore be able to spend more time in the other villages during replication.

Another measure would be promotion of experience sharing of the target LGA and villages to other LGAs and villages for the purpose of attracting the interest for replication. Those measures are actually recommended by the Terminal Evaluation.

For PMO-RALG

As measures for PMO-RALG, there are two major critical issues to be dealt with before the replication starts.

♦ Increase of number of O&OD Team members

To effectively start replication of the improved O&OD in full-swing after the extended period of the project, the current number of the O&OD Team should be increased as soon as possible.

New members are definitely needed since the replication could start anytime at the above mentioned different levels in accordance with the readiness of a new village and a LGA. Due to geographical dispersion of replicating villages and LGAs, the team needs to be separated into some small teams to monitor those replicating villages and LGAs. For example, if a team of 3 members to cover the 5 target LGAs, another 3 members are needed to cover new LGAs.

It should be also considered that the new members need to take some time to develop their capacity to effectively function as team members. The current experienced members have spent 3.5 years to become the core function of the O&OD Team who can independently and competently facilitate and support facilitators, the villages and the LGAs. It can be assumed that new members also need at least for the same length of period to be able to effectively play their roles.

The issue of increasing the number of the O&OD Team members was actually shared in the JCC in June 2012 and approved that at least 3 people should be increased. So far, two district officers are included in the O&OD Team as a temporary measure. However, the issue has remained unsolved since the increase of PMO-RALG members in the O&OD Team has not been realized.

♦ Allocation of necessary budget from PMO-RALG to promote the O&OD

Further allocation of budgets from PMO-RALG is required toward future replication of the improved O&OD. Taking into consideration that the number of the Team members is to increase, cost for the O&OD operation in the villages and LGAs will also be increased. If the numbers becomes from current 3 to 6, the cost can be twice as much in a simple calculation. In the past 4 years in the project, about Tsh 42 million per year was necessary for 3 members to cover 10 villages and 5 LGAs (refer to Table 14), meaning that at least Tsh 84 million per year will be needed after increase of the members. It could be more since more villages and LGAs are to be covered in addition to the 10 target villages and 5 LGAs.

In the current situation, the large portion of the project cost is being covered by JICA whereas PMO-RALG has covered only about 16% of the project cost up to March 2013. Table below shows the status of the cost sharing of the project for PMO-RALG officials to facilitate, support, and monitor in the LGAs and villages.

Table 16: Cost Sharing of PMO-RALG and JICA for Cost of O&OD Operation

(Unit: Tsh Million)

	Year 1 (2009/2010)	%	Year 2 (2010/11)	%	Year 3 (2011/12)	%	Year 4 (2012/13)	%	Total (average per year)	%
PMO-RALG	0	0	10.6	16	13.2	39	3.5	6	27.3 (6.8)	16
JICA	12.1	100	54.2	84	20.3	61	55.6	94	142.2 (35.6)	84
Total	12.1	100	64.8	100	33.5	100	59.1	100	169.5 (42.3)	100

* Figures are rounded.

Even in the commitment basis, the budget has not sufficiently been disbursed. The Table below shows disbursement against the committed budget of PMO-RALG every year.

Table 17: Committed Budget and Actual Disbursement of PMO-RALG for the Project

(Unit: Tsh Million)

Year 1 (2009/2010)			Year 2 (2010/11)			Year 3 (2011/12)			Total					
Comm-itted	Actual	%	Comm-itted	Actual	%	Comm-itted	Actual	%	Comm-itted	Actual	%	Comm-itted	Actual	%
None	None	0	33.0	10.6	32	33.0	13.2	40	33.0	3.5	11	99.0	27.3	28

* Figures are rounded.

Hence, further commitment of budget allocation from PMO-RALG is definitely required in consideration of the increase of the number of the O&OD Team members. If the budget increase is difficult due to limitation of disbursement from Other Charges (OC), disbursement of the Development budget could also be considered.

5.4 Way Forward

This section shows a way forward to the replication after the project completion in October 2014. To realize the replication at different levels, there are some crucial points to be met by PMO-RALG and LGA. The following elaborates them as a way forward.

5.4.1 Way Forward for PMO-RALG

1) Shared strategy to replicate the improved O&OD

PMO-RALG should have a clear vision, in other words strategy, for the replication of the improved O&OD. The replication perspectives for the above mentioned three levels should be clearly defined together with the conditions to be met by the PMO-RALG and the LGA although the urgent and minimum conditions are already shown above. PMO-RALG therefore will be able to effectively support replication of the improved O&OD.

To have a shared strategy, PMO-RALG should have sufficient understanding of the project as a precondition, and thereby would be able to appropriately support replication of the experiences and achievements of the project.

To realize this situation, a functional system of sharing the experience of the improved O&OD within PMO-RALG should be established and substantially functionalized.

5.4.2 Way Forward for LGA

1) Establishment of implementation system of supporting communities

The LGA should establish an implementation system of supporting communities toward replication of the improved O&OD. During the project, 2 target villages each in a target LGA have been supported in order to verify effective approaches of the improved O&OD. In the replication stage for the case of replication within the target LGA, those verified approaches in the 2 target villages are disseminated in the other villages.

The implementation system is the one which enables timely and effective support from the LGA to communities and information sharing within the LGA.

In accordance with establishment of the system, each LGA should strategically deal with critical aspects such as how to select new target villages and how to develop capacity of WFs and district staff who will promote replication in the LGA.

2) Securement of financial resources for replicating the improved O&OD

Securement of financial resources is fundamental to replicate the improved O&OD. During replication within the target LGAs, for example, the O&OD operation cost will increase as the number of new target village increases. There will be more demands for the LGA officers to visit villages in response to the needs of communities. Increase of financial demands will not be only for the O&OD operation cost but also for financial support for the community projects as the number of new target village increases.

In the current situation, the LGA depends most of its financial resources on allocation from the central government although the allocation to the LGA usually delays. It was observed during the project that due to the delay, the LGA could not be responsive in a timely manner to the community needs and the community people were frustrated because of this.

To overcome the situation which could undermine the achievement of the project, the LGA needs to find a way of increasing its own resource and of effectively utilizing other sources of funds such as Constituency Development Catalyst Fund (CDCF).

PMO-RALG should also seek a possibility of securing the funds to be used only for the purpose of supporting priorities/initiatives in the LGA.