

THE UNITED REPUBLIC OF TANZANIA



PRIME MINISTER'S OFFICE REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT

THE OPPORTUNITIES AND OBSTACLES TO DEVELOPMENT - A COMMUNITY PARTICIPATORY PLANNING METHODOLOGY

REVIEW AND BACKSTOP GUIDE



P.O. BOX 1923
DODOMA

November, 2007

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INTRODUCTION

Review is an annual process after the O&OD roll-out to update the Community development plans. Review is done based on the information and data generated from Participatory Monitoring and Evaluation (PME)

The LGA has the responsibility to provide the necessary backstop to the communities in reviewing their plans. District and Ward Facilitators who were trained during O&OD rollout should facilitate the communities to carry out this important task. In this regard, the responsibilities of the LGA and the Community in the review process are:

- Community level: To review plan implementation, to collect data, to prepare revenue and expenditure reports, to hold meetings and to prepare the plan.
- LGA level: To facilitate the Community in the planning process, to carry out detailed project planning, to inform the Community about various National and Sectoral policies and strategies.

Review of Community Development Plans enables the Community to own their plans, thus ensuring the sustainability of planning process and implementation. Moreover, the review process improves transparency, accountability and commitment at all levels through effective information sharing.

The following chapters will explain the review process and participatory monitoring and evaluation step by step.

1. RE-PLANNING

This chapter will explain the steps to be followed during the review process. It is recommended that the review process be scheduled between October and December every year.

Activity	Step	Issues to be considered	
		Rural	Urban
Preparation	Step 1	Social preparation	
	Step 2	Preparation of review	
	Step 3	Launching of review	
Re-planning	Step 4	Re-planning of Community Plan	
	Step 5	Preparation of Three-Year Plan	
Consultation	Step 6	Community opinions, suggestions and comments	
	Step 7	Incorporation of Community comments	
	Step 8	Comments from Ward Development Committee	Comments from Zone/Mtaa
	Step 9	Incorporation of comments	
Endorsement and submission	Step 10	Endorsement at Village Assembly	Endorsement at WDC
	Step 11	Incorporation and submission	
Summary of activities	Step 12	Preparation of summary of activities by sector at ward level using simple format	

Step Administrative steps done mainly by the Village Council (VEO) / WEO and MEO

Step Participatory process done by either elected or eligible Community members

Note:

- The review process will be coordinated by the Community Leadership – the Village Council/Ward Development Committee (urban)
- The LGA will provide the necessary backstop to the Community to ensure success in the review exercise.
- Community Resource Persons who are elected by the Community members will facilitate the Community during the review process under the coordination of Community Leadership

Step 1: Social Preparation

Social preparation is the process of inculcating the understanding of the participatory planning process for effective action by all players. It involves awareness creation for the players to understand their roles and responsibilities in the participatory planning. It also entails stimulating interest among the players to embrace the process as important in their endeavors. In this regard, social preparation is an essential element for sustainability of the process.

In Step 1, the LGA will send an official letter to the Village Council (Rural)/WDC (Urban) to inform them about the commencement of *Review process*. Thereafter, trained DFs/WFs will visit and facilitate the communities to organize the review process.

The DFs/WFs will *meet members of the Village Council / WDC in order to:*

- Make them aware of the importance of Community plans;
- Explain their roles in the review process;
- Agree on the appropriate ways to disseminate information to Community members
- Facilitate the Village Council / WDC to understand clearly the TDV2025 Objectives, and prioritize according to the Community's needs.

Step 2: Preparation of Review

In step 2, all the necessary information from the first step should be displayed on the notice boards so that the Community members would have chance to read. Also, the date and time for the forthcoming meeting should be communicated to the Community members the earliest possible to ensure maximum attendance during the launching. In this step, the Village Council (Rural)/WDC (Urban) should do the following:

- Confirm the status of plan implementation
- Identify other important development activities (which did not feature in the plan)
- Prepare and display revenue and expenditure reports
- Prepare the schedule for review process
- Arrange for the grouping of Mitaa into Zones where necessary (Urban Process only)

Step 3: Launching of Review

In this step, a Village Assembly/(Mtaa Assembly or Zonal Meeting in urban process) will be held for the Community members to discuss and agree on how to carry out the review process.

Procedure:

- Village /Mtaa chairperson will preside over the meeting
- All eligible Community members should attend the meeting
- The chairperson will introduce the facilitators, leaders and other stakeholders to the Community members
- The chairperson will explain the purpose of the meeting

Other activities to be done include:

- Discussion on the implementation of the previous plan
- Discussion on the success and failures/gaps of the previous plan
- Discussion on the other development activities, which could be included in the 3 year plan
- Discussion, confirmation and approval of the revenue and expenditure report
- Discussion on TDV 2025 Objectives, MKUKUTA, other important policies and strategies, and prioritization
- Approval of the schedule for review process
- Selection of Focus Groups and Community Resource Persons
- To agree on criteria for household wealth ranking

Step 4: Review of Community Plans

Step 4 is carried out by the Village Council/WDC (urban) in cooperation with the CRPs and Focus Groups that were elected in the previous step. In this step, the following activities will be done:

1. Collection of secondary and primary data
2. Preparation of the Draft Plan

Primary data will be collected (or updated) by using the following participatory tools:

