



The United Republic of Tanzania

President's Office

Regional Administration and Local Government

**Community Facilitation Manual for
Improved Opportunities and
Obstacles to Development (O&OD)**

October, 2019

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Acronyms and Abbreviations

CBOs	Community-based Organisations
CDP	Community Development Process
CI	Community Initiatives
CPP	Community Planning Process
CSOs	Civil Society Organisations
CTF	Council Task Force
DPs	Development Partners
EOs	Extension Officers
FBOs	Faith-based Organisations
HLG	Higher Local Government
LCF	Local Community Facilitator
LGAs	Local Government Authorities
LGTI	Local Government Training Institute
LLG	Lower Local Government
M&E	Monitoring and Evaluation
MC	<i>Mtaa</i> Committee
MEO	<i>Mtaa</i> Executive Officer
NGOs	Non-governmental Organisations
O&OD	Opportunities and Obstacles to Development
OJT	On-the-Job Training
PO-RALG	President's Office - Regional Administration and Local Government
SP	Social Preparation
SWF	Senior Ward Facilitator
VC	Village Council
VEO	Village Executive Officer
WDC	Ward Development Committee
WEO	Ward Executive Officer
WF	Ward Facilitator

CHAPTER ONE

INTRODUCTION

This manual aims at guiding WFs, Extension Officers (EOs), Local Community Facilitators (LCFs; the details explanation of LCF is in Chapter Six) to facilitate communities on Community Development Process (CDP; the explanation of CDP is in 2.2.3)

1.1 Usage of the Manual

This manual enables facilitators to facilitate the whole CDP for empowering communities based on the procedures described in “Planning and Implementation Manual for Improved O&OD”. Thus, this manual is designed to give steps and concrete activities for facilitators to follow at any time during the CDP for their effective facilitation. Facilitators are expected to always carry and refer to this manual in each step of Community Facilitation. It is also expected that Council Task Force (CTF) and Ward Executive Officer (WEO) refer to the manual when supporting and supervising WFs.

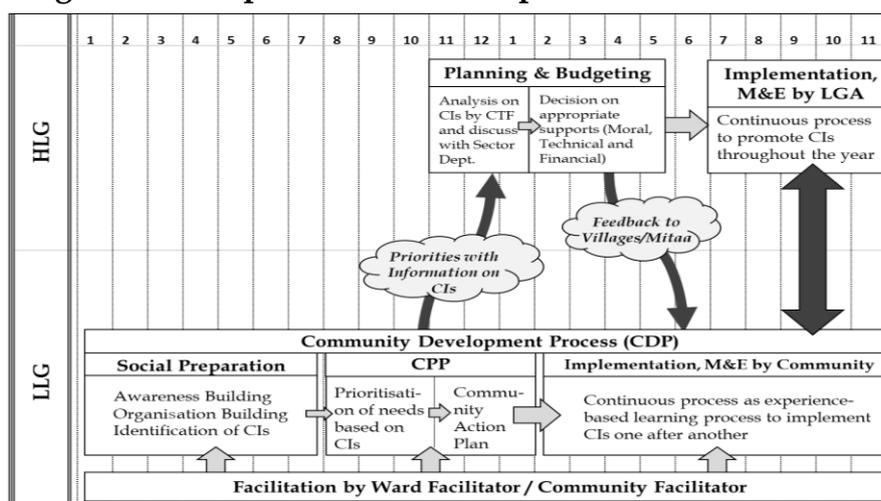
1.2 Target User

The main users of this manual are WFs and EOs who closely work with communities; however, it should be noted that the methodology of community facilitation has to be understood by diverse stakeholders such as Public Servants, Councillors, and Civil Society Organisations (CSOs) to boost empowerment of communities nationwide. Furthermore, this manual is expected to be utilised by people themselves, particularly by LCFs for realising their better development. Moreover, all contents of this manual are supposed to be well understood by CTF and WEO since Ward Facilitators (WFs) need support from WEO and CTF to fully realise the activities mentioned in this manual.

1.3 Structure of the Manual

As stated above, this manual is to facilitate the whole CDP of which procedures are described in “Planning and Implementation Manual for Improved O&OD”. It addresses the part of “Facilitation by Ward Facilitator/Local Community Facilitator” as indicated in the diagram 1-1

Diagram 1-1: Steps and Relationship between HLG and LLG



NOTE: In the diagram, Ward Office takes responsibilities for coordination with Higher Local Government (HLG) and provision of supportive supervision to Village/*Mtaa* for all steps. CTF has to support WFs for the entire process of facilitation.

With the intention of explaining the entire process and activities of facilitation in CDP, this manual is composed of seven (7) chapters. Chapter one Introduction, Chapter two Community Facilitation, Chapter three Social Preparation (SP), Chapter four Community Planning Process (CPP), Chapter five Implementation, Monitoring and Evaluation (M&E). Chapter six explains the procedure of establishing LCFs in a Village/*Mtaa* for sustainable Community Empowerment. Finally, Chapter seven explains a supporting mechanism for WFs’ activities, especially crucial for WEOs and CTF to be familiarised to ensure sufficient efforts and performance of WFs toward Community Empowerment.

It should be highlighted that the steps and activities described in Chapter 3 to 5 are a basic annual routine process of CDP while the procedure explained in chapter Six is to be put into practice along with the cycles of CDP with a view to identify and nurture future Local Community Facilitators.

