



The United Republic of Tanzania

President's Office

Regional Administration and Local Government

**Planning and Implementation
Manual for Improved
Opportunities and Obstacles to
Development (O&OD)**

October, 2019

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Acronyms and Abbreviations

CD	Council Director
CDP	Community Development Process
CI	Community Initiatives
CMT	Council Management Team
CPP	Community Planning Process
CTF	Council Task Force
DCDO	District Community Development Officer
DHRO	District Human Resource Officer
DPLO	District Planning Officer
EOs	Extension Officers
HLG	Higher Local Government
LCFs	Local Community Facilitators
LED	Local Economic Development
LGAs	Local Government Authorities
LLG	Lower Local Government
M&E	Monitoring and Evaluation
MC	<i>Mtaa</i> Committee
MEO	<i>Mtaa</i> Executive Officer
O&OD	Opportunities and Obstacles to Development
PO-RALG	President's Office - Regional Administration and Local Government
VC	Village Council
VEO	Village Executive Officer
WDC	Ward Development Committee
WEO	Ward Executive Officer
WFs	Ward Facilitators

CHAPTER ONE

INTRODUCTION

The manual aims at guiding government officials in providing appropriate support to create empowered community with ability to realise their felt-needs collectively.

1.1 Usage of the Manual

This manual has to be a base during Planning, Implementation, Monitoring and Evaluation (M&E) at both Lower Local Government (LLG) and Higher Local Government (HLG) level. Thus, all actors involved each process need to refer to the manual at any time for the success of each stage. Therefore, the manual should be vigorously shared at all levels in Local Government Authority (LGA).

1.2 Target User

The detailed procedure of Planning, Budgeting, Implementation and M&E in this manual involves lots of different actors at different levels in LGA. Thus, the range of user of this manual has to be broad.

At LLG, Village Council (VC)/*Mtaa* Committee (MC) members, representatives of groups and *Kitongoji*, religious leaders, influential leaders and Local Community Facilitators (LCFs) need to understand this manual and perform accordingly. Also, Ward Executive Officer (WEO), Extension Officers (EOs)/Ward Facilitators (WFs) and Village Executive Officer (VEO)/*Mtaa* Executive Officer (MEO) are important target of the manual.

At HLG, all HLG staffs should put the procedure of this manual into their daily work. Especially, Council Task Force (CTF)¹ is a critical user because it is a core of each LGA for smooth and sustainable operation of Improved Opportunities and Obstacles to Development (O&OD).

¹ CTF consists of at least seven (7) members who are District Planning Officer (DPLO), District Human Resource Officer (DHRO), District Community Development Officer (DCDO) and other four (4) staffs from relevant departments.

In addition, development partners are also responsible users of the manual so that they also provide effective and efficient supports towards Community Initiatives (CIs).

1.3 Structure of the Manual

The manual consists of four (4) chapters for the users at different levels to understand and perform accordingly. Four chapters are as follows;

Chapter 1 explains Introduction.

Chapter 2 explains CI Identification and Community Planning Process (CPP) as Planning and Budgeting at LLG level. The procedures are the parts of Community Development Process (CDP) as described in the bottom of the diagram.

Chapter 3 explains Planning and Budgeting at HLG level. The procedure is described in an arrow from a part of Community Planning Process (CPP) to Planning and Budgeting at HLG level in the diagram, which shows a channel of submission of Community Development Plan. Having received Community Development Plans, HLG can incorporate CIs into LGA activities/projects through four (4) steps, namely, "Analysis on Village/*Mtaa* capability", "Sharing with sector departments", "Decision on appropriate supports" and "Budgeting for appropriate supports".

Chapter 4 explains Implementation, Monitoring and Evaluation at LLG and HLG levels respectively. The procedure is described in another arrow from HLG to Village/*Mtaa* to indicate feedback to be given after HLG makes decisions about LGA activities/projects for next fiscal year. A double-headed arrow between HLG and LLG on the right side indicates collaboration between LGA and communities for implementation and M&E of CIs/sectoral projects through LGA support to CIs and community engagement in sectoral projects.

1.4 Background of the Manual

As "Guidelines for Improved Opportunities and Obstacles to Development (O&OD)" explains, Improved O&OD has been designed to replace Conventional O&OD developed in 2001.

Improved O&OD enhances people's self-help efforts and also enables LGA to realise the demand-driven support which drastically improve efficiency and effectiveness of LGA budget use.

Efficient and effective use of LGA budget is a focus in Planning, Budgeting, Implementation and M&E, which Local Government Authorities (LGAs) do as a year-to-year process to overcome challenges and realise improvement of people's well-beings. Based on the Local Government Act 2002, LGAs have adopted bottom-up planning and budgeting process to realise the conditions mentioned above. However, insufficiency of the bottom-up planning and budgeting was observed, which is financial inability of LGAs to realise the priorities and needs.

Ministry of Finance and Planning annually issues "Guidelines for Preparation of Plans and Budgets", so-called Budget Guidelines to show overall directions of the government and instruct general procedures of planning and budgeting to reflect people's needs and priorities into LGA's plan and budget. In addition, President's Office - Regional Administration and Local Government (PO-RALG) issued "Guidelines for Improved Opportunities and Obstacles to Development (Improved O&OD)" to introduce a methodology to strengthen capability of LGAs and rectify all the challenges which occurred in the bottom-up planning and budgeting.

According to the Guidelines for Improved O&OD, LGAs are instructed to promote people not only to participate in LGA's planning and budgeting, but also to make collective decisions, plan, implement, monitor and evaluate their actions by themselves. In Improved O&OD, a series of collective actions or projects that people proactively plan, implement and reflect to overcome challenges identified by themselves is named "Community Initiatives (CIs)". Communities can have confidence and improve their committees and groups through accumulating various experiences of CIs so that the communities can overcome their challenges by themselves with continuity.

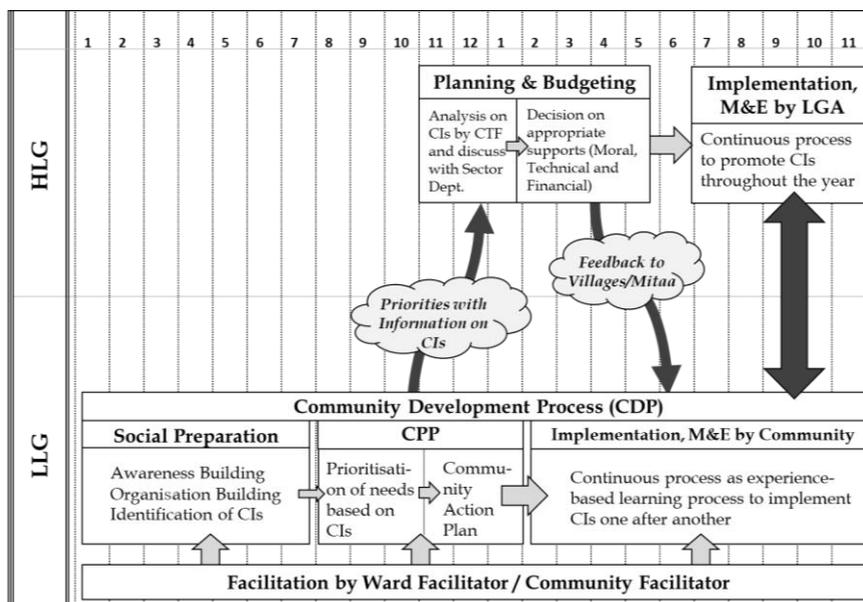
Improved O&OD, as a process of empowering communities and establishing the collaborative relationships, will bring benefits which directly contribute to the improvement in service delivery and Local Development². LGAs may enjoy the benefits such as empowerment of communities, sustainability of project

² "Local Development" in Improved O&OD context is a form of development based on the identification and effective use of locally-available resources and endogenous potentialities of communities with serious considerations on social and environmental characteristics of the area.

outcomes, short and long-term cost reduction, good local governance in LLG and Local Economic Development (LED).

It means that Improved O&OD will bring benefits to both communities and LGAs through collaborative relationship among them; therefore, harmonised relationships are essential. The relationship between LGA and communities are as described in Diagram 1-1.

**Diagram 1-1:
Steps and Relationship between HLG and LLG in Planning and Budgeting**



NOTE: Ward Office takes responsibilities for coordination with HLG and provision of supportive supervision to Villages/*Mitaa* for all steps.

CHAPTER TWO

PLANNING AND BUDGETING

AT LOWER LOCAL GOVERNMENT LEVEL

Planning process starts from level of Village/*Mtaa* in which people have to participate in analysing their felt-problems and felt-needs. The planning process at this level is called Community Planning Process (CPP) which is a step within Community Development Process (CDP). CPP is a planning process by Villages/*Mitaa* and a channel to submit felt-needs of people as well as information about CIs to LGA.

In CPP, review of Community Initiatives (CIs) is crucial to distinguish what people can do with locally available resources and what people cannot do. For this sake, Villages/*Mitaa* should identify CIs so that information on CIs can be used in prioritisation of people's felt-needs prior to CPP.

In CI Identification process and CPP, VEO/MEO is a secretary for Village/*Mtaa*. In case of absence of VEO/MEO, acting ones need to undertake all tasks instead.

This chapter explains "who does what at when" in CI Identification process and CPP as shown in Table 2-1.

Table 2-1: Summary of steps in CI Identification and CPP

Step	Purpose	Activity	Actor	
1	Instruction from District Planning Officer (DPLO, CTF) to VEO/MEO	To instruct WEO and VEO/MEO to conduct CI identification and CPP	DPLO (CTF) gives instructions VEO/MEO through WEO by letter to conduct CI Identification and CPP	<ul style="list-style-type: none"> • DPLO (CTF) • WEO • VEO/MEO
2	Preparation of CI Identification	<ul style="list-style-type: none"> • To create awareness on the importance of CI Identification • To organise a schedule to collect information of CIs 	<ul style="list-style-type: none"> • Discuss the process of CI Identification till the completion of CPP based on the manual • Organise a schedule for site visits and group invitation for preliminary collection of base information on CIs 	<ul style="list-style-type: none"> • Village/<i>Mtaa</i> Chairperson • VEO/MEO • VC/MC members • LCF (if present)
3	Preliminary review on Village/ <i>Mtaa</i> history	To summarise history of collective actions	<ul style="list-style-type: none"> • Discuss and summarise the history of collective actions with both tangible and intangible process at Village/<i>Mtaa</i> meetings 	<ul style="list-style-type: none"> • Village/<i>Mtaa</i> Chairperson • VEO/MEO • VC/MC members • LCF (if present)
4	Filling information in CI Identification Form	To fill CI Identification form	Fill the "CI Identification Form" through interviewing	<ul style="list-style-type: none"> • Village/<i>Mtaa</i> Chairperson • VEO/MEO • VC/MC members • LCF (if present) • Implementers of CIs
5	Review on felt-needs and actual capability	To review and summarise people's felt-needs and actual capability	Review CIs, summarise felt-needs and community capability, and display them for sharing.	<ul style="list-style-type: none"> • Village/<i>Mtaa</i> Chairperson • VEO/MEO • VC/MC members • LCF (if present)
6	Launching and Training of Village/ <i>Mtaa</i> Planning Team	<ul style="list-style-type: none"> • To create awareness on the importance of CPP • To form Village/<i>Mtaa</i> Planning Team • To acquire basic knowledge and skills on CPP 	<ul style="list-style-type: none"> i. Launching Launching CPP at a Village/<i>Mtaa</i> Assembly and select members of Village/<i>Mtaa</i> Planning Team ii. Training Confirm the concept CPP (what, why, and how) through training of Village/<i>Mtaa</i> Planning Team 	<ul style="list-style-type: none"> • Village/<i>Mtaa</i> Chairperson • VEO/MEO • VC/MC members • Leaders of social, cultural, economic groups/organisation • People • WEO • EOs • Councillor • LCF (if present) • CTF
7	Pre-planning/ Review of previous plans	To confirm the achievements and challenges in the previous year	Review and analyse M&E report and Community Development Plan of the previous year. Identify promoting and hindering factors to achievements as well as challenges	<ul style="list-style-type: none"> • Village/<i>Mtaa</i> Planning Team • Village/<i>Mtaa</i> Chairperson • VC/MC members • VEO/MEO