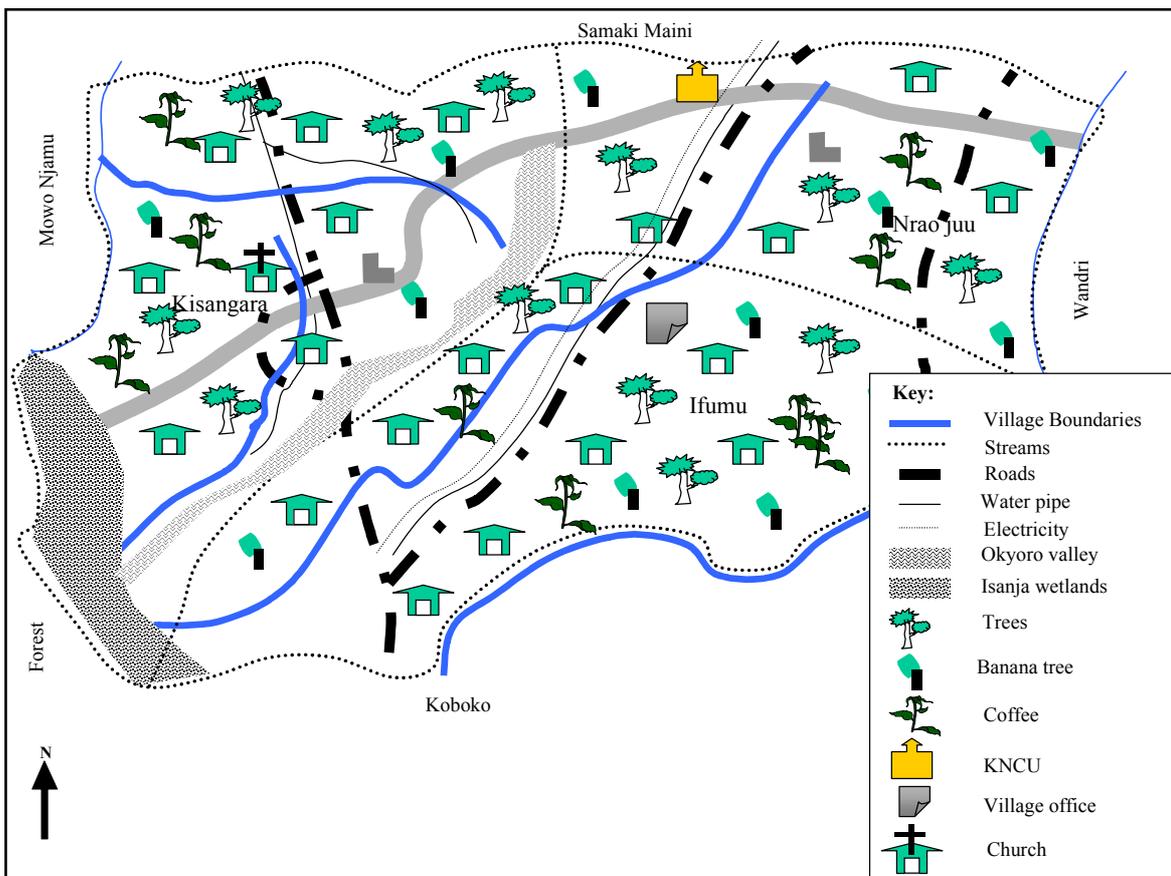
- Village map
- Household wealth ranking
- Transect walk
- Historical timeline

- Seasonal calendar
- Institutional Analysis
- Impact of Social and Economic Activities on Environment
- Gender resource map
- Daily gender activities calendar
- Sources of revenue and expenditure

1) Community Map

Community map (Village/Ward Map), shows the geographical location of important features in the Community, including: boundaries, settlement, present institutions, different resources. The Community map is drawn by map drawers selected during the launching meeting. It uses available means such as twigs, charcoal, stones, leaves, ash, etc. The map is drawn on ground then copied on paper or exercise book. The figure below shows an example of a Village Map:

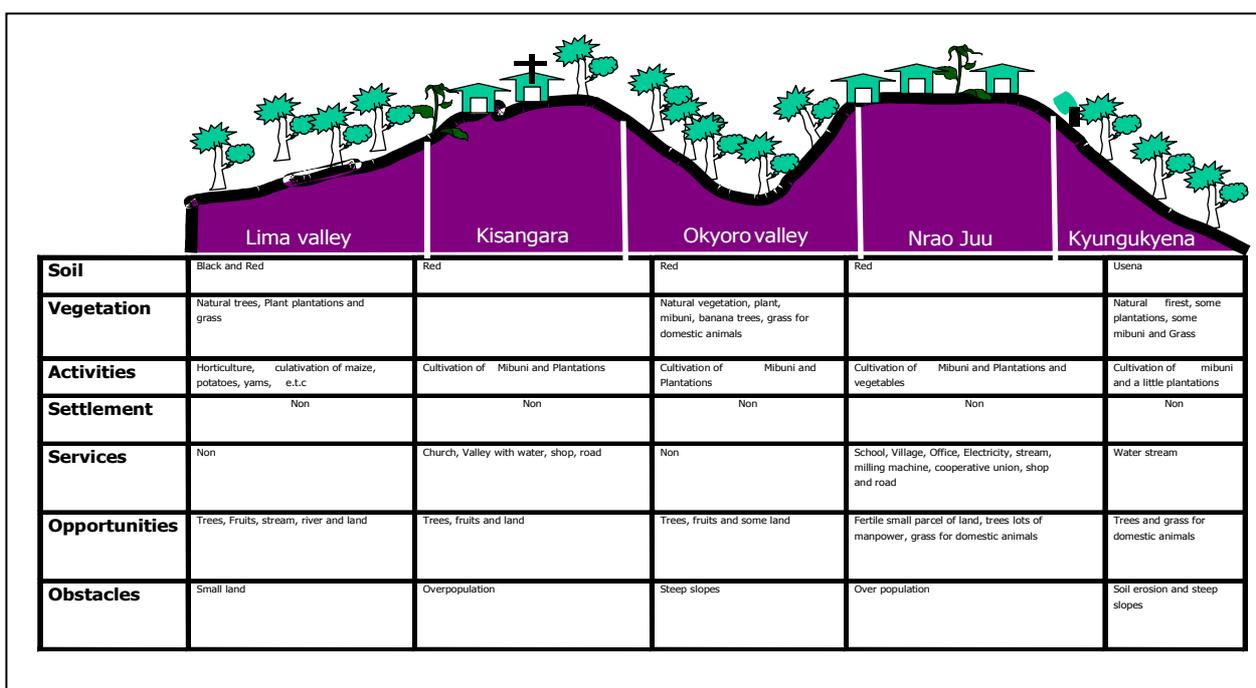
Figure 1: An Example of a Village map



2) Transect walk (Rural Process only)

Transect walk refers to the collection of spatial information, through direct observation while walking across a selected route in the Village. This exercise involves both facilitators and the selected Community members. While walking, the facilitators and Community members should note and record field conditions, objects, processes such as environmental degradation and their relationships such as allocation of land to food or cash crops. The figure below presents the details identified during transect walk in Nrao Kisangara Village.

Figure 2: Transect Walk for Nrao Kisangara Village



3) Household Wealth Ranking:

Household Wealth Ranking is an evaluation of the economic status of every household in the Community. In the rural process, criteria for household wealth ranking set by Village assembly according to the Community's perception should be used. The steps for carrying out wealth ranking exercise are briefly outline hereunder:

- i. Get the complete list of all heads of households in the Community. The list should be arranged according to the hamlets (rural process)/mtaa (urban process)
- ii. Criteria for household wealth ranking should be set during Village/Mtaa Assembly by the Community members themselves.

- iii. Four persons should be selected from each hamlet/mtaa to carry out the wealth ranking exercise. The persons selected for this exercise should be familiar with the Community, and should know each household very well.
- iv. Each household will be ranked as having a poor, satisfactory or good living condition by each of the four elected Community members.