CHAPTER TWO

COMMUNITY FACILITATION

The chapter gives the idea of “Community Facilitation” as the main theme of this manual and a core idea of Improved Opportunities and Obstacles to Development (O&OD). In addition, the chapter shows a desired picture of a Village/*Mtaa* as a target of community facilitation and explains roles of Ward Facilitator (WF).

Community Facilitation in O&OD is a process to promote experience-based learning among people for their empowerment by very closely accompanying people throughout Community Development Process (CDP) and stimulate people towards “action and reflection”.

There are some important key ideas in O&OD to fully understand the importance of Community Facilitation. Those are Community Initiatives (CIs), Community Empowerment and Community Development Process (CDP).

2.1 Community Initiatives

CIs are collective actions or projects that people proactively plan, implement, monitor and reflect to overcome challenges identified by themselves. People take actions because they seriously feel the necessity and urgency. Therefore, CIs are so strong community priorities that people decide to start taking actions by themselves without waiting for somebody to do something for them.

In order to enable people to improve their own life through CIs, communities should be empowered.

2.2 Community Empowerment

Community Empowerment in O&OD is a process of strengthening organisational capability of communities in development. This process enables them to solve their challenges and improve their life through the realisation of

CIs. It is a spiral development process realised through experience-based learning (action and reflection) from each CI by people themselves.

Community empowerment is the most critical idea in O&OD as a factor for promotion of CIs, the sustainability of project outcomes, and even the fundamental condition for the collaborative relationship between the government and communities. Collective efforts of people surely enable them to overcome more problems than those of segmented individual efforts. Thus, people’s organisational capability is the main focus of community empowerment.

In the context of community empowerment, experience-based learning process (action and reflection) can be interpreted in the way that people as the main actor can improve their organisational capability in development by experiencing many CIs. In addition, as people’s organisational capability becomes stronger through experience-based learning process, the quality and size of their CIs will also be improved.

However, community empowerment cannot be achieved with a single process of action and reflection for a CI. It rather requires repetition of the same process since capability building needs accumulation of experience. Therefore, the reproduction of CIs is vital for community empowerment.

The diagram 2-1 represents the idea of community empowerment as a spiral development process in relation to “CIs” experience-based learning process (action and reflection).

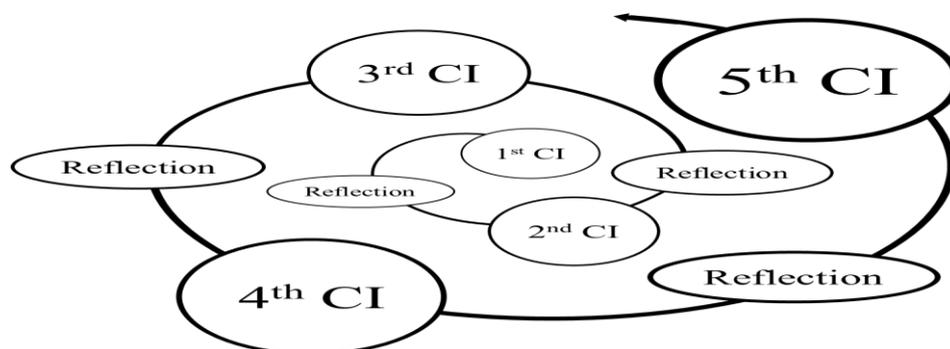


Diagram 2-1: Spiral Development Process of community empowerment in relation with CIs and experience-based learning (Action and Reflection)

2.3 Strengthening Organisation and Regulation

In O&OD, it is crucial to establish/strengthen organisations such as Village/*Mtaa* Committees and community groups within Village/*Mtaa*, so that CIs are implemented in a sustainable manner by those organisations. WFs are supposed to build capacity of leaders of those organisations including Village/*Mtaa* leaders and promote development of their rules and regulations for each activity/project. Leaders' capacity will be strengthened while they continuously participate, supervise and monitor CI implementation.

2.4 Community Development Process

Community Development Process (CDP) is an annual routine process for communities to organise themselves, realise CIs and community empowerment. In CDP, there are four (4) steps, namely Social Preparation (SP), Community Planning Process (CPP), Implementation as well as Monitoring and Evaluation (M&E). As a significant process for community empowerment people are supposed to proactively participate in and fully behave as the main actor throughout the entire process of CDP for to realise CIs. This experience certainly consolidates people's capability in development as a community.

Community facilitation is vital to realising CDP in more efficient and effective way. With the ideas mentioned above, the importance of community facilitation is understood as a methodology to facilitate communities to realise CIs through effective CDP and eventually leads to community empowerment.

For this sake, Local Government Authorities (LGAs) should deploy Ward Facilitator (WF) who can carry out community facilitation.

2.5 Desired Eventual Picture of Community

Community Facilitation is to empower community. This section draws a situation of an empowered community as a target of Community Facilitation by WFs.