Step	Purpose	Activity	Actor
			<ul style="list-style-type: none"> · LCF (if present)
8	Planning	To prepare a draft of Community Development Plan and Community Action Plans	<ul style="list-style-type: none"> · Village/<i>Mtaa</i> Planning Team · Village/<i>Mtaa</i> Chairperson · VC/MC members · VEO/MEO · LCF (if present)
9	Consultation	To share the draft plan and receive comments on it	<ul style="list-style-type: none"> i. Consultation at Village/<i>Mtaa</i> Share the draft plan with people for comments ii Consultation at Ward Development Committee (WDC) Share the draft plan with WDC for technical comments <ul style="list-style-type: none"> · Village/<i>Mtaa</i> Planning Team · Village/<i>Mtaa</i> Chairperson · VC/MC members · VEO/MEO · Leaders from social, cultural, economic groups/organisation · People · LCF (if present) · WEO and WDC members
10	Endorsement/ Approval	To approve Community Development Plan and Community Action Plans	<ul style="list-style-type: none"> · Village/<i>Mtaa</i> Planning Team · Village/<i>Mtaa</i> Chairperson · VC/MC members · VEO/MEO · <i>Kitongoji</i> Chairperson · Leaders from social, cultural, economic groups/organisations · People · LCF (if present) · WEO
11	Submission and Sharing	To share the finalised Community Development Plan with people and LGA	<ul style="list-style-type: none"> · Village/<i>Mtaa</i> Planning Team · Village/<i>Mtaa</i> Chairperson · VC/MC members · VEO/MEO · <i>Kitongoji</i> Chairperson · Leaders from social, cultural, economic groups/organisations · People · LCF (if present) · WEO, CIF

2.1 Procedure of Community Initiative Identification

In this section, five (5) steps such as “Instruction from District Planning Officer (DPLO)”, “Preparation”, “Preliminary Review”, “Filling Information of CI Identification” and “Review on Village/*Mtaa* Felt-needs and Actual Capability” are explained. Those steps enable communities to recognise not only their real felt-problems and felt-needs, but also an overview of the community itself such as historical background and experiences to improve their own life. That information captured here will be used by community themselves to make Community Development Plan (CDP) correspondent to their reality.

Community Initiatives (CIs) are collective actions or projects that people proactively plan, implement and reflect to overcome challenges identified by themselves. People take actions because they seriously feel the necessity and urgency. Implementor of CIs are individual groups, organisations, Village/*Mtaa*, *Kitongoji*.

2.1.1 Instruction from DPLO

i. Actor

DPLO (CTF), WEOs and VEOs/MEOs

ii. Activity

DPLO (CTF) gives instructions in the form of letter to conduct CI Identification and CPP to all VEOs/MEOs through WEOs.

iii. Timing

One day in July or August

iv. Output/Outcome

VEO/MEO's awareness on CI Identification and CPP is built.

2.1.2 Preparation of CI Identification

i. Actor

Village/*Mtaa* Chairperson, VEO/MEO, VC/MC and LCF if present.

ii. Activity

VEO/MEO and Village/*Mtaa* Chairperson organise VC/MC meeting for the purpose of;

- Sharing and discussing how to go about the whole process of CI Identification until the completion of CPP based on the manual.
- Organising schedule for site visits and group invitation for preliminary collection of base information on CIs. (Preliminary base information collection includes visiting CI sites, discussions with CI committees, and beneficiaries of CI.)

iii. Timing

One day in July or August

iv. Output/Outcome

The followings are built among VEO/MEO, Village/*Mtaa* Chairperson, VC/MC and LCFs if present;

- Common understandings on the importance, procedures and other necessary information about CI Identification and CPP
- Agreement on the schedule of CI Identification and CPP

2.1.3 Preliminary Review on Village/*Mtaa* History

i. Actor

Village/*Mtaa* Chairperson, VEO/MEO, VC/MC and LCF if present

ii. Activity

After collection of base information at step 2.1.2, Village/*Mtaa* chairperson and VEO/MEO call for a VC/MC meeting to summarise and discuss the history of collective actions with both tangible and intangible process in order to grasp overall process of Village/*Mtaa* transition over the past years.

iii. Timing

One week in July or August

iv. Output/Outcome

Overall picture of Village/*Mtaa* transition and common views on the achievement of the Village/*Mtaa* as well as its contributing factors is built among the actors.

v. Important issues to be considered in discussions

- Keys to consider during the discussion is to figure out specific formal and informal events in the past, emergence of specific persons, historical

tragedies, long existing myth and to what extent those chain of facts have affected and still been affecting the current CIs.

2.1.4 Filling Information in CI Identification Form

i. Actor

Village/*Mtaa* Chairperson, VEO/MEO, VC/MC members, LCF (if present) and implementers of CIs

ii. Activity

VEO/MEO and Village/*Mtaa* Chairperson fill “CI Identification Form” through interviewing with VC/MC members. The detailed explanation of “CI Identification Form” is explained below.

iii. Timing

One week in July or August

iv. Output/Outcome

Clear information about CIs is filled in “CI Identification Form”

v. Remarks

- The purpose of the form is to collect and provide necessary information on existing CIs which has already been initiated by the community. Therefore, it is not for a future plan of activity, nor requests from the community. In other words, if the community has not started any action, it is not qualified to be an existing CI.
- Information to be collected through the form will be used for planning of future activities and seeking for necessary supports.
- VEO/MEO should not fill in the format alone. Collection of information on CIs and filling in the form must be done through discussions with Village/*Mtaa* leaders and people involved in CIs.
- Even the Villages/*Mitaa* with no CIs they have to follow the procedure of discussions and reviewing Village/*Mtaa* felt-needs and actual capability.

vi. Explanation and Remarks on Filling in “CI Identification Form”

“Community Initiative (CI) Identification Form”						
1) Background and History of Village/ <i>Mtaa</i> enabling people to implement a series of CIs						
2) Name of CI and Location	3) Name of Implementor of CI, Number of Members and Unit (Village/ <i>Mtaa</i> , <i>Kitongoji</i> , Neighbourhood)	4) Eventual Goal	5) CI Implementation -When CI start -Who started CI - Series of activities -Last year’s achievement - Utilised resources in the last year - Number of participants in last year	6) Rules & Regulation	7) Compliance	8) Linkage with Organisation/ Systems

1) Background and History of Village/*Mtaa* enabling people to implement a series of CIs

Village/*Mtaa* features that have kept Village/*Mtaa* being active in a unique way shall be described. This indicates not the direct community action, but rather outstanding events that exists in the mind of people and constructs positive or negative attitudes of people toward collective actions over the past years. For instance;

- Impact of some leaders in the past
- Myth/Sayings
- Historical conflicts within the Village/*Mtaa* and/or with bordering Village/*Mtaa*
- Good/poor leadership (such as corruptions) of Village/*Mtaa* leaders
- Opportunities to visit other Villages/*Mitaa* and saw innovative way of Village/*Mtaa* management
- How to come together for decision making to solve the problems

NOTE: The point 1) is to write the results of discussions on the correlation between the aspects above and current situations. NOT to mention geographical/statistical facts as location, available resources nor summary of CIs.

2) Name of CI and Location

The column is to describe names of existing CIs and where the activity is being done (e.g. construction of three (3) classrooms in XXX Primary School in XXX *Kitongoji*. Production of honey in YYY *Kitongoji*).

3) Name of Implementor of CI, Number of Members and Unit (Village/*Mtaa*, *Kitongoji*, Neighbourhood)

This column is to explain about number of members as well as at which level the CI is being implemented. The unit shall be either “Village/*Mtaa*”, “*Kitongoji XX*” or “Neighbourhood”. This column is to understand the quality and quantity of participation as well as to confirm at which level people are working together.

4) Eventual Goal

The column is to explain a goal of each CI to overcome problems faced by people in the Village/*Mtaa*.

5) CI Implementation Process

The column is to fill the following aspects;

- When the CI started: Month and Year when the CI started
- Who started the CI: person(s), institution who started the CI (e.g. people of *Kitongoji AAA*, dispensary committee, school committee, community group)
- A series of activities: what activities the implementor of CI did and the timing of the activities (e.g. June 2016: collection of sands and small stones. Dec 2016: Construction of foundation, Oct 2017: Collection of 5000 Tsh. from members, Dec 2017: purchasing cement, June 2018: Construction of walls, etc.)
- Last Year’s Achievement: Current stage of CI as the achievement at the moment (e.g. Completion of construction of walls and windows)
- Utilised resources in the last year: to write resources which is utilised to implement the activities of last year. Resources should be explained in terms of kinds, amounts and sources in following manners;

- ✓ Bricks: 3000 from the people of village XXX
 - ✓ Fund: 1 million from the people of village XXX
 - ✓ Cement: 200 bags from District Council
- Number of Participants in the last year: How many persons participated in the series of activities in last year (ex. 30 persons from XXX *Kitongoji* and 30 persons from YYY *Kitongoji*)

6) Rules & Regulations

This column is to describe existing rules and regulations for the implementation of the CI. (e.g. A rule about contribution of fund and sanction. A rule about participation in weekly activity).

7) Compliance

This column is to explain whether the rules and regulations are adhered or not. (e.g. 10 persons didn't contribute fund and labour force. VEO/MEO persuaded them to participate in labour work since they weren't able to pay the cash).

8) Linkage with organisation/systems

This column is to explain the relationships with other organisations/groups. (e.g. LGA agriculture department provided technical supports about canal making).