An example of Household Wealth Ranking

No	Head of Household	Set Standards				Total	Living condition
		Representative					
		1	2	3	4		
1	Iddi	1	2	1	2	6	Bad
2	Ramadhani	5	4	5	4	18	Good
3	Doto	3	2	4	3	12	Satisfactory

Overall Evaluation of Economic Capability of Households in Village

No	Hamlet	Household			Total households
		Poor	Satisfactory	Good	
1	Diola	30	10	5	45
2	Bwela	52	27	13	92
3	Uhundo	67	22	10	99
4	Magema	43	17	9	69
	Total	192	76	37	305
	Percentage	63	25	12	100

Analysis of households with bad living conditions

Hamlet	No of households	Head of the Household				
		Men	Women	Widows	Old aged	Orphans
Kisangara	30	15	6	4	4	3
Nrao juu	52	20	16	6	6	4
Ifunu	67	50	8	4	3	2
Nrao chini	43	15	9	4	5	2
Total	192	100	39	16	18	11
Percent	63	55	21	8	10	6

Importance of household wealth ranking

- To understand Village/ward social economic status
- Helps to identify target group especially when there are deliberate plans for poverty alleviation

4) Historical Time line

Historical time-line is a participatory tool, which enables the Community members to carry out a simple analysis of the major historical events in their Community. The Community members identify the major historical events, their causes, their effects (positive or negative), and the actions taken (interventions) in response.

Village Historical Time Lines

Year	Event	Causes	Effects/benefits	Intervention
1939	Hunger	Locusts destroyed crops	<ul style="list-style-type: none"> ▪ Greater shortage of food ▪ Livestock died 	<ul style="list-style-type: none"> ▪ Animals sold to buy food ▪ Use of irrigation canal and planted quick yielding crops such as potatoes and vegetables
1940	Tarmac road reached our Village	Transport grain from large farms of west Kilimanjaro	<ul style="list-style-type: none"> ▪ Easy and reliable transport. ▪ Expanded production and secured new markets. 	

5) Seasonal Calendar

Seasonal calendar is a participatory tool which presents diverse information in a common time frame. It compares Community activities, month by month, across sectoral boundaries. It identifies cycles of activity that occur within a life of a normal year.

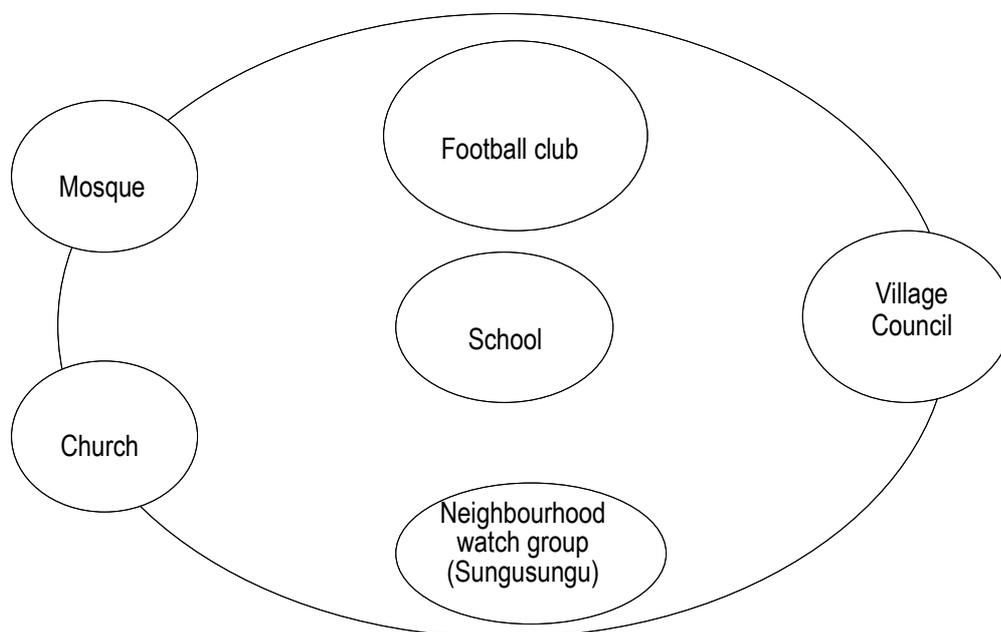
Example of Seasonal Calendar: Seasonal Calendar for Nrao Kisangara Village

Description	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Spt	Oct	Nov	Dec
1. Climate												
Rain		■	■	■	■						■	■
2. Farming												
Maize Cultivation	■	■	■	■	■	■	■	■	■	■	■	■
Land tilling	■	■	■									
Planting			■	■								
Weeding				■	■							
Fertilizer				■								
Harvesting								■	■			
3. Banana and coffee farming												
Weeding	■	■	■	■	■	■	■	■	■	■	■	■
Pruning					■	■			■	■		
Spraying	■	■	■									
Harvesting			■									
4. Human Diseases												
Malaria			■	■	■							
Pneumonia						■						
Diarrhea		■	■	■	■							
5. Horticulture												
Tomatoes								■	■	■	■	■
Avocados			■	■	■	■						
Greens				■	■	■						
Cabbage				■	■	■						
6. Administration												
Manpower										■	■	■
Food security							■	■	■	■	■	■

6) Institutional Analysis

Institutional Analysis enables the Community and facilitators to:

- Identify institutions and their activities
- Appreciate institutions which collaborate with Community in different areas of development
- Be aware of the relationship between institutions in serving the Community
- Reduce work interference
- Understand the institutions which are not within the Community; but which are useful



The relationship between the Community and institutions

A card which is placed at the centre implies that the institution has a closer relationship with the Community and vice versa. The bigger the card placed in the Venn diagram the more important the institution is to the Community.

From the diagram the results should be summarised in a table as shown below.

An example of Institutions and their importance to the Community

Institution	Activities	Score of importance	Strengths/weaknesses
Village Council	- Village administration	1	Village assembly meeting not held No transparency in use of funds
Mosque	- To give spiritual guidance	2	Helpful in times of difficulties Built the only pre-school
School	- To give education to children and adults	3	Good performance of students Not enough classrooms
Church	- To give spiritual guidance	4	Good behaviours of Community church members

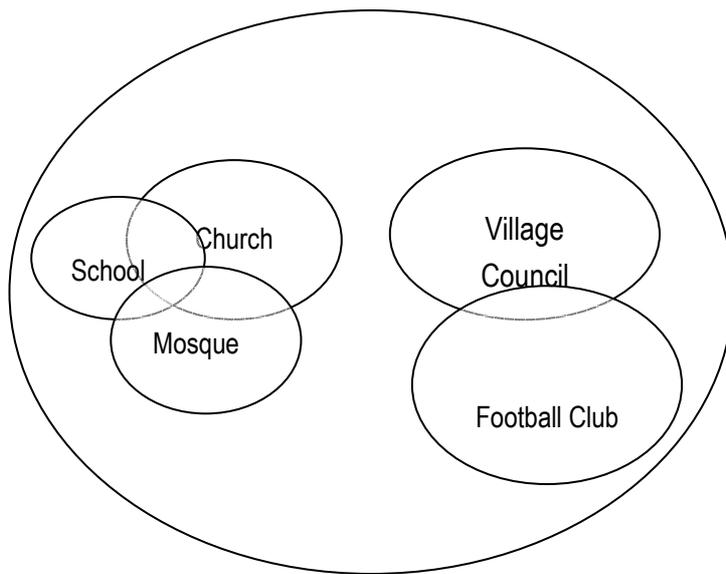


Illustration: Inter-institutional relations

The cards which are closer to each other show that the institutions have good relationship amongst themselves in providing services.