The state of an empowered community in O&OD is as follows;

- People make efforts to overcoming their challenges by themselves whenever they can instead of waiting the government action.
- Village/*mitaa* function as an administrative unit so that people will take actions as the main actor to improve their own life

In order to achieve the above-mentioned situation, there are two (2) crucial factors to be developed;

i. Local Community Facilitators (LCFs)

LCFs are facilitators from people within the community who can play roles of facilitator in collaboration with WFs. It is expected that the community can independently sustain their development with their own CIs if LCFs are continuously facilitating and encouraging people inside the community even in the absence of WFs. Creating capable LCFs in a community is an important milestone of WF's work in the sense of empowering community. Hence, WFs should capacitate LCFs by involving into WF's activities.

ii. Good administration within Village/*Mtaa*

Good administration in Village/*Mtaa* means that Village/*Mtaa* functions as a democratic decision-making and administration body with transparency and accountability so as to collectively pursue better development and welfare for all people in the community. In this situation, Village/*Mtaa* Chairperson, Village Council (VC)/*Mtaa* Committee (MC) Members and Village Executive Officer (VEO)/*Mtaa* Executive Officer (MEO) need to be well capacitated in order to fully accomplish their roles and promote/coordinate all development activities in the community. Therefore, WFs should capacitate those actors as well by fully involving them into the process of Community Facilitation.

2.6 Roles of Ward Facilitator

WFs are extension officers at ward level who are trained to accompany people during Community Development Process (CDP) and collaborate with Village/*Mtaa* leaders, *Kitongoji* leaders and other sectors in promoting people's self-help efforts. WFs are expected to;

- i. Promote people to identify their own challenges and plan to overcome

them

- ii. Collaborate with Village/*Mtaa* leaders and people to monitor and evaluate people's development activities from Village/*Mtaa* level to *Kitongoji* level
- iii. Support people to realise Community Empowerment through experienced-based learning
- iv. Provide technical support in the area of his/her specialisation and communicate with WEO and CTF to deal with challenges beyond people's capability
- v. Identify, train and nurture Local Community Facilitator (LCFs) in the Village/*Mtaa* for sustainable development
- vi. Link people with different partners to enhance people's self-help efforts
- vii. Share experience of facilitation at different forums such as Ward Development Committee (WDC) for promoting people's self-help efforts and consolidating understanding of Community Facilitation.

As an important remark for WFs, they need to support several cycles of CDP for accumulating successful experience among people, which takes some years. Therefore, WFs should work as a team with at least three (3) members in order to share and deal with different sector issues.

In order to be a good facilitator, WFs should have appropriate "Knowledge", "Skills" and "Attitude" required for facilitating people toward empowerment.

The required knowledge is obtained from this manual, while skills can be improved by practicing the activities explained in the following chapters. The most important aspect for community facilitation is attitude of facilitator(s).

It is because people are the main actor in community facilitation and facilitators are a close supporter for the main actor. WF should be a reliable partner who always thinks together with people and discusses with the same perspectives. The followings are examples of the required attitude of WF.

- Being "Good Listener", not "Good Speaker" (allowing people to speak out rather than dominating discussions)
- Having a sense of respect on people's experience, capability and history
- Trying to exchange opinions with people to bring better solutions rather than thinking and deciding alone

- Maintaining “Calm Heart” and “Cool Mind” (positive acceptance of people’s opinions while carefully analysing them)
- Encouraging people to do rather than making them do

2.7 Ward Facilitator Training

The primary role of facilitator is to build capability of people by facilitating experienced-based learning process among people. The capability of WFs should be recognised as a significant determinant in empowering communities. In this sense, WFs should be highly knowledgeable and skilled in community facilitation. Therefore, firstly, WFs should be perfectly familiar with all contents of this manual. It is also important for WFs to be trained more to be professionals in community facilitation. For this sake, Local Government Training Institute (LGTI) provides a training course specifically designed for WFs, named “WF Training”. Moreover, there are some highly-capable WFs named Senior Ward Facilitators (SWFs), who are experts on community facilitation, registered by PO-RALG and perform as a mentor for new WFs.

WF training is comprised of a series of class and field sessions to cover community facilitation for the whole Community Development Process, particularly, with a strong focus on Social Preparation (SP) and Community Planning Process (CPP).

Table 2-1: Outline of WF Training

Trainee	At least 3 prospective WFs from each ward	
Purpose	To enable extension officers to facilitate people for community empowerment	
Approach	A series of class and field sessions	
Contents	Basic	Basic ideas and knowledge on Improved O&OD
	Technical	<ul style="list-style-type: none"> - Frameworks for understanding communities - Community Facilitation - Field exercise on “Social Preparation” and “Community Planning Process (CPP)” - Monitoring and Evaluation on CDP

CHAPTER THREE

SOCIAL PREPARATION

Social Preparation (SP) is a process to raise community's critical awareness on its actual situation as well as self-recognition on its potential for development, and to organise the community itself for collective actions so as to fulfil common needs among people. It is an indispensable step that should be vigorously undertaken by people themselves prior to any project planning and implementation to lay the foundation for successful implementation of development activities. SP becomes the base for accomplishing community development activities as well as effective community planning process. During SP, people in collaboration with WFs are supposed to identify their needs and potentiality in development by recognising their own history of collective actions or CIs. Village/*Mtaa* leaders and councillors should be trained in this step so as to be a champion of awareness creation among people. In addition, WFs should also identify some potential leaders and facilitators from people who can lead to development in the community in the near future.

SP for WFs is a process to build a rapport between WFs and people, and to be familiarised with the community in terms of social, political, economic, cultural and environmental characteristics of the community. More importantly, it is an indispensable process for WFs to come up with a suitable facilitation strategy according to the capability of the community in development by recognising historically-accumulated experience of people in collective actions and the existing collaboration mechanisms as well as CIs in the community.