Table 2-2: Sample of CI Identification Form

Ward Name: YYYYYYYY Ward

Village/Mtaa Name: XXXXXXXX village

Date: DD/MM/2019

1) Background and History of Village/Mtaa enabling people to implement a series of CIs						
<p><i>It is said that we had conflicts for utilization of water among the villagers long time ago. Our ancestors build a consensus to use and maintain the water sources. That consensus has become our rules since that time. In order to convey the basic rules to the offspring (us), the ancestors arranged it as the following myth. "In our village, we had 2 gods of water and forest. One day, god of water decided to monopolise water by himself without careful consideration. Having heard his outrageous action, god of forest came to be angry and decided to dry up precious water resource coming down from the mountain forest. God of water was very much upset with dried up land and started to struggle to live in. Condition given by god of forest to resume the provision of water from the mountain was to sacrifice first born children in the village to the nearby waterfall. God of water begged thousands of times not to let the children lose their life for the coming generation, rather she promised not to monopolise water again and agreed to share with all villagers for equal use of that natural resource." Not to let that tragedy happen again, ancestors agreed a rule to commit to take care of water by making a daily rotating schedule for each hamlet to check and clean the canal. The schedule should be decided through the regular meeting among hamlets representative. This consensus built experience made it common sense for all villagers to make decision through hamlets representative meetings.</i></p>						
2) Name of CI and Location	3) Name of Implementor of CI, Number of Members and Unit (Village /Mtaa, Kitongoji, Neighbourhood)	4) Eventual Goal	5) CI implementation process -When CI start -Who started CI - Series of activities -Last year's achievement - Utilised resources in the last year - Number of participants in last year	6) Rules & regulation	7) Compliance	8) Linkage with organisation/ systems
Construction of 5km Irrigation canal from XXX to YYY Kitongoji	Irrigation committee, Total members: 250 people at village	Provision of 5km Irrigation canal from XXX to YYY Kitongoji	Irrigation construction started three years ago. -Initiators were from village council. -20 persons worked with their tools in 10 days and to construct 2 km canal in last year -200 people in total participated in the work.	-All beneficiaries of the canal have to participate in construction of canal physically of financially. -Each member should contribute Tsh. 50,000.	10 beneficiaries do not participate in the work.	Link with LGA agriculture department
Construction of CC Kitongoji Butcher	Committee of Butchers, Total member :55 households in CC Kitongoji	Provision of Butcher	The decision of starting construction came after community suffers from diseases born from eating unsafe meet 3 years ago. As a result of CC Kitongoji meetings, community agreed to construct Kitongoji butcher managed by Kitongoji meat safety committee which was elected by community in the same day. Construction work started last year and 200 pieces of roof tiles from community was collected. In last year, all members of Kitongoji participated in the construction work.	Each household in CC Kitongoji must contribute Tsh. 10,000 and is supposed to participate in construction work. During operation of the butcher, each household in CC Kitongoji can purchase meat in subsidised price. Committee has responsibility to sell safe meet to the community. The income from the business is the Kitongoji revenue.	Some representative of households did not participate in the construction work and has not contribute Tsh. 10,000.	Link with NARCO

2.1.5 Review on Felt-needs and Actual Capability

After CI Identification and before a village/*mtaa* starts planning and budgeting process, it is necessary to extract and reconfirm felt-needs based on the identified CIs.

i. Actor

Village/*Mtaa* Chairperson, VEO/MEO, VC/MC members and LCF (if present)

ii. Activity

VEO/MEO and Village/*Mtaa* Chairperson, after completion of CI forms, invite VC/MC members to go through the summary of "Preliminary review on Village/*Mtaa* history" (Step 2.1.3) and "Identified CIs" (Step 2.1.4). The results of discussions should be described in a separate paper in a sentence as shown below and displayed in the Village/*Mtaa* office to share with more people in the Village/*Mtaa*.

a. Name of existing CIs

The information will be highlighted later in CPP as Eventual goal of respective CI in a deeper manner.

b. Reconfirm "What made us decide to start these CIs"

The information will be highlighted in CPP as felt-needs of respective CI in a deeper manner.

c. Reconfirm what sort of effort we have made so far year by year

The information will be highlighted in CPP as last year's goal and achievement.

iii. Timing

One day in August

iv. Output/Outcome

Collective recognition on "felt-needs" and "actual capability".

v. Remarks

During the process of CI Identification and CPP in the second year and years to follow, the Village/*Mtaa* Felt-needs capability are discussed for further review and clarification as a base for whole discussion process of CI Identification and CPP. In order to do this, VEO/MEO in collaboration with CTF prepares the followings.

- Flip chart paper
- Maker pens
- Masking tapes

Table 2-3: Sample of Village/Mtaa Felt needs and Capability

1) Name of Existing CIs	2) Felt-needs	3) What Village/Mtaa people have done
<i>5 km Irrigation Canal Construction</i>	<i>To irrigate sufficient water for agriculture production</i>	<i>2 km canal constructed by us with our resources</i>
<i>Kitongoji Butcher Construction</i>	<i>To secure safer meets in the village</i>	<i>Construction has been reached to roofing level.</i>
<i>3 Toilets Latrine Construction</i>	<i>To have toilets to improve sanitation condition around the school</i>	<i>Preparation of toilet construction such as making holes and collecting materials/money</i>

2.2 Procedure of Community Planning Process

Community Planning Process (CPP) is an annual event and conducted within government planning cycle between September and November every year. CPP consists of six (6) steps namely, “Launching and Training of Village/Mtaa Planning Team”, “Pre-planning/Review”, “Planning”, “Consultation”, “Endorsement/Approval” and “Submission and Sharing”. The followings are procedures for each step.

2.2.1 Launching and Training of Village/Mtaa Planning Team

i. Actor

Village/Mtaa Chairperson, VEO/MEO, VC/MC members, Leaders from social, cultural and economic groups/organisations, people, WEO, EOs, Councillor, (LCF if present)

ii. Activity

Launching process for Village/Mtaa Planning Team starts at village council/Mtaa Committee and then to Village Assembly/Mtaa Assembly. The process will also end by holding Village/Mtaa assembly.

Village Council/*Mtaa* Committee

The initial process for launching of the Village/*Mtaa* Planning Team will be done through Village Council/*Mtaa* Committee. The meeting will follow the following steps;

- a. Village/*Mtaa* Chairperson organise a VC/MC meeting for preparation and discussion on CPP.
- b. Village/*Mtaa* Chairperson explains the purpose of the meeting
- c. VEO/MEO explains in detail the process of CPP covering the following areas: the purpose, importance and CPP, community felt-need concept in Village/*Mtaa*, CIs implemented by community as per CI identification report as well as criteria for selecting members of the Village/*Mtaa* Planning Team as indicated in Table 2-4

Table 2-4: Criteria to select members of Village/*Mtaa* Planning Team

1	Member must be a permanent resident in the Village/ <i>Mtaa</i>
2	Member must be able to read and write
3	At least 2 representatives from each <i>Kitongoji</i> ;
4	Representative from Community-based Groups
5	Representatives from VC/MC
6	Representative from religious organisations, potential leaders and LCFs

Village General Assembly/*Mtaa* Assembly

Village/*Mtaa* Chairperson to organise a special Village General Assembly/*Mtaa* Assembly for launching CPP.

- a. Village/*Mtaa* Chairperson explains about procedure of CPP.
- b. Village/*Mtaa* chairperson will provide detailed explanation on procedure for CPP.
- c. VEO/MEO as secretary, explains about the prevailing situation of the village/*Mtaa*, with respect to “felt-needs” and “people have done/can do” as output of “CI Identification”.
- d. VEO/MEO and Village/*Mtaa* chairperson, based on agreed criteria, guide people to select their representatives who will directly participate in planning exercise as members of Village/*Mtaa* Planning Team.

e. VEO/MEO, Village/*Mtaa* Chairperson and selected members of Village/*Mtaa* Planning Team set a schedule of the entire planning process.

iii. Timing

One day September or October

iv. Output/Outcome

- Awareness on the importance of CPP among people is built.
- Village/*Mtaa* Planning Team is formed.

Training of Village/*Mtaa* Planning Team

i. Actor

VEO/MEO, CTF and Village/*Mtaa* Planning Team

ii. Activity

Training of Village/*Mtaa* Planning Team is done with the following contents;

- Meaning, Purpose, Benefits and Steps of CPP
- CI Identification and CPP described in the manual
- Results of CI identification
- VEO/MEO in collaboration with CTF prepares the following training material.

Table 2-5: Necessary training materials

<ul style="list-style-type: none">➤ Flip chart, Maker pens, Masking tapes➤ Previous Community Development Plans➤ Filled CI identification forms➤ Planning and Implementation Manual for Improved O&OD
--

iii. Timing

At least two (2) days in September or October (Duration of the training may be decided according to the abilities and experiences of communities)

iv. Output/Outcome

Village/*Mtaa* Planning Team acquires the basic knowledge and skills on CPP.

2.2.2 Pre-Planning/Review of Previous Plans

i. Actor

Village/*Mtaa* Planning Team, Village/*Mtaa* Chairperson, VC/MC members VEO/MEO, LCF (if present)

ii. Activity

Table 2-6: Activities for Pre-Planning/Review of Previous Plans

This activity is consisted of two (2) parts namely;

Part 1. Review/Evaluation of Existing CIs

Part 2. Other Felt-Problems and Needs (Possible New CIs)

Part 1. Review/Evaluation of Existing CIs

Part 1-1.

Village/*Mtaa* Planning Team reviews Community Development Plan of the last year and CI Identification forms. Discuss the following aspects for each CIs.

a) Discuss the eventual goal of CI

- What is the eventual goal of this CI?

b) Discuss the last year's progress of the CIs

- What was the annual goals? (in the last year CPP what did the community decide to do for this CI?)
- What are the achievements that have been made over the past one year (from last year CPP until now)?
- Have we achieved the goal?
- What were the factors/reasons of success?
- Who were the main contributors of the success/progress?
- What kinds and amount of resources were utilised last year? From what sources the utilised resources were obtained?

c) Discuss Performance and Capability of Committee/Group in Charge

- Did the committee/ group contribute to fulfilments of last year's goal as expected?
- Why did they achieve/fail?

d) Discuss Challenges Observed

- What are the challenges that we faced over the past one year and still facing right now, which are hindering us to move forward to achieve our goals?
- What is the reason behind these challenges? Why is it challenging?
- What measures did we take? What is it successful? What could we have done more/better?

e) Discuss Remaining Steps and Required Resources

- What are the steps/activities remaining until we reach our eventual goal?
- What are the required resources to reach the eventual goal?

f) Discuss What Community Can Do

- Which remaining steps/activities can be achieved by the community alone?
- Which internal resources can be used to take the remaining steps?

g) Discuss What Community Can Not Do

- Which remaining steps/activities cannot be achieved by the community alone?
- Which required resources cannot be acquired by the community alone?
- What is the required external support?
- From whom can we expect support?

Part 1-2.

Village/*Mtaa* Planning Team writes a summary of the above-mentioned discussions on the respective columns of Community Development Plan as below;

1)Name and location of CI	2)Eventual goal	3)Last year's annual goal	4) Last year achievement/Progress/Kind and amount of resources collected and utilised by the community	5) Promoting/hindering factors (external & internal)	6)	7)		Priority	
						8)	9)		
<i>Irrigation from AA to BB Kitongoji</i>	<i>Extend irrigation canal for 5 Km</i>	<i>Prepare land for irrigation</i>	<i>Prepared and cleared the land 20 persons worked with their tools in 10 days</i>	<i><positive> support of VC was effective to obtain the land</i>					

NOTE: Leave the column of 6), 7), 8) and 9) blank for now, it will be filled later. A big sheet of paper (flipchart paper) is recommended to be used for drawing the format of Community Development Plan.

Part 1-3.

Repeat procedure a) to g) for all existing CIs.

Part 1-4.

Village/*Mtaa* Planning Team and VEO/MEO should take detailed notes on each discussion point so that they can be well prepared to share the details of the discussions at Village/*Mtaa* assembly, WDC during the other steps such as consultation, approval and sharing.

Part 2. Other Felt-Problems and Needs (Possible New CIs)

Part 2-1.

Review CIs from CI Identification Form and discuss whether there are any other felt-problems or felt-needs in the Village/*Mtaa*.

Part 2-2.

Discuss if community should start any new CI this year or not. Consider the following aspects when deciding.

- Do we have enough resources and capacity to start a new CI?
- Can we afford to start a new CI this year while working on other existing CI at the same time?

Part 2-3.

If the community feel they are ready to start the new CI this year, discuss the following aspects.