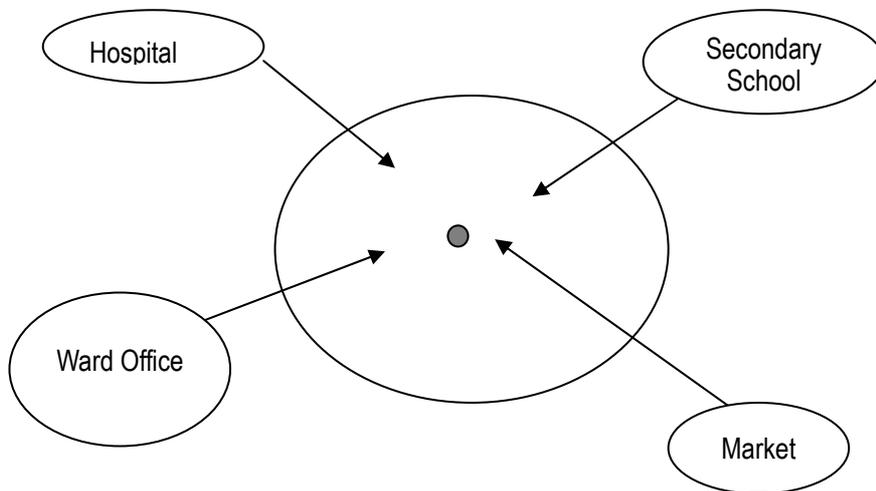


Illustration: Relationship between the Community and external Institutions

The external institutions with arrows closer to the centre have closer relationship to the Community and vice versa. The size of the cards shows the importance of the institution to the Community.

7) Impact of Social and Economic Activities on Environment

Economic and social activities according to their relative importance

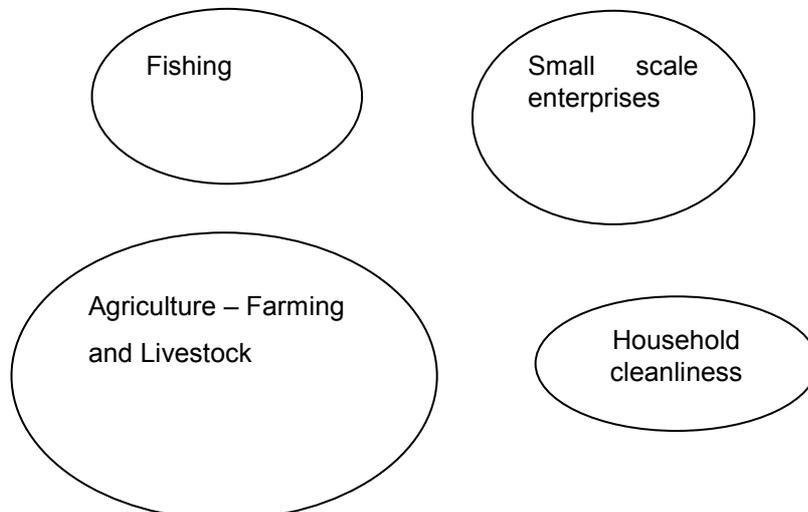
This tool enables the Community to carry out a simple analysis of the impact of normal economic and social activities on the environment. Economic activities could include:

- Agriculture (farming) – including using of pesticides, insecticides, etc
- Animal husbandry
- Fishing
- Trade

Social activities could include:

- Construction of residential houses
- Household Cleanliness
- Cultural activities, like traditional festivals, etc

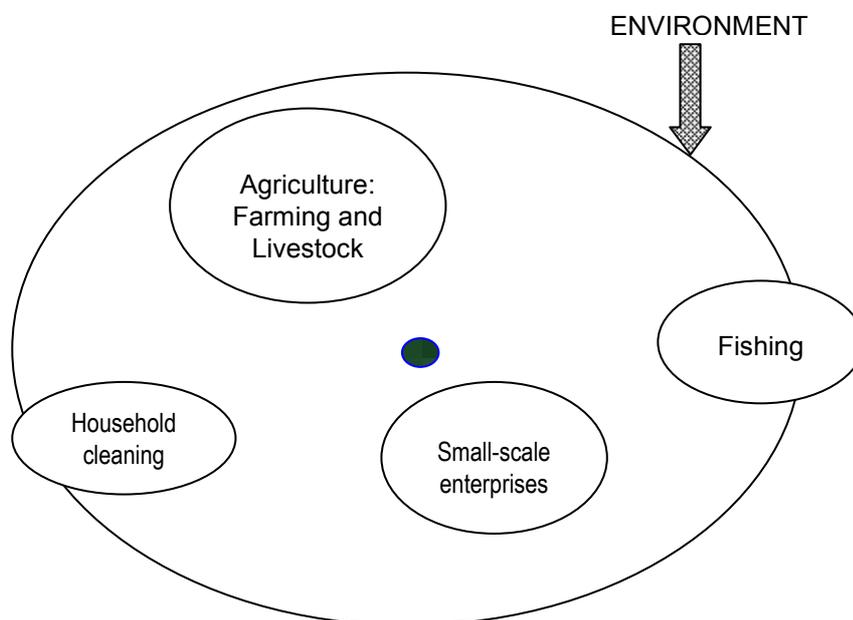
Relative importance of economic and social activities in the Community could be presented as indicated in the diagram below:



Relative importance of economic and social activities in the Community

The activities that are relatively more important to the Community are presented with bigger cards. In this case, agriculture (farming and livestock) is more important than all other activities

Below is an illustration of the relationship between the identified activities and the environment.



Relationship between Community Activities (social and economic) and the Environment

The activity with the biggest impact on environment should be placed near the center of the big circle.

Analysis of the inter-relationship between economic and social activities and the environment can be done using a simple table, as shown below:

Relationship between economic and social activities and the environment

Economic and social activities that have impact on environment	How it is done	Impact/Effects	Intervention
Small Scale Enterprises			
Agriculture			
Animal Husbandry			
Fishing			

8) Gender Resource Map

Gender resource map helps to learn and understand from the Community's view point: who owns, controls, provides labour, and, is responsible over resources based on sex. It is also used to identify gender gaps in order to rectify the situation.