In order to fulfil the above-mentioned tasks, WFs have to spend a certain period of time (e.g. at least six (6) months before Community Planning Process).

There are six (6) steps of facilitating SP as described in the table 3-1. Those are 1) Integration, 2) Potential Leader and Local Community Facilitator (LCF) Identification, 3) Community Leader Training, 4) Community Initiative (CI) Identification, 5) Core Group Formation and 6) Set-up of People's Organisation and Regulations.

Table 3-1: Steps in Social Preparation

Step	Objective	Major Activity
1) Integration	<ul style="list-style-type: none"> • To build rapport with people • To be familiarised with the community in terms of social, political, economic, cultural and environmental characteristics and internally-available resources • To grasp people's life conditions • To raise people's awareness on self-help efforts for development 	<ul style="list-style-type: none"> • Discuss with people and participate in people's daily activities
2) Identification of Candidates for Local Community Facilitator	<ul style="list-style-type: none"> • To identify candidates for future LCFs • To sensitise those potentials more intensively 	<ul style="list-style-type: none"> • Identify candidates of LCFs
3) Community Leader Training	<ul style="list-style-type: none"> • To build the awareness of community leaders (e.g. Village/<i>Mtaa</i> Chairperson, VC/MC members and group leaders) on the importance of CIs and their roles and responsibilities for development and governance 	<ul style="list-style-type: none"> • Conduct Community Leader Training
4) CI Identification	<ul style="list-style-type: none"> • To assess potentiality of the community with its experience, capability and internally-available resources • To identify people's felt-problems and needs 	<ul style="list-style-type: none"> • Facilitate the community referring to "Planning and Implementation Manual for Improved O&OD"
5) Core Group Formation	<ul style="list-style-type: none"> • To create a core group for CIs in the community as a model 	<ul style="list-style-type: none"> • Form a group and action plan
6) Set-up of People's Organisation and Regulations	<ul style="list-style-type: none"> • To organise people organisations for realisation of more CIs 	<ul style="list-style-type: none"> • Support people to self-organise

3.1 Integration

Integration is the first step of SP. WFs have a series of talks/discussions with different people both in a formal and informal way by participating in people's daily activities and Village/*Mtaa* activities. WFs should be familiar with social, political, economic, cultural and environmental situations of the community as well as internally-available resources through this exercise.

3.1.1 Objectives

This step has the following objectives;

- To build a rapport with people
- To grasp people's life conditions in terms of social, political, economic, cultural and environmental characteristics and internally-available resources
- To raise people's awareness on self-help efforts for development

3.1.2 Activity

In order to achieve the above-mentioned objectives, WFs should conduct the following activities;

- i. Collect available information about the community from Ward Office or District Council Office (e.g. population, number of households, geographical conditions)
- ii. Introduce his/herself for the purpose of facilitation and explain the importance of self-help efforts to Village Council (VC)/*Mtaa* Committee (MC)
- iii. Participate in social, cultural and economic activities in the community
- iv. Organise informal talks/discussions on life situation with different people in small groups
- v. Visit formal groups such as Non-governmental Organisations (NGOs), Community-based Organisations (CBOs), Faith-based Organisations (FBOs) in the community and learn about them (e.g. their activities, achievements, challenges)
- vi. In collaboration with Village/*Mtaa* leaders, fill the form (Table 3-2: Form of General Analysis of Community) with the collected information

- through the activities above
- vii. Share the progress and challenges of “Integration” process with Ward Executive Office (WEO) and VEO/MEO
 - viii. Share the progresses and challenges occurred in the field to Council Task Force (CTF) and other experienced WFs

Table 3-2: Form of General Analysis of Community

Name of Ward	XXXXY	Date	XX/ XX/ XX
Name of Village/Mtaa¹	YYYYY Village/Mtaa/Kitongoji		
Registration year	XX		
Population	Male: XX Female: XX		
Number of households	300 Households		
History of community	The territory of the village was jungle and before XX and cultivated by the government. Most of current residents moved from different villages		
Geographic conditions	Surrounded by flat and fertile arming land and there is a big river. Enough Rainfall for farming. The temperature is 0 (winter) to XX (summer) degree		
Culture	All Christian and “XXXX” tribe. Different local culture existing since residents migrated from different areas		
Economic activities	Most of households are farmers (Wheat, Soya, Cotton, Sunflower)		
Economic conditions (distance to the nearest market)	The nearest market (capital part of XXX district) where people can buy daily necessities and agricultural stuffs is XX Km from the village.		
Relationship with LGA or stakeholders (types of support delivered)	Some local groups received small loans from LGA. But it is not enough and there are complicated conditions to receive (People’s opinion)		
Internally-available resources	Type	Resources and Form of Possession (Who owns?)	
	Physical, Natural resource	Fertile lands (Individuals), Big river (Nation-owned), Communal Forest (Village)	
	Human resource	Labour power (Individuals: majority is elderlies)	
	Financial resource	Pool fund for forest management (forest management committee)	

NOTE: ¹ Table 3-2 can be utilised for Kitongoji, Village/Mtaa as well for the purpose of profiling different information.

Notably, WF should frequently visit the community as much as possible since the activities mentioned above should be repeated through frequent visits. In addition, throughout all activities WFs should try to extract people's honest opinions by being a good listener and encourage them to start thinking of self-help efforts.