- What is the eventual goal of this CI? (Discuss the eventual goal)
- What are the steps/activities remaining until we reach our eventual goal?
- What are the required resources to reach the eventual goal?
- Among the remaining steps/activities which ones can be achieved by community alone? (Relating to what community can do)
- Which internal resources can be used to take the remaining steps? (Relating to what community can do)
- Among the remaining steps/activities which cannot be achieved by the community alone? (Relating to what community cannot do)
- Among the required resources, which cannot be acquired by the community alone? (Relating to what community cannot do)
- What is the required external support? (Relating to what community cannot do)
- From whom can we expect support from? (Relating to what community cannot do)

Part 2-4.

Village/*Mtaa* Planning Team summarises the above discussion and fill in the 1)-5) of Community Development Plan as shown below.

1)Name and location of CI	2)Eventual goal	3)Last year's annual goal	4) Last year achievement/Progress/Kind and amount of resources collected and utilised by the community	5) Promoting/hindering factors (external and internal)	6)	7)		Priority	
								8)	9)
Irrigation from AA to BB Kitongoji	Extend irrigation canal for 5 Km	Prepare land for irrigation	Prepared and cleared the land. 20 persons worked with their tools in 10 days	<positive> support of VC was effective to obtain the land					
NEW CI (Butcher)									
NEW CI (School Toilet)									
Nurse's house in YY	Renovate the old nurses' house	New	New	New					

NOTE: Village/*Mtaa* Planning Team should write "New" to 3) to 5). Leave 6) to 9) blank for now.

Part 2-5.

Village/*Mtaa* Planning Team and VEO/MEO should take detailed notes on each discussion point so that they can be well prepared to share the details of the discussions at Village Assembly/*Mtaa* Meeting, WDC during the other steps.

iii. Timing

One day September or October (this activity should be done one day before "Planning")

iv. Output/Outcome

Village/*Mtaa* Planning Team reconfirms achievements/challenges in the previous year, available resources and organisational experience of the community in the present.

v. Remarks

Village/*Mtaa* Planning Team to select note taker/secretary of the team whose role is to document the proceedings/resolutions. It is intended to build people's capacity in CPP. However, in every stage, VEO/MEO must take note of all agreed points to ensure all important points are covered and nothing is overlooked.

2.2.3 Planning

i. Actor

Village/*Mtaa* Planning Team, Village/*Mtaa* Chairperson, VC/MC members
VEO/MEO, LCF (if present)

ii. Activity

Table 2-7: Activities for Planning

Village/*Mtaa* Planning Team, Village/*Mtaa* Chairperson, VC/MC members
VEO/MEO, LCF (if present).

Part 3. Priorities for community own actions (What will community do this year)

Part 3-1.

Village/*Mtaa* Planning Team compares all CIs in Community Development Plan bearing in mind the following points:

- Which are the most feasible CIs for the community to complete alone?
- If the community has enough available internal resources, organisational experiences and external linkages (for example, assurance of receiving financial/technical assistances from some external organisation) to complete the CI, this is feasible CI for the community.
- If there is a short list of available internal resources and a long list of required external supports (from LGA, NGOs, Agencies and other institutions), and difficult challenges to overcome, it is more difficult for the community to complete alone and they need to wait for external supports. Therefore, it is likely to be left unfinished for a long time.
- Which are urgent felt-needs of the community? If it is a really a felt-need, people are more likely to participate and less likely to face challenges in term of community members' participation, contribution and commitment.

Part 3-2.

Based on the discussion of Part 3-1, discuss which, and how many projects should the community focus on this year (starting from tomorrow until next year’s CPP). When discussing, consider the following point:

- Community cannot complete all projects in a year. Which project does the community want to concentrate on? Community can decide to choose 1 or 3 projects and keep others for next year, considering their capacity in terms of available resources, manpower, organisational capacity etc.).

Part 3-3.

Based on the discussion of Part 3-2, agree on “Priorities for community own actions” which shows the order of priority that the community decide to take actions this year. Village/*Mtaa* Planning Team writes onto aspect 8) in Community Development Plan as shown below.

1)	2)	3)	4)	5)	6)	7)		Priority	
								8) Priorities for community own actions	9) Community priority (supports from LGA)
<i>Irrigation</i>	---	---	---	---	---			N/A	
<i>Butcher (new CI)</i>	---	---	---	---	---			2	
<i>School Toilet (new CI)</i>	---	---	---	---	---			1	
<i>Nurse’s house</i>	---	---	---	---	---			3	

NOTE: Aspects 1) to 5) has already been written. leave 6), 7), and 9) blank.

In this example, the community decided to work on Butcher, School toilet and Nurse’s house only this year. They will not work on irrigation this year and maybe work on it after next year.

Part 3-4.

For each CI that community decided to focus on this year, discuss the following for setting this year’s goal:

- Starting from tomorrow until next year’s CPP, what do we want to achieve and what can we achieve? (the goal has to be feasible/achievable within one year)

- Also, it is important to consider “Required Resources (internal and external)” to achieve the year’s goal.

Part 3-5.

Village/*Mtaa* Planning Team writes onto 6) and 7) in Community Development Plan.

1)	2)	3)	4)	5)	6) This year annual goal (Government Fiscal year from July to June)	7) Required Resource		Priority	
						Internal (Shouldered by the community themselves)	External (Supports from LGA, NGOs, Agencies and other institutions)	8) Priorities for community own actions	9)
<i>Irrigation</i>	---	---	---	---	<i>Pursue technical support and funds</i>	<i>N/A</i>	<i>Engineer, Tsh 100 million</i>	<i>N/A</i>	
<i>Butcher</i>	---	---	---	---	<i>Completer roof and paint</i>	<i>Bricks, Labour, financial contribution (Tsh 5000/H.H)</i>	<i>Paint</i>	<i>2</i>	
<i>School Toilet</i>	---	---	---	---	<i>Complete all construction</i>	<i>Labour, finance from village council</i>	<i>Technical advice</i>	<i>1</i>	
<i>Nurse’s house</i>	---	---	---	---	<i>Obtain blueprint and funds</i>	<i>Bricks, financial contribution (Tsh 5000/H.H)</i>	<i>Blueprint, technical advice, appointment of new Nurse</i>	<i>3</i>	

Note: Aspects 1) to 5) and 8) have already been written. Leave 9) blank.

Creating Community Action Plan

Village/*Mtaa* Planning Team lists all steps/activities required to achieve this years’ goal for each CI decided to work on. For each step/activity decide and elaborate when? by whom?, how? And using what resources?. Village/*Mtaa* Planning Team fills the agreed steps/activities in Community Action Plan using a big sheet of paper (flipchart paper) together with all participants. The below is an example for it.

Name of CI: <i>Construction of Butcher</i>				
This Year's Annual Goal: <i>Complete Roof and Paint</i>				
	Steps/Activities	When	By Whom	How (using which internal/external resources?)
1	<i>Buy material for roofing</i>	<i>October</i>	<i>Financial Committee</i>	<i>Contributions from people already collected last year</i>
2	<i>Construct the roof</i>	<i>November</i>	<i>Local fundi and community</i>	<i>Contribution from people to pay for local fundi. Manpower or Vijana group to help the fundi</i>
3	<i>Request paint</i>	<i>November</i>	<i>VEO and Extension officer</i>	<i>VEO and Extension officer through WDC to request pain from the District</i>
4	<i>Paint the building</i>	<i>March (or whenever ready)</i>	<i>Vijana group</i>	<i>Manpower of Vijana group with supervision of the fundi</i>

NOTE: This action plan applies to each CI that community decides to focus on.

Part 3-6.

Repeat the above steps 3-4 and 3-5 for each CI that the community decide to focus on this year.

Part 3-7.

During the session, Village/*Mtaa* Planning Team or VEO/MEO should take detailed note on each discussion point so that they can be well prepared to share the details of the discussion at Village Assembly/*Mtaa* Meeting, WDC and with CTF during the other steps such as consultation, approval and sharing explained later.

Part 4. Community Priority (What supports does community needs from LGA)

Part 4-1.

"Community Priority" is "Kinds of support that community needs from LGA to complete CIs". Then, the column of 9) is to show priorities (rank) of the supports from LGA. When deciding "Community Priority", Village/*Mtaa* Planning Team should consider the following two aspects;

- People's felt-needs ("what people really want")
- Which CI can be completed by the community alone and which CI needs external support to complete/achieve eventual goal?
 - If community can complete the CI alone, it should have lower priority.

- For CI which requires a lot of external support to move forward, it should have higher priority.

Moreover, Village/*Mtaa* Planning Team has to explain the difference between the column of 8) "Priorities for community own actions" and 9) "Community Priority" in Community Development Plan as below.

Priority	
8) Priorities for community own actions	9) Community priority (supports from LGA)
What community practically will do on their own this year.	What the community needs from LGA this year to complete CIs

Part 4-2.

After reaching consensus on Community priority, write and fill onto the column 9) "Community priorities" in Community Development Plan.

1)	2)	3)	4)	5)	6)	7)		Priority	
								8) Priorities for community own actions	9) Community priority (supports from LGA)
<i>Irrigation</i>	---	---	---	---	---	---	---	NA	1
<i>Butcher</i>	---	---	---	---	---	---	---	2	3
<i>School toilet</i>	---	---	---	---	---	---	---	1	4
<i>Nurses house</i>	---	---	---	---	---	---	---	3	2

NOTE: For example, for Irrigation, because community cannot move forward without external support, they cannot do any actions this year. Thus, the support is essential for this CI and the CI is prioritised as No. 1 in 9) "Community Priority" to receive the support. For School toilet, the community confirmed that it can be completed by itself alone without LGA support. Thus, it has No. 4 in Community priority.

iii. Timing

Two (2) days in September or October (this activity should be done one day after "Pre-planning/Review of previous plans")

iv. Output/Outcome

Drafts of "Community Development Plan" and "Community Action Plan" are formulated.

v. Remarks

Village/*Mtaa* Planning Team selects a note taker/secretary of the team whose role is to document the proceedings/resolutions of the discussion. This is to start build capacity of people in CPP. However, in every stage, VEO/MEO must take note of all agreed points to ensure all important points are covered and nothing is overlooked.

2.2.4 Consultation

<Internal Consultation>

This activity is conducted in *Kitongoji* level in rural setting. The same activity is conducted at *Mtaa* level in urban setting.

i. Actor

Village/*Mtaa* Planning Team, *Kitongoji* chairperson, VEO/MEO and Leaders from social, cultural and economic groups/organisations and people, LCF (if present).

(Actors in *Mitaa* are Village/*Mtaa* Planning Team, *Mtaa* chairperson, MEO and people)

ii. Activity

At each *Kitongoji*, *Kitongoji* chairperson leads a *Kitongoji* meeting to discuss the draft of the plan and Village/*Mtaa* Planning Team compile the opinions from people. In the case of *Mtaa*, the above activities can be done at *Mtaa* level only.)