An Illustration of Gender Resource Map

Cattle		House		Bicycle	
	O A M		O A M		O A M
Domestic animals			Farm		
	O A M		O A M		
Radio					
	O A M				

Key:

O = Ownership, A = Authority, M = Manpower

Table of Gender Resource Map

Resource	Ownership		Authority		Manpower	
	Men	Women	Men	Women	Men	Women
Cattle	√		√		√	√
House	√		√		√	√
Bicycle	√	√	√		√	√
Rabbits/Chicken	√		√			√
Radio	√		√		√	√
Farm produce	√		√		√	√
Total	6	1	6	0	5	6

Gender Gap Analysis

Gap	Cause	Intervention
Unequal ownership of resources, assets and decision making which favor men	Outdated cultural norms	Gender education

9) Daily gender activities calendar

The daily activities calendar is a participatory tool that enables the generation of information by gender and age based on the division of labour at the household level. This participatory tool is useful in revealing gender responsibilities and imbalances. The purpose of this tool is to create understanding on how much flexibility exists between roles played by the male and female, and to what extent their gender relations can be associated with the existing task differentiation.

An Example of a Gender Daily Activities Calendar

Time	Father	Mother	Male child	Female child
05.00	Asleep	Awake	Asleep	Awake
05.00-06.00	Asleep	Fetching water (1)	Asleep	Fetching water (1)
06.00-07.00	Awake	Cleaning environment Preparing breakfast (1)	Awake	Helping mother (1)
07.00-07.30	Breakfast	Breakfast	Breakfast	Breakfast
07.30-02.30	Farm work (7)	Farm work Picking vegetables (7) Collecting firewood	School (7)	School (7)
02.30-03.00	Return home	Return home	Return home	Return home
03.00-04.00	Resting	Preparing food (1)	Resting	Helping mother (1)
04.00-04.30	Lunch	Lunch	Lunch	Lunch
04.30-06.30	Recreation	Washing clothes	Playing	Helping mother (2)
06.30-07.30		Caring domestic animals Washing children		Playing
07.30-09.30		Preparing bedding (5)	Studying (2)	Studying (2)
09.30-10.30	Asleep	Preparing breakfast for the next day (1)	Asleep	Asleep
10.30-05.00	Asleep	Asleep	Asleep	Asleep
Working hours	7	16	9	14

Analysis of gender gap in daily gender activities calendar, cause and opportunity for rectification:

Gender gap	Cause	Intervention
The mother does most of the domestic chores such as cleanliness, cooking, taking care of children	<ul style="list-style-type: none"> • Customs that have outlived their usefulness • Bad allocation of activities • Male chauvinism 	To continue gender education to all

10) Sources of Revenue and Expenditure

Identification of sources of revenue and expenditure helps the Community to be aware of their sources of revenue, and how their resources are spent. This exercise fosters a sense of accountability about transparency.

Sources of Income		Expenditures	
1. Own source		1. Administration	100,000
- Development levy	1,000,000	- Costs for Village meetings	200,000
- Crop cess	1,200,000	- WDC	500,000
- Local beer fees	800,000	- Transport and Traveling	200,000
- Contribution for school food	2,000,000	- Stationery	600,000
- Sand fee	2,500,000	- Village Hospitality	500,000
Sub Total	<u>7,500,000</u>	- Uhuru touch	2,100,00
2. External source (committed)		2. Development	
-District support to 2 classrooms	1,000,000	- Primary school food for pupils	2,000,000
- TASAF	2,000,000	- Building classroom x 1 teacher house	2,500,000
Sub Total	<u>3,000,000</u>	(D/Council contr.2,000,000; V/council 500,000/	
3. None cash income		- Dispensary – (TASAF 3,000,000 x V/council 600,000/=)	3,600,000
- Labor	1,100,000	- Maize production	1,400,000
GRAND TOTAL	11,600,000/=	GRAND TOTAL	11,600,000/=

After data collection exercise, what follows is the discussion of TDV 2025 by the focus groups, which will form the basis of preparation of draft plan. The matrix in the next page gives an illustration of draft Community participatory plan.

Example of Community Participatory Plan

Village: XXX

Ward: XXX

District: XXX

Region: XXX

Target: High Quality Livelihood

Goal: Food self-sufficiency and food security

Specific Objectives	Opportunities	Obstacles	Causes	Interventions	Steps of Implementation	Inputs	Cost			Indicators
							Total	Internal	External	
To increase production of maize from the current 10 bags to 15 bags per acre by year 2010	Availability of farm inputs (seeds, fertilizers and pesticides)	Inadequate extension service	Only one extension officer in 5 villages	To improve extension services	Provision of transport	Motorbike Fuel Lubricants	2,000,000	0	2,000,000	No. of bags of maize produced per acre
					Identifying a farmers' group in each hamlet	---	0	0	0	
					Training on how to make use of manure	Teaching material Manure Grass Water	200,000	50,000	150,000	
					Gathering materials to make compost	Manure Grass Water	0	0	0	

Step 5: Preparation of Three-Year Plans

After the preparation of the draft plan, step 5 will involve prioritization of specific objectives and preparation of draft 3 year plan by the Village Council/WDC (urban). During this important occasion, the draft plan will be presented by the Village Executive Officer/War Executive Officer (urban) in cooperation with the CRPs.

The following activities will be done in step 5:

- Compilation of Community Participatory Plans (Urban Process only)
- Prioritization of *Specific Objectives*
- Preparation of draft Three-Year Plan

Prioritization should be done across all specific objectives identified in the draft plan, by using pair-wise ranking and voting. The following illustration shows how prioritization by pair-wise ranking is done.

Illustration: An Example of Prioritization by Pair-wise Ranking

Specific Objective	Increased maize production	Increased School enrolment	Improved access to clean water	Increased household income	Points	Position
Increased maize production		Increased maize production	Increased maize production	Increased maize production	3	1
Increased school enrolment			Increased school enrolment	Increased household income	1	3
Increased access to clean water				Increased household income	0	4
Increased household income					2	2

After prioritization, the *Specific Objectives* should be arranged according to their positions in priority ranking. The *Specific Objectives* to be included in the draft 3 year plan should have following attributes:

- The top ranked specific objectives (those which scored high in ranking) as decided by the community
- The specific objectives whose implementation can be financed without support from external sources
- The specific objectives that require immediate implementation

Example of Three-Year Plan

Village: XXX (Rural Process only)

Ward: XXX

District: XXX

Region: XXX

Target under TDV 2025	Goal	Specific Objectives	Priority	Steps of Implementation	Inputs	1 st Year		2 nd Year		3 rd Year	
						What village / ward can do	What village / ward cannot do	What village / ward can do	What village / ward cannot do	What village / ward can do	What village / ward cannot do
High quality livelihood	Food self sufficiency and food security	To increase production of maize from the current 10 bags to 15 bags per acre by year 2010	1	Provision of transport	Motorbike Fuel Lubricants				1,500,000		500,000
				Identifying a farmers' group in each hamlet	---	✓					
				Training on how to make use of manure	Teaching material Manure Grass Water	50,000	150,000				
				Gathering materials to make compost	Manure Grass Water	✓		✓		✓	

Step 6: Community Opinions, Suggestions and Comments

In step 6, the draft plan should be displayed on the notice boards, and should also be distributed to the Hamlets/Mitaa for the Community members to read and give their comments and suggestions. Comments and suggestions could be made in writing and be presented to the Executive Officers. Suggestion box should also be used in this case. Also, the Hamlet/Mtaa Chairpersons could organize meetings to give room for the Community members to give their comments on the draft plan.