After conducting several cycles of the above-mentioned activities, WFs should confirm the achievement level of rapport building by analysing people's interest toward WFs so as to start the next step (i.e. Potential Leader and LCF Identification). There are also some important remarks in the step which WFs have to take care of.

3.1.3 Important Remarks

i. Over-expectation of people toward fund provision from WFs

In some cases, people tend to expect resource provision from the outsiders, particularly when outsiders suddenly come to the community and start discussing development issues. These cases often apply to WFs. Thus, WFs should carefully and vigorously explain the purpose of visit to people to avoid such unnecessary expectation from people to WFs

ii. Political issues

WFs need to show his/her neutral position over political issues. It is often observed that people have some conflicts due to different political interests among themselves. In such case, WFs have to maintain his/her political neutrality and interact with all people by insisting on the importance of collaborating each other for "development".

3.2 Identification of Candidates for Local Community Facilitator

For realising CIs, the critical actors are "Leaders" and "Facilitators". WFs aims that communities have their own "indigenous facilitator named Local Community Facilitator (LCF)".

LCFs are people who encourage and facilitate others toward development with WF's support. Therefore, LCFs are not only active people with positive mind

toward development, but also skilled people on community facilitation. LCFs can be from formal leaders and also ordinary people.

This step is for WFs to identify potential people for the critical actor above.

The importance of identifying candidates for LCFs is to start a first concrete action by people themselves. This first action, if finally succeeded, will be a strong inspiring factor to make others believe that they can do something for their better life. Thus, starting some CIs with potential people, however small, is highly important. It is also considered that WFs practically cannot facilitate all people in a Village/*Mtaa*. Consequently, WFs need to strategically select some people whom WFs work with and can easily bring a positive impact.

3.2.1 Objectives

- To identify potential candidates for future LCFs
- To sensitise those potential candidates more intensively

3.2.2 Activity

The following activities need to be carried out by WFs to accomplish the objectives above,

- i. Identify potential people with the criteria below as well as by listening from their positive comments and active participation toward development (at least three (3) people in each *Kitongoji* and/or *Mtaa* as recommended number)

Table 3-3: Criteria for Identification of Candidates of LCF

Criteria	<ul style="list-style-type: none"> - Having a volunteer spirit and teamwork - Active participation in development activities - Accepted by people in his/her <i>Kitongoji</i>, <i>Village/Mtaa</i> - Permanent resident of respective <i>Kitongoji</i>, <i>Village/Mtaa</i>
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- ii. Check the comments from the community (ordinary people and *Kitongoji*, *Village/Mtaa* Chairperson) about their capability and acceptance in the community
- iii. Conduct in-depth discussions with identified potential people on

- problems and needs and their root-causes for creation of critical analysis
- iv. Share the process and progress with WEO and VEO/MEO
- v. Shares the progress and challenges with CTF and other experienced WFs

Activity i. can be done through “Integration” process where WFs interact with different people and it helps WFs recognise active people.

3.2.3 Important Remarks

i. Recognition from people and formal leaders on identified potential LCFs

WFs should strengthen the recognition from community members, including formal leaders on the identified potential people, because the efforts of potential people should be well-observed and supported by community itself. Eventually, the impact of their efforts towards development will be accepted and positively influencing others. For this sake, WFs should introduce the identified potential leaders to Village/*Mtaa*.

ii. Nurturing potential LCF with facilitation skills

One of targets of WF’s facilitation is to establish LCFs in the community. Potential people are the most important candidates for it since they are serious about development. Therefore, while WFs facilitate them for realisation of CIs, WFs also have to try to transfer knowledge and skills of Community Facilitation little by little to them by involving them into important activities such as CI Identification, Community Planning Process (refer to “Planning and Implementation Manual for Improved O&OD”) as well as WF’s day-to-day facilitation activities.

3.3 Community Leader Training

Another target of WF’s facilitation is to establish a good administration within Village/*Mtaa* which allows people to be enabled to realise CIs through coordination by Village/*Mtaa*. In order to establish such environment, community leaders such as Village/*Mtaa* Chairperson, VC/MC members, group leaders have to be capacitated well as the critical actors for realising CIs.

3.3.1 Objective

To build the awareness of community leaders (e.g. Village/*Mtaa* Chairperson, VC/MC members and group leaders) on the importance of CIs and their roles and responsibilities for development and governance.

3.3.2 Preparation for training

Community Leader training can be conducted at any time during SP, but after the step of “Integration” and before the step of “CI Identification” since WFs should be well-known and accepted by community leaders to realise effective training for them.

Before conducting this training, WFs also have to grasp the current situation of VC/MC in terms of development and governance (e.g. frequency of VC/MC meetings and Village/*Mtaa* Assembly, people’s participation in those meetings, quality of coordination for group activities) in order to realise effective capacity building of leaders through the training. For this sake, WFs need to realise an analysis on the current real situation of VC/MC by utilising the table below (Table 3-4: Capacity of VC/MC in Development and Governance).