VEO/MEO notifies the entire community about the proposed draft of the community plan. The draft plan is displayed in all notice boards in a Village/*Mtaa* and other public premises for people to read and become aware of the proposed plan. Suggestions could be made in writing or orally and submitted to VEO/MEO. Suggestion box can also be used for this purpose.

iii. Timing

At least five (5) days in October or November

iv. Output/Outcome

People's opinions on the draft plan are compiled and ready to be tabled at the Second Village Assembly/*Mtaa* Meeting for incorporation

<Consultation at Ward Development Committee>

i. Actor

VEO/MEO, WEO, Village/*Mtaa* Chairperson, members of WDC

ii. Activity

WDC is venue to get technical advices so as to enrich the community plans and ensure the compliance to national minimum standards, rule and regulations. For that sake;

- WEO organises WDC to hold a meeting to discuss and give technical advices to the draft plans from each Village/*Mtaa*.
- Ward Councillor presides the meeting of WDC and WEO as a secretary.
- WEO explains the importance and process of CPP to members of WDC.
- VEO/MEO of each Village/*Mtaa* tables the draft plans as well as the summarised opinions of people from all *Kitongoji*.
- A session for question and answer based on the proposed draft is taken place: Village/*Mtaa* Chairperson and VEO/MEO respond to questions/comments from WDC members.
- VEO/MEO documents all technical suggestions/comments from WDC for enrichment of the draft.

iii. Timing

One day in October or November

iv. Output/Outcome

Technical advices from WDC are compiled and made ready to table be tabled at the Second Village Assembly/*Mtaa* Meeting for incorporation

v. Remarks

WEO/VEO/MEO should insist that it is the role of Village Assembly/*Mtaa* Meeting to incorporate the opinions from WDC and *Kitongoji* into the draft.

2.2.5 Endorsement/Approval

i. Actor

Village/*Mtaa* Planning Team, Village/*Mtaa* Chairperson, VC/MC members, VEO/MEO, *Kitongoji* Chairperson, Leaders from social, cultural and economic groups/organisations, people, LCF and WEO (if available)

ii. Activity

Approve the Community Development Plan and Community Action Plans as a common asset of the Village/*Mtaa*, procedure are as follows:

- Village/*Mtaa* Chairperson and VEO/MEO organise the second Village Assembly/*Mtaa* Meeting to present the draft plan, summary of people's opinions and all technical suggestions from WDC
- Village/*Mtaa* Chairperson guides the discussion based on the draft and opinions from people and WDC.
- Village/*Mtaa* Chairperson accommodates other opinions from the people in the meeting. With making consensus, new suitable/noble suggestions from people may also be taken up to enrich the plan.
- VEO/MEO documents the resolutions/consensus among people
- Village/*Mtaa* Chairperson leads the members of Village Assembly/*Mtaa* Meeting to officially approve the draft along with people's opinion
- After the assembly/meeting, VEO/MEO reflects/incorporates consensus into Community Development Plan
- VEO/MEO writes the minutes of the assembly/meeting for sharing

iii. Timing

One day in October or November

iv. Output/Outcome

Endorsed and Approved Community development plan and Community Action Plans

v. Remarks

After Community Development Plan has been endorsed and approved by Village Assembly/*Mtaa* Meeting, the plan cannot be changed by any other organs. Only another Village Assembly/*Mtaa* Meeting can change the plan, if necessary.

2.2.6 Submission and Sharing

i. Actor

Village/*Mtaa* Planning Team, Village/*Mtaa* Chairperson, VC/MC members, VEO/MEO, *Kitongoji* Chairperson, Leaders from social, cultural and economic groups/organisations, people and LCF (if present)

ii. Activity

Village/*Mtaa* Planning Team, Village/*Mtaa* Chairperson, VEO/MEO share the final plan with people and LGA. The followings are the procedure;

- VEO/MEO displays the copy of Community Development Plan on notice boards at Village/*Mtaa*, *Kitongoji* and other public places for the purpose of community awareness
- VEO/MEO submits a copy of Community Development Plan together with minutes of the assembly/meeting to WEO. WDC considers possible measures to support the submitted Community Development Plan.
- VEO/MEO submits a copy of Community Development Plan together with the minutes of the assembly/meeting to HLG.

iii. Timing

One day in October or November

iv. Output/Outcome

The approved “Community Development Plan” is submitted to Ward Office/LGA and is shared among the stakeholders in LGA.

Table 2-8: Sample of Community Development Plan

Ward Name: *Ward YYYYYYYYY*

Village/Mtaa Name: *Village XXXXXXXX*

Date: *DD/MM/2019*

1) Name and Location of CI	2) Eventual goal	3) Last year's annual goal	4) Last year achievement / Progress / Kind and amount of resources collected and utilised by the community	5) Promoting/ hindering factors (external & internal)	6) This year annual goal (Government Fiscal year from July to June)	7) Required resource		Priority	
						Internal (Shouldered by the community themselves)	External (Supports from LGA, NGOs, Agencies and other institutions)	8) Priorities for community own actions	9) Community priority (supports from LGA)
<i>Irrigation from AA to BB Kitongoji</i>	<i>Extend irrigation canal for 5 Km</i>	<i>Prepare land for irrigation</i>	<i>-Prepared and cleared the land -20 persons worked with their tools in 10 days</i>	<i><positive > support of VC was effective to obtain the land</i>	<i>Pursue technical support and funds</i>	<i>N/A</i>	<i>Engineer, Tsh 100 million</i>	<i>N/A</i>	<i>1</i>
<i>Construction of CC Kitongoji Butcher</i>	<i>Build communal 1 butcher</i>	<i>Complete construction</i>	<i>-Reached up to roof level -200 pieces of roof tiles from community</i>	<i><Negative>Brick could not be collected due to lack of sand</i>	<i>Completer roof and paint</i>	<i>Bricks, Labour, financial contribution (Tsh. 5000/H.H)</i>	<i>Paint</i>	<i>2</i>	<i>3</i>
<i>Construction of 3 toilets in xxx school</i>	<i>Add 3 toilets to primary school</i>	<i>Complete building toilets</i>	<i>-Collected all necessary resources such as bricks, cements, 3 toilets which community bought</i>	<i><Negative> Fundi was busy for other construction</i>	<i>Complete all construction</i>	<i>Labour, finance from village council</i>	<i>Technical advice</i>	<i>1</i>	<i>4</i>
<i>Nurse's house in YY</i>	<i>Renovate the old nurses' house</i>	<i>New</i>	<i>New</i>	<i>New</i>	<i>Obtain blueprint and funds</i>	<i>Bricks, financial contribution (Tsh. 5000/H.H)</i>	<i>Blueprint, technical advice, appointment of new Nurse</i>	<i>3</i>	<i>2</i>

Table 2-9: Sample of Community Action Plan

Name of CI: <i>Construction of Butcher</i>				
This Year's Annual Goal: <i>Complete Roof and Paint</i>				
	Steps/Activities	When	By Whom	How (using which internal/external resources?)
1	<i>Buy material for roofing</i>	<i>October</i>	<i>Financial Committee</i>	<i>Contributions from people already collected last year</i>
2	<i>Construct the roof</i>	<i>November</i>	<i>Local fundi and community</i>	<i>Contribution from people to pay for local fundi Manpower or Vijana group to help the fundi</i>
3	<i>Request paint</i>	<i>November</i>	<i>VEO and Extension officer</i>	<i>VEO and Extension officer through WDC to request pain from the District</i>
4	<i>Paint the building</i>	<i>March (or whenever ready)</i>	<i>Vijana group</i>	<i>Manpower of Vijana group with supervision of the fundi</i>

CHAPTER THREE

PLANNING AND BUDGETING

IN LOCAL GOVERNMENT AUTHORITIES

This chapter explains the procedures for LGA to analyse capability of Villages/*Mitaa* in terms of implementation of CIs and decide appropriate supports such as Moral, Technical and Financial based on the results of analysis. The main actors for the procedure are LGA officers who play important roles in planning and budgeting for LGA programmes such as Council Director (CD), Council Management Team (CMT), Council Task Force (CTF) and Heads and staff of LGA sector departments. The procedure for deciding appropriate LGA supports based on the analysis on Village/*Mtaa* capability is to enable LGAs to encourage CIs and empower communities through support provision. Also, provision of the appropriate supports will bring benefits for LGAs such as empowerment of communities, sustainability of project outcomes, short and long-term cost reduction for local government authorities, strengthening collaborative relationship between the Government and Community, good local governance of Lower Local Government and Local Economic Development.

There are seven (7) steps in Planning and Budgeting at LGA level.

- i. Preparation
- ii. Instruction to Villages/*Mitaa*
- iii. Receiving Community Development Plan from Villages/*Mitaa*
- iv. Preparation and updating of “CI Database” per Village/*Mtaa*
- v. Analysis of Village/*Mtaa* Capability and Preparation of Proposals on Appropriate Support
- vi. Incorporating Appropriate Supports into LGA Plan and Budget
- vii. Feedback

3.1 Preparation (July to August)

The followings are the procedure that LGA staff should follow before the process of planning and budgeting;

- i. CTF is formed as a coordination team for all LGA activities related to Improved O&OD.

- ii. CD together with CTF give briefings to Full Council members and LGA staff such as heads of departments and technical staff about the importance of encouraging and supporting CIs and the benefits for LGA from it.
- iii. CTF reviews and shares the results of monitoring on CIs conducted in the previous year with CMT members before planning and budgeting starts. The review has to be conducted by utilising “CI Database” and “Monitoring/Evaluation Report on CI” which is to be submitted by Village/*Mtaa* at least once a year³
- iv. CD and CTF give briefings towards WEOs and VEOs/MEOs about the procedure and forms for CI Identification and Community Planning Process (CPP). Those briefings should be conducted through available occasions when LGA invites WEOs and VEOs/MEOs to the council headquarters.

3.2 Instruction to Villages/*Mitaa* (July to August)

CD gives an instruction with letters to conduct CI Identification and CPP to all WEOs/VEOs/MEOs through DPLO (CTF). The letter needs to clearly mention that Village/*Mtaa* should prioritise community needs by reviewing identified CIs.

3.3 Receiving Community Development Plan from Villages/*Mitaa* (October to November)

After CD gives the instructions about CI Identification and CPP, actors at the LLG level follow the procedures explained in Chapter 2 and submit Community Development Plan to LGA through ward offices by November every year. In order to ensure the submission of Community Development Plan from all Villages/*Mitaa*, CTF has following tasks;

- i. CTF reminds the Villages/*Mitaa* which have not submitted Community Development Plan.
- ii. CTF supervises the Villages/*Mitaa* of which Community Development Plan does not fulfil the requirements. Those Villages/*Mitaa* have to resubmit the revised plan by November.
- iii. CTF sorts out Community Development Plans by wards and file them in a binder at the end of November.

3.4 Preparation of “CI Database” per Village/*Mtaa* (October to November)

After confirming that all Villages/*Mtaa* have submitted their plan, CTF compiles the information of each CI from Community Development Plan as well as Monitoring/Evaluation Report on CI and reflect them into CI Database. CI Database is a tool for LGA to grasp capability of each Village/*Mtaa* in terms of implementation of CIs.

CTF annually updates the information of each CI as well as grades as result of analysis to trace the transition of development in one Village/*Mtaa* for several years. The information of CIs consists of Achievements of the year, Contribution of Community, Status (either CI is still Ongoing or Completed) and Remaining Tasks. All information can be transcribed from Community Development Plan and Monitoring/Evaluation Report on CI.

CTF identifies and write “Points for Improvement” into CI Database based on the grades. The grades and “Points for Improvement” are to be used to decide appropriate supports such as Moral, Technical and Financial Supports.

The format of CI Database is described in Table 3-1 as below.