In summary, the Village Council (Rural) / WDC (Urban) will organize occasions for discussions to gather the comments from the Community in:

- Hamlet / Zone or Mtaa meetings
- Meetings of the Standing Committees of the Village Council / WDC
- Forums for free debates among various stakeholders
- Comments through the suggestion box

VEO/MEO, in cooperation with the Focus Group members and the CRPs will collect the comments and suggestions made by the Community members.

Step 7: Incorporation of Community's Comments

In Step 7, the Village/Ward Executive Officer, in cooperation with the Community Resource Persons will incorporate the comments and suggestions made by the Community members into the draft plan on behalf of the Village Council/Ward Development Committee (Urban).

Step 8 (Rural): Ward Development Committee (WDC)

In this step, the Ward Development Committee (WDC) will hold a meeting to discuss and give technical advice on the draft three year plans from all the Villages in the respective ward. WDC will give suggestions and technical advice and discuss all activities that require joint implementation in the ward – such as construction of Secondary School.

Step 8 (Urban): Mtaa/Zonal Meetings

After the incorporation of the comments and suggestions, the draft plan will be returned to the Community where further discussions and advice will be given in the Mtaa/Zonal Meetings.

Step 9 (Rural): Incorporation of WDC's Comments

In Step 9, the Village Executive Officers will incorporate the comments and technical advice given by WDC into the draft Three-Year Plans before presentation to the Village Assembly for Approval.

Step 9 (Urban): Incorporation of Community's Comments and Suggestions

In this step, the Ward Executive Officer/Mtaa Executive Officer will incorporate into the draft plan the comments made by the Community members during the Mtaa/Zonal Meetings, before presentation to Ward Development Committee.

Step 10 (Rural): Endorsement of Three-Year Plans

In Step 10, the Village Assembly will endorse the Three-Year Plan.

Procedure:

- The Chairperson will explain the purpose of the meeting and request VEO to present draft Three-Year Plan.
- VEO, members of the Focus Groups, and the CRPs will present the draft 3 year plan in the meeting
- The chairperson will facilitate Community members to discuss the draft 3 year plan freely
- The VEO will compile all the comments and suggestions and comments made during the meeting, and write the summary of proceedings of the meeting, to finalize the plan.

Step 10 (Urban): Preparation and Endorsement of Three-Year Plans

In this step, Ward Development Committee meeting will be held to discuss the draft plan, prioritize, prepare the draft Three-Year Plan, and endorse the Three-Year Plan.

Procedure:

- The Chairperson will explain the purpose of the meeting, and invite the Ward Executive Officer to present the Draft Plan
- The WDC will prioritize the specific objectives
- The WDC will prepare the Draft 3 Year Plan
- The WDC will discuss and give technical advice on the Draft 3 Year Plan
- The WDC will endorse the Three Year Plan
- The Ward Executive Officer will write the minutes of the meeting

It is important to note the following about the procedure in the urban process:

- Notice for calling the Ward Development Committee meeting should be sent to the Participants early enough, in order to attain full attendance
- In the urban setting, it is the Ward Development Committee which has the authority/mandate to make adjustments to the plan as deemed right
- During the Ward Development Committee meeting, the Ward Executive officer should also inform the participants about the comments and suggestions that were made by the community members in the Mtaa/Zonal meetings, and how these views have been accommodated in the draft plan
- The proceedings of the Ward Development Committee meeting (prepared by Ward Executive Officer) should indicate clearly the technical advice that was given by the participants – particularly the Ward Extension officers (as they participate in the meeting as technical officials) during the meeting.
- The approved plan, together with all the information collected during the preparation of the Community Participatory plan should be forwarded to the Council Executive Director together with the summary of proceedings/minutes of the Ward Development Committee meeting.

The Participants in the Ward Development Committee Meeting include:

- Councilor – Chairperson
- Special Seats Councilor who lives in the Ward
- Ward Executive Officer – Secretary
- Chairpersons of all Mitaa (and Villages if any) – Members
- The Mtaa Executive Officers (and Village Executive Officers if there are any Villages in the urban Ward)
- The Ward Extension Officers – (These will be invited as technical officials, to give technical advice on the Community Plans)
- Development Partners’ representatives – Invitees

Step 11: Incorporation and Submission

In step 11, the Village/Ward Executive Officers will finalize the Three Year Plans and Submit to the LGA. In the case of rural process, a copy of the 3 Year Plan should be submitted to the Ward Office. Also, one copy of the 3 Year Plan should be displayed on the notice boards.

Step 12: Preparation of Summary of Activities by Sector at Ward Level

After endorsement of the Community plan, step 12 will be the preparation of summary of activities from the 3 Year Plans by sector at Ward Level by using simple format. This task will be carried out by Ward Officers. The following illustration shows an example of the simple format for preparation of summary of activities by sector at ward.

Simple Format, Summary of Activities (Steps of Implementation) by Sector								
Ward: XXX, District: XXX, Region: XXX								
Sector: Agriculture (506)								
Name of Village	Steps of Implementation				Inputs			
	To establish agriculture field classes	To construct irrigation schemes	To employ agriculture officers	To disseminate education on food conservation	N/A	N/A	N/A	N/A
Chahua	3	2	---	✓				
Pingo	4	1	---	✓				
Pera	5	3	---	✓				
Mdaula	4	1	---	---				
Msolwa	3	---	1	✓				
Chamakweza	3	---	---	✓				
Bwilingu	2	2	1	---				
Total	24	9	2	✓				

NB: This Simple Format Form will be used at the Ward Level by extension staff.
 "Inputs" will be determined at the LGA level while preparing the LGA's MTEF.

In the urban process, Community Plans are formally prepared at Ward level. In this case, the preparation of simple format turns out to be extraction of activities from the Ward Plan by sector. It is important to note that the activities that the communities can implement themselves without support from outside will not be included in the simple format.