Table 3-4: Capacity of Village Council/Mtaa Committee in Development and Governance

Name of Ward	XXXXX	Date	XX/XX/XXXX
Name of Village/Mtaa	YYYY Village		
Village Council/Mtaa Committee Meeting	Frequency in the previous year	Attendance Rate in the previous year	
	<i>Once a month except XX</i>	<i>Almost XX% VC members attended on average</i>	
Kitongoji Meeting	Frequency in the previous year	Attendance Rate in the previous year	
	<i>Once a month</i>	<i>XX% of population attended on average</i>	
Village/Mtaa Assembly	Frequency in the previous year	Attendance Rate in the previous year	
	<i>Five times (XX, XX, XX, XX, XX)</i>	<i>XX% of population attended on average</i>	
Income and expenditure management	<i>Every quarter, Village council prepare a report, presented it in Village Assembly and display it on village notice board</i>		
Coordination on group activities	<i>Committee of Social Service had a meeting with each group quarterly and discuss progress and challenges. VC solicited some loans for a women's group (XX)</i>		
Interactions with LGA, NGOs	<i>Village Council coordinated with a local NGO for training a famer's group on paddy farming (XX)</i>		
Experience in solving conflicts	<i>Against the conflict among people in XXX Kitongoji about the use of communal well, VC organised a meeting in the Kitongoji and made a resolution with people's agreement and presented it in village assembly (XX)</i>		
Other traditional decision-making mechanisms	<i>There is a traditional clan managing communal forest. The use of that forest is controlled by the members of that clan.</i>		

Observations by WFs

Village Council of YYYY village seems to be functioning well in terms of governance. However, there are few efforts from VC for development (implementing CIs, supporting groups)

3.3.3 Procedure for Community Leader Training

This training should be conducted in collaboration with other LGA officers such as CTF, WEO and VEO/MEO. The documents to be used for this training are “Democratic Governance in the community (*Utawala Wa Kidemokrasia Katika Jamii*)”, “Guidelines for Improved O&OD” and “Planning and Implementation Manual for Improved O&OD”.

Table 3-5: Outline of Community Leader Training

Target people	Village/ <i>Mtaa</i> Chairperson, Village Council/ <i>Mtaa</i> Committee members, Group leaders (Potential leaders if already identified)
Trainer	WFs, CTF, WEO, VEO/MEO (SWFs if possible)
Duration	One (1) day
Basic Contents	<ol style="list-style-type: none"> 1. General Roles and Responsibility of Community Leaders (approx. 1 hrs.) 2. Basic Understanding on Improved O&OD (approx. 2 hrs.) 3. Roles and Responsibility of Community Leaders in O&OD (approx. 1 hrs.) <p><u>NOTE:</u></p> <ul style="list-style-type: none"> • Content 1. is explained with “Democratic Governance in The Community (<i>Utawala Wa Kidemokrasia Katika Jamii</i>)” • Content 2 and 3. are explained with “Guidelines for Improved O&OD” and “Planning and Implementation Manual for Improved O&OD” • Training should be interactive (combination of group discussions and lectures)

3.3.4 Important Remarks

i. Assessment on the impact to community leaders

After the training WFs need to carefully observe training participants’ behavioural changes. If no change is observed, WFs should come up with an alternative way for enhancing their further awareness.

ii. Continuous involvement and communication with community leaders for their capacity building

In relation with the remark above, WFs should be aware that continuous communication with community leaders and their involvement into WF's activities are a very important and effective means to capacitate them as a leader for development. Therefore, WFs have to closely collaborate with community leaders throughout CDP. In addition, WFs may seek the opportunities of "exchange visit" (visiting other Villages/*Mitaa* for exchanging experience and knowledge) which is another effective means for their capacity building.

3.4 Community Initiative Identification

When facilitators start facilitating a community for participatory development, the most essential facts to be grasped before anything are;

- i. People' problems and needs
- ii. People's experience and capability in realising Community Initiatives
- iii. Willingness and strategies of community to tackle their felt-problems and achieve their felt-needs

Community Initiative (CI) Identification is a process for the above. This step is the most important step of SP and vital to participatory community development if people are expected to become really serious and eager for own the development process for overcoming their common challenges through collaboration and attaining what they need. It is a process for both people and WFs to deeply recognise the real potentiality and limitations of the community in development and be convinced that they must and can do.

3.4.1 Importance of Community Initiative Identification

It should be noted that there are issues that a community will not be able to pursue with their present capability and experience, even if these are their strongest "felt-needs". If they start implementing "what they want", and afterwards find that they themselves cannot carry out what they aimed at, they get discouraged. As a result, that community may never come back to participatory development again (participation fatigue). Moreover, there are

cases where the resources brought in by a project damage the community bonds instead of empowering them (See the <Box 1> for example).

<Box 1>

Water is an indispensable resource for people's life as well as agriculture and livestock keeping activities. That is why many communities raise water as their priority needs. However, because of its vital importance, it also can be a dangerous resource to communities. People may start fighting over it if they don't know how to manage this common resource in a fair way to everyone. A few influential people might dominate. People in upstream may use it up and downstream people may suffer, which leads to a serious conflict within the community.

Thus, it is very important for WFs to know the capability and past experience of the target community in terms of collective action, collaboration and management of common resources before deciding to implement any project, to see if they can manage it. If WFs consider the community does not have enough experience of managing a common asset and thus does not have enough capacity to fairly manage it, then WF should ask the community not to jump to such a project immediately. WFs should advise the community to start easier one.

The community will acquire experience of collaboration and common asset management through those simpler projects and accumulate capabilities. WF may give the community "green light" to start more complicated projects after securing such process and confirming that the community now has accumulated enough capability to manage such sensitive projects like a water project. This example shows the importance of proper analysis of the capability of the target community and identification of their "felt-needs". In short, WFs must recognise one important fact that:

"What people want" is not always "What people can"

On the other hand, people would be encouraged to tackle with their felt-problems in a proactive way if they accurately understood "what they can" to overcome their felt-problems. It is, therefore, necessary for WFs to recognise, respect and appreciate people's experience in collective actions that people might have not recognised as "important" or "useful" for overcoming their challenges since those collective actions may be too common for people to re-assess for that sake or only shared with the limited number of people in the community (See the

<Box 2> for example).