Table 3-1: CI Database

Name of Village/Mtaa :				
Result of Analysis				
Fiscal Year	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Diversity				
Contribution of Community				
Continuity				
Points for Improvement (recommendations towards Village/Mtaa)				
Sector:				
Name of CI and Location:				
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Achievements of the year				
Contribution of community				
Ongoing/Completed				
Remaining Tasks				
Sector:				
Name of CI and Location:				
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Achievements of the year				
Contribution of community				
Ongoing/Completed				
Remaining Tasks				
Sector:				
Name of CI and Location:				
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Achievements of the year				
Contribution of community				
Ongoing/Completed				
Remaining Tasks				

CTF needs to fill the progress of CIs year by year until the CI is completed. In the above format, only three (3) CIs and four (4) fiscal years are mentioned; however, CTF should add more rows if there are more CIs and add more columns of years as long as the CI continues. CTF puts the information of CIs in the same sector in succession, so each sector department can grasp CIs in the sector at first glance. CTF should use “EXCEL” for CI Database so that operation for adding columns and rows becomes easier. It is recommended to use a file of EXCEL for a ward and use one sheet of the file for one Village/*Mtaa*. In case that there are four (4) villages in the ward, number of the sheets in the Excel file will be four (4) sheets. If no computer is available, paper-based CI Database can be applied as temporary measures.

3.5 Analysis of Village/*Mtaa* Capability and Preparation of Proposal on Appropriate Support (December to January)

CTF analyses Village/*Mtaa* capability in terms of implementation of CIs by using CI Database and Community Development Plan from each Village/*Mtaa*. Also, based on the result of the analysis, CTF identifies the “Points for improvement” as recommendations for each Village/*Mtaa* to accelerate continuous implementation of CIs and prepares proposals for appropriate supports such as Moral, Technical and Financial supports concurrently.

3.5.1 Analysis of Village/*Mtaa* Capability

There are three (3) criteria, Diversity, Contribution of community and Continuity as mentioned below. CTF analyses the Village/*Mtaa* capability through those criteria.

i. Meanings of each criterion

- Diversity: it means variety of CIs implemented at different sectors, demographic consideration and social geographic units
- Contribution of community: it means kinds and volumes of resources collected and utilised by communities. They may be cash, labour and in-kinds (stones, sands bricks, etc.).
- Continuity: it means a situation where several CIs have been implemented in the Village/*Mtaa* without being stopped for years.

ii. Information sources for each criterion

- “Diversity” can be analysed with the column of 1) Name and location of CI of Community Development Plan. Diversity can be also analysed with CI Database after the CI Database has accumulated information of several CIs for years.
- “Contribution of community” can be analysed with the column of 4) Last year achievement, Progress, Kind and amount of resources collected and utilised by the community of Community Development Plan (See Table of 3-2).
- CI Database can also be used to analyse “Contribution of Community” and “Diversity” if lots of information has been accumulated in CI Database (at least information for three years).
- “Continuity” can be analysed from CI Database. From the Database, CTF can observe the continuity of one particular CI as well as continuity of a Village/ *Mtaa* as a whole to implement various CIs one after another.

Table 3-2. Community Development Plan (Column of 1 and 4) as Information sources for “Contribution of Community” and “Diversity”

1) Name and Location of CI	2) Eventual goal	3) Last year’s annual goal	4) Last year achievement/Progress Kind and amount of resources collected and utilised by the community	5) promoting/hindering factors (external & internal)	6) This year annual goal (Government Fiscal year from July to June)	7) required resource		Priority	
						Internal (Shouldered by the community themselves)	External (Supports from LGA, NGOs, Agencies and other institutions)	8) Priorities for community own actions	9) Community priority (supports from LGA)
<i>Irrigation Irrigation from AA to BB Kitongoji</i>	<i>Extend irrigation canal for 5 Km</i>	<i>Prepare land for irrigation</i>	<i>-Prepared and cleared the land -20 persons worked with their tools in 10 days</i>	<i><positive > support of VC was effective to obtain the land</i>	<i>Pursue technical support and funds</i>	<i>N/A</i>	<i>Engineer, Tsh 100 million</i>	<i>N/A</i>	<i>1</i>

Diversity can be analysed from this column. CTF has to check the variety in terms of sectors and locations from this column.

Contribution from Community can be analysed from this column. CTF has to check the kind and volumes of materials and labour provided to CIs.

Table 3-3: Sample of CI Database (Part of CI Profile)

Village/Mtaa Name: <i>ABCD Village</i>				
Result of Analysis				
Fiscal Year	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Diversity				
Contribution of Community				
Continuity				
Points for Improvement (recommendations towards Village/Mtaa)				
Sector: <i>Education</i>				
Name of CI and Location: <i>Construction of 2 classrooms at xxx Primary School, EFG Kitongoji</i>				
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Achievements of the year		<i>Clearing land, Foundation building</i>	<i>Construction of walls and floor</i>	<i>Construction of windows and roofs</i>
Contribution of community		<i>Cash of Tsh. 2 million, 70 persons for clearing process</i>	<i>3,000 bricks, 10 lorries of stones, Labour force (20 people)</i>	<i>Cash of Tsh. 2 million</i>
Ongoing/Completed		<i>Ongoing</i>	<i>Ongoing</i>	<i>Completed</i>
Remaining Tasks		<i>walls, floor, windows and roofs</i>	<i>Windows and roofs</i>	
Sector: <i>Education</i>				
Name of CI and Location: <i>Construction of pre-primary school at XYZ Kitongoji</i>				
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Achievements of the year		<i>Clearing land</i>	<i>Construction of Foundation</i>	<i>Construction of walls</i>
Contribution of community		<i>Labour force (100 people)</i>	<i>500 bricks Labour force (50 people)</i>	<i>1000 bricks (40 people)</i>
Ongoing/Completed		<i>Ongoing</i>	<i>Ongoing</i>	<i>Ongoing</i>
Remaining Tasks		<i>whole construction</i>	<i>walls, floor, roof</i>	<i>floor, roof</i>

iii. How to analyse

The following procedures are to analyse capability of Villages/*Mitaa* through the criteria (i.e. Diversity, Contribution of Community and Continuity) based on the information of the CI Database. CTF decides three grades namely “High”, “Average” and “Low” for each criterion and fill them into the column of “Result of Analysis” in CI Database.

a. Diversity

“Diversity” can be recognised when there are various CIs in various sectors and various units (Village/*Mtaa*, *Kitongoji* level, community groups). If there are CIs in various sectors and various units, it is understood that the “Diversity” is high. In such cases, CTF can conclude that the Village/*Mtaa* is functioning to motivate/coordinate many kinds of committees and community groups. The management of Village/*Mtaa* is effective and has good relationships with wider people in the Village/*Mtaa*. First of all, CTF determines “Average (medium level)” of the “Diversity” from all Villages/*Mitaa* for every year. The Villages/*Mitaa* of which the “Diversity” fall within the range of the medium level can be graded as “Average”. If CTF confirms higher level of the “Diversity” compared to the average, the “Diversity” of the Village/*Mtaa* can be graded as “High”. If CTF confirms lower level of the diversity compared to the average, the “Diversity” can be graded as “Low”.

b. Contribution of Community

“Contribution of Community” means resources that communities collect and use in implementing CIs from their local available resources. This includes stones, bricks, money, other materials as well as labours. If “Contribution of Community” was sufficient to bring concrete achievements in CIs, CTF can conclude that the Village/*Mtaa* has good management and people are very serious and have strong willingness to complete their CI and improve their well-being by themselves.

First of all, CTF determines “Average (medium level)” of the “Contribution of Community” from all Villages/*Mitaa* for every year. The Villages/*Mitaa* of which “Contribution of Community” fall within the range of the medium level can be graded as “Average”. If CTF confirms higher level of the “Contribution of Community” compared to the average, the “Contribution of Community” of the Village/*Mtaa* can be graded as “High”. If CTF confirms lower level of the

“Contribution of Community” compared to the average, the “Contribution of Community” can be graded as “Low”.

c. Continuity

“Continuity” can be recognised when communities implement their CIs continuously. The continuous implementation of CIs can be realised in two ways. The first way is when the community complete one CI and start new ones. The second way is when the community implements one CI until the completion. The duration of CI can be short or long, depending on availability of resources and nature of CI. First of all, CTF determines “Average (medium level)” of the “Continuity” from all Villages/*Mitaa* for every year. The Villages/*Mitaa* of which “Continuity” fall within the range of the medium level can be graded as “Average”. If CTF confirms higher level of the “Continuity” compared to the average, the “Continuity” of the Village/*Mtaa* can be graded as “High”. If CTF confirms lower level of the “Continuity” compared to the average, the “Continuity” can be graded as “Low”.

Table 3-4: Sample of CI Database (Part of Result of Analysis)

CTF reflects the grades (result of analysis) on capability of Village/*Mtaa* in implementation of CIs into the columns with “High”, “Average” or “Low”. Also, CTF identifies and fills “Points for Improvement”. After FY 2021/22, additional columns for following years have to be inserted.

Village/Mtaa Name: <i>ABCD Village</i>				
Result of Analysis				
Fiscal Year	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Diversity	<i>Low</i>	<i>Low</i>	<i>Average</i>	<i>High</i>
Contribution of Community	<i>Low</i>	<i>Average</i>	<i>High</i>	<i>High</i>
Continuity	<i>Low</i>	<i>Low</i>	<i>Average</i>	<i>High</i>
Points for Improvement (recommendations towards Village/Mtaa)	<i>Promote people to gain common understanding of importance of CI for themselves</i>	<i>Promote people for active participation</i>	<i>Encourage people for continuation. Technical supports</i>	<i>Financial support can be considered to complete CIs</i>

Sector: <i>Education</i>				
Name of CI and Location: <i>Construction of 2 classrooms at xxx Primary School, EFG Kitongoji</i>				
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22

Achievements of the year		<i>Clearing land, Foundation building</i>	<i>Construction of walls and floor</i>	<i>Construction of windows and roofs</i>
Contribution of community		<i>Cash of Tsh. 2 million, 70 persons for clearing process</i>	<i>3,000 bricks, 10 lorries of stones, Labour force (20 people)</i>	<i>Cash of Tsh. 2 million</i>
Ongoing/Completed		<i>Ongoing</i>	<i>Ongoing</i>	<i>completed</i>
Remaining Tasks		<i>walls, floor, windows and roofs</i>	<i>Windows and roofs</i>	
Sector: Education				
Name of CI and Location: <i>Construction of pre-primary school at XYZ Kitongoji</i>				
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Achievements of the year		<i>Clearing land</i>	<i>Construction of Foundation</i>	<i>Construction of walls</i>
Contribution of community		<i>Labour force (100 people)</i>	<i>500 bricks Labour force (50 people)</i>	<i>1000 bricks (40 people)</i>
Ongoing/Completed		<i>Ongoing</i>	<i>Ongoing</i>	<i>Ongoing</i>
Remaining Tasks		<i>whole construction</i>	<i>walls, floor, roof</i>	<i>floor, roof</i>
Sector: Health				
Name of CI and Location: <i>Construction of Dispensary, XYZ Kitongoji</i>				
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Achievements of the year	<i>Wall construction</i>	<i>Wall construction</i>	<i>Window frame building</i>	<i>Some parts of roofs</i>
Contribution of community	<i>300 bricks</i>	<i>500 bricks</i>		<i>Cash of Tsh. 2 million</i>
Ongoing/Completed	<i>Ongoing</i>	<i>Ongoing</i>	<i>Ongoing</i>	<i>Ongoing</i>
Remaining Tasks	<i>wall, window frame, floor, roof</i>	<i>window frame, floor, roof</i>	<i>window frame, floor, roof</i>	<i>floor, roof</i>

3.5.2 Preparation of Proposals on Appropriate Support

CTF identifies “Points for Improvement as recommendations for each Village/*Mtaa* to take further actions to accelerate CIs. Also, CTF prepares proposals on appropriate supports such as Moral, Technical and Financial supports to each CI and new projects mentioned in CDP by considering the grades and “Points for Improvement” through the following procedure;

- i. If all out of the three (3) criteria show “High”, continuity is the most important point for the improvement, where the Village/*Mtaa* can be promoted to start new CIs in different sectors and in different *Vitongoji* based on their previous

experience. As for the appropriate supports from LGA, the Village/*Mtaa* will be qualified to be given any type of supports including financial support. This is because it is proved that the Village/*Mtaa* has good management/capability and people have strong awareness to continuously implement CIs. In those circumstances, financial supports can be properly utilised by the community in an effective and sustainable manner for the attainment of people's needs without creation of new dependency.