2. PARTICIPATORY MONITORING AND EVALUATION (PM&E)

Monitoring is a routine process to assess the use of inputs, and transformation of these inputs into outputs in the course of plan implementation. Evaluation is a periodic assessment of achievements based on the objectives set in the plan implementation.

This chapter will explain the participatory monitoring and evaluation (PM&E) process step by step. As shown in the chart below, monitoring is a year-round activity from 1st to 3rd quarter of annual cycle, while evaluation is done in the 4th quarter.

Month	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
M&E Frameworks	▲	(for monitoring)								▲	(for evaluation)		
Monitoring (1 st Q'ter)		□		△									
Monitoring (2 nd Q'ter)				□		△							
Monitoring (3 rd Q'ter)							□		△				
Evaluation (4 th Q'ter)										□		△	

▲:Village Assembly (VA) to develop PM&E framework □:Data Collection, △: VA for data analysis
 Framework for carrying out evaluation and data analysis in the 3rd quarter can be scheduled on the same day.

Participatory Monitoring and Evaluation will be coordinated by the Village Council (rural)/Ward Development Committee (urban). The Executive Officers in cooperation with the elected Community Resources Persons will carry out this assignment. The trained District and Ward Facilitators will facilitate the Communities in their localities. During the participatory evaluation, the DFs and WFs could participate in the analysis, and give the necessary technical advice to the Community. In this regard, participatory evaluation will be done jointly by the Community and the LGA.

2.1 PARTICIPATORY MONITORING

Step 1: Development of Monitoring Framework

Step 1 will involve the preparation of action plans (*Form 1*) which, which will be the basis for monitoring activities in the Community. The prepared action plans will also include the explanations about the necessary procedures for participatory monitoring and evaluation. The action plan is a supplemental tool to Three-Year Plans showing schedules of implementation by activity. The LGA through the DFs and WFs will facilitate the communities in carrying out this task.

The DFs/WFs will meet the Village Council/WDC (urban), do the following:

- Sensitize these Community Leaders on the importance of Participatory Monitoring and Evaluation
- Explain the steps and procedures for Participatory Monitoring and Evaluation, and the tools used in the process
- Facilitate the Community Leaders to prepare form no. 1 by using the basic information from the Three-Year Plan
- Facilitate preparation of draft schedule for each activity in *Steps of Implementation on Form 1*

Form 1: Action Plan

FY 2007/08

Village: XXX (Rural Process Only), Ward: XXX, District: XXX, Region: XXX

Date: 27 June 2007

Target: High Quality Livelihood

Objective: Food self-sufficiency and food security

Specific Objectives	Steps of Implementation	Inputs	1 st Year (FY2007/08)		2 nd Year (FY2008/09)		3 rd Year (FY2009/10)		1 st Year's Schedule of Implementation (Month)											
			What Village can do	What Village cannot do	What Village can do	What Village cannot do	What Village can do	What Village cannot do	7	8	9	10	11	12	1	2	3	4	5	6
To increase production of maize from the current 10 bags to 15 bags per acre by year 2010	Provision of transport	Motorbike Fuel Lubricants	---	---	---	1,500,000	---	500,000	Start the Implementation from 2 nd Year (FY2008/09)											
	Identifying a farmers' group in each hamlet	---	✓	---	---	---	---	---	X	O	O									
	Training on how to make use of manure	Teaching material Manure Grass Water	50,000	150,000	---	---	---	---				X	X	X	O					
	Gathering materials to make compost	Manure Grass Water	✓	---	✓	---	✓	---							X	X	O	O	O	O

X: Preparation for Implementation, O: Implementation

Person(s) in Charge of Data Collection: Village Council (Rural) / WDC (Urban) and the CRPs

Indicator: Number of bags per acre

Step 2: Collection of Data

Step 2 will involve collection of data necessary for analyzing the progress of the activities that were scheduled to be implemented in the plan. This activity will be done by the Village Council/WDC (urban), and the required information will cover the items indicated in *Form 2: Monitoring (1)*. The DFs/WFs will facilitate the Village Council/WDC and the Community Resource Persons in carrying out this assignment.

In this step, the necessary information will be collected from:

- Confirmation/Observation through field visits
- Interview with key informants
- Discussions in meetings
- Minutes of past meetings (e.g. those of the Village Council, Village Assembly and WDC); and/or
- Quarterly reports to the WDC

Step 3: Analysis of Data

In step 3, analysis of data will be done to assess the progress and impact of activities based on the action plan that was prepared and approved in step 1. Analysis of data will be done by the Village Council/WDC, utilizing *Form 2: Monitoring (1)* and *Form 2: Monitoring (2)*. The results of data analysis will be presented to the Village/Mtaa Assembly for the Community to confirm and deliberate on the way forward.

Form 2: Monitoring (1)

Quarter **1** 2 3, FY 2007/08

Village: XXX (Rural Process Only), Ward: XXX, District: XXX, Region: XXX

Date: 28 Sep 2007

1) Situation Change: Has situation changed (Y / N, and If Yes, WHY?)	2) Progresses: What has been implemented?	3) Amount Expended	
		Internal	External
No.	<u>Provision of transport:</u> No progress in this quarter	0	0
4) Summary of Activities: <i>(Who did What, When (and How)?)</i>			
Farmers groups of all hamlets have been identified, members were displayed on the notice board (VEO's visit to each hamlet from 20 Aug to 08 Sep). Request of manure use training was sent to the Ward by the Village Council, a copy of the letter was displayed on the notice board (on 13 Sep).	<u>Identifying a farmers' group in each hamlet:</u> Farmers groups identified	✓	0
	<u>Training of how to use manure:</u> No progress in this quarter	0	0
	<u>Gathering materials to make compost:</u> No progress in this quarter	0	0
5) Positive Aspects			
<u>Financial and Administrative:</u> No specific points have been identified.	<u>Physical:</u> Site identification for making compost has been started.	<u>Human:</u> Farmers groups have been identified in each hamlet.	
6) Negative Aspects			
<u>Financial and Administrative:</u> In the 1 st quarter, the LGA does not have enough funds for disbursement. Therefore, no fund has been provided.	<u>Physical:</u> Some Community members complained the possible site for compost making since it would be near their house.	<u>Human:</u> No specific points have been identified.	