<Box 2>

There is an active women's group in a community which has 15-year history. The purpose of group is to support a football team of the community. The members of group are adult women, and its activities are to financially support its football team by preparing and selling local meals and snacks at football games. This group also provides meals to children from the poor households in the community twice a week. For making those activities sustainable, the group established group regulations during its establishment and continuously revises them to make all members feel comfortable to join and contribute to the activities. On the other hand, men's groups, which mainly deals with agricultural issues (e.g. collective production and marketing), have not been functioning well. The members complain "We do not have any support from LGA, so we cannot do anything", while the women's group has been creating a pool funds for helping the community in different ways. One day, a facilitator came to the community and found such situation. Then, the facilitator advised men's group to learn from the women's group about how to collaborate each other to overcome their challenges. Then men's group started extracting the experience of the women's group and incorporating them. At the same time, the women's group members realised what they are doing is "very useful" for other groups to overcome their challenges. With this self-recognition, the women's group eventually became more active and started new activities since members became more confident and prouder of their activities.

3.4.2 Objectives

The objectives of CIs Identification include;

- To assess potentiality of the community with its experience, capability and internally-available resources
- To identify people's felt-problems and needs

3.4.3 Activity

The basic procedures of CI Identification are explained in "Planning and Implementation Manual for Improved O&OD". WFs should facilitate the community accordingly.

It should be noted that WFs have to fully involve the candidates of LCFs identified through the activities of 3.2 for the aim of their capability building.

After and even during the exercise of CI Identification, WFs have to share the progress, challenges and results of CI Identification with WEO, VEO/MEO, CTF and other experienced WFs.

3.4.4 Important Remarks

i. Felt-problems and Felt-needs

“Felt-problems” are challenges which people have been really suffering from and thus want to overcome from the bottom of their heart (e.g. women are suffering from the long distance to fetch water).

“Felt-needs” are what the community members really desire to realise to solve the “felt-problems” mentioned above (e.g. To have two water points within the *Kitongoji*).

There is one thing that WFs should pay due attention to. Indeed, people come up with their “needs” when they are asked by somebody, but most of those “needs” are raised because they are asked, with the expectation that somebody will bring a solution to their problems and satisfy their needs. This kind of “needs” (shopping list) will never be a “driving force” for development with their self-efforts. Even if they agree to start implementing, they will never be able to sustain their participation till they complete. In order to avoid such a situation and make sure of identifying their real “felt-needs”, WFs need to ask them,

- Is it your vital needs indeed?
- If so, will you wait until somebody else to come and do something for you?
- If you can wait, then it is not your real needs, because nobody knows when that “somebody” will come. Let us forget about it since you can wait forever!
- If you can't wait, then why don't we do it by ourselves instead of waiting for someone else to come and do for you?"

Through this kind of dialogue, WFs will be able to let people come up with their real “felt-problems” and “felt-needs” and convince them to do it by themselves through gradually transforming their mindset. This is the first and most important step to ensure sustainable CIs.

ii. Importance of repeating the objective of CI Identification to different people

A potential and dangerous misunderstanding on this exercise is that people might have unnecessary expectations on fund provision from the government since they are asked their experience and opinions on their needs. In order to avoid this kind of misunderstanding among people, WFs have to repeatedly explain the objectives of CI Identification to different people.

iii. Taking care of people's feelings when discussing something negative

The process of CI Identification sometimes discloses negative issues/past-events in the community (e.g. crimes, misuse of communal funds). WFs should be very careful of those issues when some people reveal such kind of things in discussions since it may bring conflicts.

iv. Importance of utilising the collected information

When people work with some forms for clarifying something or achieving specific objectives, people tend to misunderstand that filling those forms is the objective. The exercise of CI Identification should not be such. Therefore, WFs have to always insist that people have to think how to use the collected information and findings for their effective planning during the exercise. Likewise, WFs themselves always have to try to interpret and utilise the collected information for their effective facilitation.

3.4.5 Way Forward

After completing the process of CI Identification, WFs in collaboration with CTF have to seriously analyse the result of CI Identification in terms of capability and experience of the community to conclude whether the community has enough capability to fulfil their identified needs or not. Ways of facilitation will differ according to results of analysis on the capability as follow;