- ii. In the case that only one or two criteria show "High", CTF still can consider any type of supports depending on availability of fund and sector directions of the LGA.
- iii. On the other hand, in case that a Village/*Mtaa* has grades of "Average" or "Low", the "Points for Improvement" can be "gaining common understanding of importance of CIs", or "promotion of active participation of the people" so that the grades can be improved in a few year time. As for the appropriate supports from LGA, LGA considers Technical support and Moral Support as the first option of the supports. In the case that all out of the three (3) criteria show "Low", LGAs have to especially consider Moral Support to motivate people and promote their self-help efforts.
- iv. CTF prepares a list of ideas on appropriate supports to CIs and new projects submitted from Villages/*Mitaa* and share the list with sector departments within LGA
- v. Sector departments go through the list of proposed appropriate supports and give feedback/comments/clarifications to CTF
- vi. After receiving the feedback/comments/clarifications from sector departments, CTF discuss with sector departments and accommodate them in the list if applicable
- vii. CTF submits the list of proposed appropriate supports for CIs and new projects to CMT after making consensus with sector departments.

3.6 Incorporating Appropriate Support into LGA Plan and Budget (January to February)

- i. CMT discusses the appropriate supports based on the submitted list and amend them if it is necessary. After finalising the discussion on the appropriate supports, CMT incorporates the results of discussion into LGA plan and budget
- ii. CMT submits LGA plan and budget with the proposal of CI support to standing committees, especially "Finance and Planning Committee" and

eventually to Full Council as annual procedure indicated in “Guidelines for the Preparation of Plans and Budget” issued by Ministry of Finance and Planning.

3.7 Feedback (May to Early June)

CTF gives feedbacks through ward office to each Village/*Mtaa* after the approval of Plan and Budget in the Parliament. The major contents of feedback to communities are;

- Types of supports to be provided for CIs
- Amount (if financial support is given)
- Explanation about the reasons why those supports were decided to particular CIs
- Reasons for no provision of any support to particular CIs

CHAPTER FOUR

IMPLEMENTATION, MONITORING AND EVALUATION

This chapter explains procedures to be adopted by LGAs in realizing community Initiatives (CIs) and mechanisms to provide appropriate support to CIs informed by implementation, monitoring and evaluation processes.

4.1 Implementation at LLG level

Implementation is the stage which realise CIs by people themselves according to their action plan which is formulated based on people's willingness and resources. The process of implementation may differ according to the nature of each CI. However, there are some important aspects which are applied to any CI. Those are;

- Participation of community and other stakeholders
- Adherence with policies and government standards

This chapter explains those two (2) aspects to realise successful implementation.

4.1.1 Participation of Community and Other Stakeholders

Participation is an essential aspect for successful CIs since CIs cannot be realised without participation of community (i.e. people and Village/*Mtaa* leaders). Also, participation of other stakeholders is important since there are things that community cannot fulfil and need supports from the outside. Furthermore, VEO/MEO as a secretary of VC/MC has to consider harmonisation of participation from the both parties for effective implementation. In order to assure sufficient participation from the both sides, "Compliance to rules and regulations" and "Transparency" should be secured by community leaders and VEO/MEO. The following sub-sections describe necessary activities to secure those aspects.

i. Compliance to rules and agreements

Rules and regulations are set during CPP and may be modified even during the implementation according to the real situation so as to meet the intended objectives. Rules and regulations also determine the degree of people's participation and ways of resource mobilisation (e.g. financial and labour contributions from people). Therefore, the high degree of compliance to rules and

regulations positively affects the progress of implementation. With the above-mentioned view, CI implementer, leaders and VEO/MEO need to carry out the following activities.

- a. Go through Community Development Plan, Community Action Plan and rules & regulations lead the community to take action
- b. VEO/MEO as a secretary of VC/MC supervise and monitor organisations (committees in charge and groups) to utilise peoples' traditional rules and regulations including penalties for smooth and harmonious implementation of CIs
- c. Insist to organisations (committees in charge and groups) on the importance of strictly applying penalties to those violating rules
- d. Support organisations (committees in charge and groups) to make appropriate modifications in the case that the existing rules and regulation are not sufficient or suitable for the prevailing situations

ii. Transparency

Transparency is realised by maintaining the openness of information and accessibility to it among all stakeholders (e.g. VC/MC, committees in charge, groups, people and outsiders). It is a vital aspect to ensure the trust from people toward implementation units and it improves people's participation. In addition, it attracts supportive interventions from other stakeholders. Therefore, the implementer, leaders and VEO/MEO have to deal with this matter carefully by carrying out the following activities.

- a. Keep records of the aspects below of all activities conducted
 - Contributions from people (fund, materials, labour, etc.)
 - Contributions from development partners (fund, materials, etc.)
 - Expenditures for implementation
 - Progress
- b. Share the above information periodically in various ways like;
 - Displaying on Village/*Mtaa* notice boards
 - Announcing in VC/MC meetings, Village Assembly/*Mtaa* Meeting and *Kitongoji* meetings
 - Involving people into monitoring activities

- c. Invite stakeholders to meetings and monitoring activities in order for them to witness the progress of implementation

4.1.2 Adherence with Policies and Government Standards

Although CIs should be based on people's felt-needs, those efforts should be harmonised with policies. For example, a village implementing a CI for constructing a public facility such as primary school and dispensary, needs to adhere to the government minimum standards as provided in Local Government Finances Act, Public Procurement Act and others. Thus, adhering to policies and government standards is essential for effective implementation. The implementing committee, leaders of Village/*Mtaa* and VEO/MEO should ensure this aspect by realising the following activities.

- i. Link with sectoral experts to obtain blueprints and the required quality for planned facilities
- ii. Involve LGA technicians into monitoring activities in order to confirm whether the progress is following the proper standards
- iii. Utilise the knowledges of experienced people who have worked in implementing unit of constructing other public facilities, particularly, when difficult for LGA technician to reach the village

4.2 Implementation at HLG Level

4.2.1 Resource Mobilisation and Provision of Support

CTF coordinates with Council Director (CD) and sector departments to identify available opportunities to obtain necessary resources according to their plan and budget. HLGs use the identified available resources to provide the appropriate supports to CIs such as Moral, Technical and Financial supports through negotiation with CMT and standing committees. It should be noted that "LGA support" does not necessarily imply only "Financial", but also other modes such as "Moral" and "Technical".

i. Moral Support

Moral support is the most important support of LGAs which can be given by LGAs through available monitoring occasions with less cost. LGAs should accompany the efforts of communities as frequently as possible. The process can promote communities to continue CIs even when they face difficulties.

Recognition and appreciation from LGA officers will give confidence and motivation to communities to finish uncompleted projects and start new CIs. LGAs need to officially prepare budget of this kind of support. Moral supports can be given through the following ways;

- Send appreciation letters for CIs to Villages/*Mitaa*
- Introduce good Villages/*Mitaa* in terms of continuous CIs as the best practice case in available occasions in LGA
- Invite Village/*Mtaa* leaders and representatives of good Villages/*Mitaa* as speakers to share their experience in available occasions
- Provide Village/*Mtaa* leaders and representatives of Villages/*Mitaa* with training occasions
- District Commissioners/LGA officers/Extension officers directly participate in activities together with people

ii. Technical Support

Communities need technical supports from LGA to ensure the government standards for public facilities that they are building as CIs. Also, technical advises from LGA experts can effectively boost implementation of CIs and ensure the sustainability of CI's outcomes. Those technical supports can be given by LGA engineers, ward extension officers and any LGA sector department staff through available occasions in LGA such as quarterly monitoring. Technical supports can be given through the following ways;

- Provide blueprints to Villages/*Mitaa* when they start construction of public facilities so that they can follow government standards
- Continuously send WEOs for daily consultation
- Send LGA experts such as engineers in timely manner to supervise construction works
- Provide Village/*Mtaa* leaders and representatives of Villages/*Mitaa* with exchange visits as well as training occasions to obtain new technologies

iii. Financial Support

Financial Support is fund and material provision to communities. LGAs should encourage communities to accomplish their CIs by themselves as much as possible. Only if the scale of projects requires the amount of resources that is beyond people's capacity, LGAs can complement those efforts by providing funds or materials. Moreover, it is crucial for LGAs to seriously confirm the

ownership and readiness of the community to sustain any results of project/programme by themselves before giving financial supports. Needless to say, it is to avoid increasing people's dependency and killing "self-help efforts". Financial supports can be given with the following considerations;

- Provide financial support to accelerate implementation of CIs without increasing dependency to Government.
- Provide financial support for the purpose of promoting people toward implementation of CIs one after another
- Financial support can be given to "good" Village/*Mtaa* which has strong organisation in terms of continuous CIs.

4.2.2 Promotion of Community Engagement in Sectoral Projects

There are two (2) types of sectoral projects as follows;

- i. Sectoral projects planned in annual LGA Plan and Budget
- ii. Sectoral projects directed from the central government agencies

Community engagement is vital aspect for sustainability of project outcomes and it also contributes to people's experience/capability building in development. The followings are the procedure to ensure community engagement.

- a. Implementers of sectoral projects have to ensure that communities understand project purpose, scope, timeframe, total cost and beneficiaries, etc. For the sake, the implementers explain these points to Village/*Mtaa* Chairperson, councillors, WEO and VEO/MEO.
- b. Village/*Mtaa* Chairperson, councillors, WEO and VEO/MEO sensitise people to own sectoral projects by explaining the importance and benefits for the people
- c. Village/*Mtaa* Chairperson utilises traditional influential persons and community groups to disseminate the information of sectoral projects and also to sensitise people to promote their engagement
- d. Implementers of sectoral projects need to form working groups at level of each *Kitongoji* to mobilise people through coordination with Village/*Mtaa* Chairperson and VEO/MEO.
- e. HLG introduces the use of Force Account in sectoral projects. It promotes community engagement because people utilise locally available resources such as human resources (i.e. local artisans) and materials

4.3 Monitoring and Evaluation

Monitoring and Evaluation (M&E) is a process for various actors at different levels. Especially, people as the main actors of development have to conduct it.

4.3.1 Monitoring and Evaluation Process at LLG

The main actor of M&E at LLG level is implementer of CIs (e.g. committee, groups) since it is a learning process for people. Therefore, the ownership of people in M&E process is very crucial. "Monitoring" is a routine task which may be conducted daily, weekly or monthly depending on the nature of CIs and its plan agreed among people. Purpose of Monitoring is to timely understand the situations and set up countermeasures to overcome problems by comparing between Community Development Plan, Community Action Plan and actual achievements. "Evaluation" has to be realised when a CI is completed and during CPP (i.e. in "Pre-planning/Review") for coming up with new Community Development Plan. Purpose of Evaluation is to confirm and share achievements as well as lesson learnt from completed projects among people.

i. Identifying Participants

The main actor of M&E is the implementer (e.g. committees, groups). VEO/MEO also need to consider involvement of other community members such as influential people, senior citizens, Local Community Facilitators (LCFs) for building common understanding and capability as a community. Therefore, Village/*Mtaa* chairperson and VEO/MEO have to consult with VC/MC to decide persons to be involved for the above-mentioned sake and form a "M&E Team". In addition, VC/MC needs to consider the necessity of inviting other stakeholders such as development partners in this process for transparency and mutual consultations.

ii. Setting Purpose and Aspects for M&E

Since M&E at this level is conducted by a group of people composed of the implementer, community leaders, etc., common understandings on the purposes of M&E and aspects to be monitored/evaluated should be built among them. Village/*Mtaa* Chairperson and VEO/MEO need to organise an occasion to collectively set the purposes of M&E and choose important aspects to be monitored/evaluated. Also, M&E team copies the column 6) and 7) in Community Development Plan into the column 1), 2) and 3) in

“Monitoring/Evaluation Report on CI” form as the samples below show.