Form 2: Monitoring (2)

Quarter

1

2

3,

FY 2007/08

Village: XXX (Rural Process Only), Ward: XXX, District: XXX, Region: XXX

Date (Village Assembly): 28 Sep 2007

Date (WDC): 15 Oct 2007

1) Comments from Community Members	<ul style="list-style-type: none"> - The manure use training should be conducted before the end of Jan 2008. - No farmers group has been identified in XX hamlet. - A motorbike for the duty ward extension officer should be requested, we have not seen the officer for a long time.
2) Next Quarter's Activities by Community <i>Who will do What / When (and How)?</i>	<ul style="list-style-type: none"> - Farmers groups, in cooperation with the Village Council, will elect their representatives in the first half of 2nd quarter. - Also confirm the situation of XX hamlet's farmers group as requested by a Community member. - Farmers groups' representatives will select a site for compost making before the end of the 2nd quarter.
3) Request to the Ward for Facilitation	<ul style="list-style-type: none"> - We would like to know the possibility of organizing a manure use training. - We would like to know the possibility of providing a motorbike to the duty ward extension officer.
4) Feedback from the Ward (after WDC) Rural Process Only	<ul style="list-style-type: none"> - The LGA is now waiting for the CBG fund, which can be used for training programs. - But, a small workshop for manure use can be organized by a trained extension officer. The duty ward extension officer will visit your Village and discuss more details. - No motorbike can be provided to the duty ward extension officer in this FY, because of lack of available funds.

Rural Process: 1) Original for Village Council's file, 2) Duplicate for Ward (WDC) and 3) Triplicate for Notice Board

Urban Process: 1) Original for WDC's file and 2) Duplicate for Notice Board

Step 4: Documentation and Reporting

In Step 4, based on the results of the previous step, the Village Council (Rural) / WDC (Urban) will prepare a monitoring report (*Form 2*), which will be shared as follows:

- A copy will be displayed on the notice board for Community members
- A copy will be sent to Ward (in the urban process, a copy will be sent to Mitaa)
- Original copy will be kept by the Village Council / WDC

Step 5: Utilization of Monitoring Results

The findings of Participatory Monitoring should be used in the review process, and implementation of Community Development Plan. The Findings of the Participatory Monitoring are a Community's knowledge base, and will inform the future development initiatives of the Community. Also, the DFs/WFs should carefully accommodate the monitoring results in their reports to their respective Heads of Departments.

2.2 PARTICIPATORY EVALUATION

Step 1: Development of Evaluation Framework

The framework for Participatory Evaluation will be developed by the Community, with the facilitation of the DFs/WFs. The Village Council/WDC (urban) will undertake the participatory evaluation exercise on behalf of the Community. Since Participatory Evaluation is done only once in a year, it should be done during the 4th Quarter.

The DFs/WFs will facilitate the Village Council/WDC (urban) to understand clearly the importance of participatory evaluation, and explain the use of evaluation formats (or tables).

Step 2: Collection of Data

In step 2, the Village Council/WDC (urban) in cooperation with the Community Resource Persons will collect the necessary data for Participatory Evaluation. Data collection in this case will involve the compilation of information from monitoring results. During evaluation, supplemental information, particularly the data on indicators identified in the plan, will be collected, according to the importance.

Step 3: Analysis of Data

After data collection exercise, the collected information will be analyzed to assess the results, in order to and to identify the successes and failures/gaps in the course of plan implementation. The analysis will shed light on important experiences during implementation, to rectify any shortfalls which emerged. This step is carried out at the end of the annual cycle of the Participatory Monitoring and Evaluation, utilizing *Form 3: Evaluation (1)* and *Form 3: Evaluation (2)*.

Procedure:

- The Village Council/WDC (urban) will be facilitated by the DFs/WFs to pre-analyze the collected data for the effective discussion
- The results of data analysis will be presented to the Village/Mtaa Assembly for the Community to confirm and deliberate on the way forward.

Form 3: Evaluation (1)

FY 2007/08

Village: XXX (Rural Process Only), Ward: XXX, District: XXX, Region: XXX

Date: 10 Sep 2008

1) Achievements	2) Actual Implementation and Expenditure (1 st Year)			
	Steps of Implementation	Inputs	What Village Can Do - Actual Expenditure - (Planned)	What Village Cannot Do - Actual Expenditure - (Planned)
<u>Outcome</u> 11 bags per acre this year (Target: 15 bags per acre)	Provision of transport	Motorbike	0 (0)	0 (0)
	Identifying a farmers' group in each hamlet	---	✓ (✓)	0 (0)
	Training on how to make use of manure	Training materials, Manure, Grass and Water	50,000 (50,000)	90,000 (150,000)
	Gathering materials to make compost	Manure, Grass and Water	✓ (✓)	0 (0)
3) Positive Aspects				
<u>Financial and Administrative:</u> Training was partially done, since training materials and a lecturer were provided by the LGA.		<u>Physical:</u> The compost making site was identified and is now in operation		<u>Human:</u> Identified farmers' groups have been working well with the Village Council.
4) Negative Aspects				
<u>Financial and Administrative:</u> No regular extension service was received.		<u>Physical:</u> Some people are still requesting the relocation of the compost site.		<u>Human:</u> Half of the CRPs have left the Village in the past year.

Form 3: Evaluation (2)

FY 2007/08

Village: XXX (Rural Process Only), Ward: XXX, District: XXX, Region: XXX

Date (Village Assembly): 10 June 2008

Date (WDC): 20 July 2008

1) Comments from Community members	<ul style="list-style-type: none"> - Manure use for compost should be continued. - We have to send requests to the Ward continuously regarding motorbike provision to the duty extension officer.
2) Ideas for Next Year's Planning (Re-planning)	<ul style="list-style-type: none"> - While continuing compost use, it is necessary to obtain a skill in minimizing a post harvest loss. - In addition to maize production, other sources of income should be established. Now poultry and charcoal production can be options.
3) Request to Ward for Technical Assistance and Facilitation	<ul style="list-style-type: none"> - We would like to know the possibility of organizing training on mitigating post harvest loss. - We would like to know the possibility of providing a motorbike to the duty ward extension officer for effective agricultural technology transfer.
4) Feedback from the Ward (after WDC) Rural Process Only	<ul style="list-style-type: none"> - Charcoal production is not encouraged according to a government policy, since it will cause a serious environmental degradation. - The motorbike issue is still under the discussion at the LGA level. - We will send a request to the LGA for a post-harvest loss training budget, please incorporate this idea in the next plan.

Rural Process: 1) Original for Village Council's file, 2) Duplicate for Ward (WDC) and 3) Triplicate for Notice Board

Urban Process: 1) Original for WDC's file and 2) Duplicate for Notice Board

Step 4: Documentation and Reporting

In Step 4, based on the results of the previous step, the Village Council (Rural) / WDC (Urban) will prepare an evaluation report (*Form 3*), which will be shared as follows:

- A copy will be displayed on the notice board for Community members
- A copy will be sent to Ward (in the urban process, a copy will be sent to Mitaa)
- Original copy will be kept by the Village Council / WDC

Step 5: Utilization of Evaluation Results

The findings of Participatory Evaluation should be used in the review process, and implementation of Community Development Plan. The Findings of the Participatory evaluation are a Community's knowledge base, and will inform the future development initiatives of the Community. Also, the DFs/WFs should carefully accommodate the participatory evaluation results in their reports to their respective Heads of Departments.