Sample 1: XX Irrigation Making Group

Plan			Actual				9)
1) This year annual goal (Government Fiscal year from July to June)	Planned resources		4)			7)	8)
	2) Internal (Shouldered by the community themselves)	3) External (Supports from LGA, NGOs, Agencies and other institutions)		5)	6)		
<i>Prepare land for irrigation</i>	<i>N/A</i>	<i>Engineer, Tsh 100 million</i>					

Sample 2: YY Butcher group

Plan			Actual				9)
1) This year annual goal (Government Fiscal year from July to June)	Planned resources		4)			7)	8)
	2) Internal (Shouldered by the community themselves)	3) External (Supports from LGA, NGOs, Agencies and other institutions)		5)	6)		
<i>Complete construction</i>	<i>Bricks, Labour, financial contribution (Tsh. 5000/H.H)</i>	<i>Paint</i>					

iii. Collecting Information

Information collection can be done in several ways such as;

- Site visits
- Interviews/discussions with the implementer
- Implementation records
- Minutes of Village Assembly/Mtaa Meeting

- Testimonies of beneficiaries (for Evaluation)

The information to be collected should be corresponding to “Monitoring/Evaluation Report on CI” as well as the aspects set in the previous step (i.e. “Setting Purpose and Aspects for M&E”) for evaluation purpose.

iv. Analysing Information

M&E Team and VEO/MEO have to come up with a clear analysis which enables community to know the factors of success and failure as well as countermeasures through the following discussions.

- a. Discuss achievements of this term (Column 4)
What are the achievements that have been made compared with “this year’s goal” (Column 1) in Monitoring/Evaluation Report on CI?
- b. Discuss internal and external resources utilised resources (Column 5 and 6)
What kind and amount of resources were utilised? From what sources the utilised resources were obtained?
- c. Discuss the progress to conclude “Results of monitoring/evaluation” (Column 7)
Have we achieved the goal written in “This year’s goal (Column 1)”? (Success or failure)
- d. Discuss “Promoting/hindering factors” (Column 8)
 - What were the factors/reasons of success or failure?
 - Were internal/external resources sufficient?
 - Who were the main contributors of the success/progress?
 - Did the community committee contribute to fulfilments of the goal as expected?
 - What are the challenges that we faced and still facing by now, what are hindering us to move forward to achieve our goals?
 - What are the reasons behind those challenges?
- e. Discuss “Way forward” if the level of achievement has not met as planned (Column 9)
 - What is it successful? What could we have done more/better?
 - What countermeasures will we take?

M&E Team writes the summary of discussions mentioned above on

Monitoring/Evaluation Report on CI as the following samples show.

Sample 1 for Monitoring: XX Irrigation Making Group

Plan			Actual					9)
1)			4)			7)	8)	
	2)	3)		5)	6)			
Prepare land for irrigation	N/A	Engineer, Tsh. 100 million	Land for irrigation was prepared	N/A	Engineer, Tsh. 100 million	Completed	Support of VC was effective to obtain the loans and external resources were properly mobilised	Achieved

Sample 2 for Monitoring: YY Butcher group

Plan			Actual					9)
1)			4)			7)	8)	
	2)	3)		5)	6)			
Complete construction	Bricks, Labour, financial contribution (Tsh. 5000/H.H)	paint	Not achieved	Labour, financial contribution (Tsh. 5000/H.H)	Paint	Not achieved as planned	Brick could not be collected due to lack of sand	Try to get bricks from neighbouring villages

Sample for Evaluation: ZZ School Association

Plan			Actual					9)
1)			4)			7)	8)	
	2)	3)		5)	6)			
Complete all construction	labour, finance from village council	Technical advice	All construction works have been completed on August 20, 20XX.	Labour, finance from VC	Technical advice	Successfully completed	All resources have been mobilised properly and people worked hard to complete works	N/A

NOTE: Column 4) is "Achievement of this year", Column 5) is "Internal utilised resources", Column 6) is "External utilised resources", Column 7) is "Result of Monitoring/Evaluation", Column 8) is "Promoting/hindering factors" and Column 9) is "Way forward".

VEO/MEO should moderate the discussion among the members on each of the

set aspects with the collected information. The important point for this step is to ensure that the discussions are always based on “Cause and Effects” relation (e.g. lack of budget because little contributions from people).

v. Sharing Results to VC/MC, Village/Mtaa Assembly, WDC and HLG

After the analysis, M&E Team needs to prepare reports of findings and the reports should be shared and discussed at different levels for accountability, transparency and further improvement of their development activities.

- Village/*Mtaa* Level

M&E Team presents the results of M&E to VC/MC for further discussions. M&E Team and VEO/MEO have to provide clarifications about the results as much as possible for better understandings of people. After that, the reports are shared in Village Assembly/*Mtaa* Meeting. The reports will be incorporated into the minutes of Village Assembly/*Mtaa* Meeting and it will be submitted to HLG by VEO/MEO through ward office at least once a year.

- Ward Level

Village/*Mtaa* Chairperson and VEO/MEO present the reports to WEO so that the reports are shared in WDC. During WDC, WEO needs to provide clarifications on the results as much as possible. The reports are incorporated into the minutes of WDC and it is submitted to HLG by WEO.

- HLG Level

The reports are shared with HLG through the minutes of Village Assembly/*Mtaa* Meeting and WDC as explained above. In addition, WEOs themselves have to share those reports with CTF. The importance of sharing with CTF is to realise the supportive supervision from HLG.

vi. Taking Action based on the Results

Through sharing the reports, M&E Team may receive a lot of comments and advices from different levels. The team is expected to re-develop countermeasures by reflecting those comments and advices into the results of M&E. Then, the implementer (committees, groups) and the community start taking actions for better implementation of their CIs based on the results of M&E.

Table 4-1: Monitoring/Evaluation Report on CI

Monitoring/Evaluation Report on CI

Name of Implementor of CI:

Name of Village/*Mtaa*:

Date of filling:

Plan			Actual				9) Way forward	
1) This year's goal (Government Fiscal year from July to June)	Planned resources		4) Achievement of this term	Utilised resources		7) Result of monitoring/Evaluation		8) Promoting/hindering factors
	2) Internal (Shouldered by the community themselves)	3) External (Supports from LGA, NGOs, Agencies and other institutions)		5) Internal (Shouldered by the community themselves)	6) External (Supports from LGA, NGOs, Agencies and other institutions)			

Name of Village/*Mtaa* Chairperson _____ Name of VEO/MEO _____

Signature _____

Signature _____

4.3.2 Monitoring and Evaluation Process at HLG

The major focuses of M&E in Improved O&OD are CIs and LGA supports to them. All HLG staff make use of available occasions within LGA to realise M&E. M&E is implementable all the time for LGAs because it can be conducted without any additional events. It is the most important activity for HLG to encourage CIs since M&E enables LGA to grasp the progress of CIs and assess the effectiveness of LGA support to CIs. M&E activities can be also utilised as an opportunity to provide Moral support by visiting the sights, recognise and appreciate people's efforts for CIs there. The procedure of M&E as follows;

i. Monitoring and Evaluation on CIs

- After receiving Monitoring/Evaluation Report on CI from each ward, CTF, especially DPLO coordinates with other departments to analyse the progress of CIs
- All HLG staff verify the information of Monitoring/Evaluation Report on CIs by utilising available occasions of monitoring such as project monitoring and regular monitoring. This process has to be conducted at least once every quarter.
- CI Database is another information source for M&E, especially for the sake of tracing previous activities of CIs and transition of Village/*Mtaa*. At the same time, the new information obtained through M&E should be reflected into CI Database for updating it.
- CMT reflects the contents of reports and results of the verification, reconsiders necessary supports such as moral, technical and financial supports and revises plans for further LGA support to CIs.
- Council Director (CD) shares the reports to Council Committee and Full Council for discussions and approval for further LGA support to CIs.
- CD reports to Regional Secretariat who subsequently reports to PO-RALG and respective sectoral ministries

ii. Feedback and immediate measures

- LGA staff gives technical advices to rectify unsound progress of CIs on the spot of M&E
- All LGA staff consider the results of M&E whenever they communicate with communities, so that LGA staff can provide supports and advices in a more suitable way for the reality of communities.
- Based on the observations obtained through M&E, all sector departments

consider immediate and possible measures in short and long run to improve the situations and smoothen process of CIs. Immediate measures can be technical advices for specific issues, sharing the information about outside organisations, intermediating groups having conflicts and so on.

Appendix 2. Form of “Village/*Mtaa* Felt-Needs and Capability”

1) Name of Existing CIs	2) Felt-needs	3) What Village/ <i>Mtaa</i> people have done

Name of Village/
Mtaa Chairperson _____ Signature _____

Name of VEO/MEO _____ Signature _____

Appendix 3. Form of “Community Development Plan”

Village/Mtaa name:

Ward name:

Date: / /

1) Name and location of CI	2) Eventual goal	3) Last year's annual goal	4) Last year achievement/Progress/Kind and amount of resources collected and utilised by the community	5) Promoting/hindering factors (external & internal)	6) This year annual goal (Government Fiscal year from July to June)	7) Required resource		Priority	
						Internal (Shouldered by the community themselves)	External (Supports from LGA, NGOs, Agencies and other institutions)	8) Priorities for community own actions	9) Community priority (supports from LGA)

Name of Village/Mtaa Chairperson _____ Name of VEO/MEO _____

Signature _____

Signature _____

Appendix 5. Form of “Monitoring/Evaluation Report on CI”

Monitoring/Evaluation Report on CI

Name of Implementor of CI:

Name of Village/Mtaa:

Date of filling:

Plan			Actual				9) Way forward	
1)This year's goal (Government Fiscal year from July to June)	Planned resources		4) Achievement of this term	Utilised resources		7) Result of Monitoring/Evaluation		8) Promoting/hindering factors
	2)Internal (Shouldered by the community themselves)	3)External (Supports from LGA, NGOs, Agencies and other institutions)		5)Internal (Shouldered by the community themselves)	6)External (Supports from LGA, NGOs, Agencies and other institutions)			

Name of Village/Mtaa Chairperson _____ **Name of VEO/MEO** _____

Signature _____

Signature _____

Appendix 6. Form of “CI Database”

Village/Mtaa Name:				
Result of Analysis				
Fiscal Year	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Diversity				
Contribution of Community				
Continuity				

Sector:				
Name of CI and Location:				
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Achievements of the year				
Contribution of community				
Ongoing/Completed				
Remaining Tasks				

Sector:				
Name of CI and Location:				
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Achievements of the year				
Contribution of community				
Ongoing/Completed				
Remaining Tasks				

Sector:				
Name of CI and Location:				
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Achievements of the year				
Contribution of community				
Ongoing/Completed				
Remaining Tasks				

NOTE: Years should be continuously added even after FY 2021/22