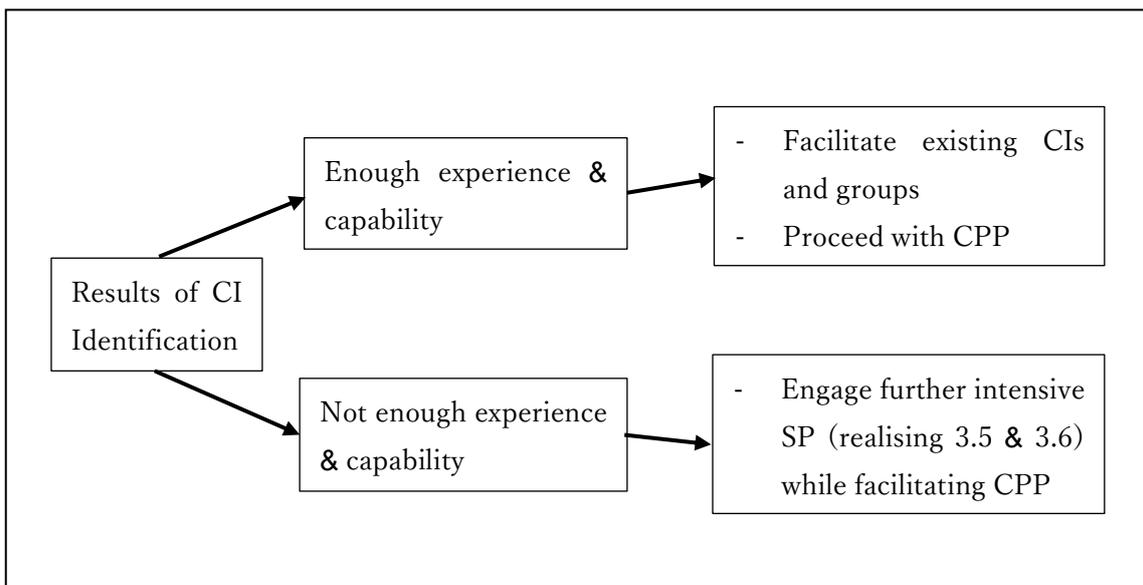
- If WF in one hand confirms that the community has been realising a lot of successful CIs and group activities and has sufficient capability to overcome their challenges and fulfil their needs identified through CI Identification process, WF will facilitate the existing CIs and groups for further progress/improvement and may proceed with Community

Planning Process (CPP; the details are in Chapter Four).

- On the other hand, if WF confirms that the community has been realising very few CIs and successful group activities and dependency syndrome is still seen among people, and thus does not have enough experience and capability to address with their needs by themselves. WFs have to engage further intensive Social Preparation (SP) by realising the activities mentioned in the following section; 3.5 and 3.6 even before and after CPP.

The diagram 3-1: describes WF's possible activities after CI Identification according to their observations in collaboration with CTF based on the result of CI Identification.

Diagram 3-1: WF's activities after CI Identification



3.5 Core Group Formation/Strengthening

Core group formation/strengthening enables people to continuously implement a series of CIs. If WFs confirmed weak experience and capability of the community after CI Identification (i.e. very few CIs and active groups are confirmed), WFs have to pay more attention in forming/strengthening core groups as a part of SP. This step is to develop a successful case in the community which will be a model of people's self-efforts and inspire people toward CI.

The key person for this step is the identified potential people who are willing to improve their life by themselves. The core group formed/strengthened with those people through this step is expected to eradicate people's dependency syndrome on government support and encourage other people to start thinking and being willing to do something by themselves for their better life.

3.5.1 Objectives

To create a core group for CIs in the community as a model

3.5.2 Activity

- i. Form a core group with potential people and other people if there
- ii. Support the group to set a common purpose based on the result of CI Identification
- iii. Help the group prepare a group action plan including rules
- iv. Facilitate the group to start implementing activities based on the plan which attract attention from the community so that other people can get interested in and start learning.
- v. Share the progress and challenges faced in the step with WEO, VEO/MEO and VC/MC
- vi. Share the progress and challenges with CTF and other experienced WFs

3.5.3 Important Remarks

i. Consideration on people's experience and capability

WFs should understand that the community cannot overcome all problems at once. Thus, it is highly important for WFs to facilitate people to start tackling with problems one by one according to the severity and feasibility to solve. Moreover, if it is confirmed through the exercise of CI Identification that the community does not have strong experience and capability in collective actions, WFs have to seriously consider them and facilitate the group to start dealing with an easy project.

ii. Significance of succeeding the first CI

Success of the first CI in the community is crucial since the failure of people's collective efforts brings a sense of disappointment over themselves and even WFs.

In contrast, people will trust WFs if their first CI brings a positive impact. Therefore, WFs should help the core group to come up with a feasible CI which is not beyond their capability. WFs also have to always remember that accumulating successful experience of CIs will strengthen people's capability gradually and eventually enable them to solve more difficult problems.

iii. Continuous assessment to potential people for future LCFs

WFs should maintain the perspective of developing LCFs. Therefore, WFs need to continuously check the performance of potential people (whether they are really eligible to be LCFs in the near future) and nurture them even during step and following steps.

3.6 Set-Up of People's Organisation and Regulations

Since the success of the core group brings strong encouragement to other people, WFs in this step try to involve other people in CIs through larger scale discussions in formal and informal settings.

WFs facilitate people to organise themselves and develop suitable regulations for their cultural background, experience and capability.

3.6.1 Objective

To organise people organisations for realisation of more CIs

3.6.2 Activity

- i. Have larger scale discussions at *Kitongoji* and Village/*Mtaa* level on felt-problems and needs for building common recognition among people
- ii. Show the positive results of core group's efforts to people in different meetings
- iii. Encourage people to join CIs in collaboration with potential LCFs
- iv. Support interested people to join existing groups or to form their groups
- v. Facilitate people's organisations to democratically select representatives and set regulations suitable for their cultural background, experience and capability with collective decision-making
- vi. Share the progress and challenges faced in the step with WEO,

VEO/MEO, Village Council/*Mtaa* Committee and Village/*Mtaa* Assembly

- vii. Share the progress and challenges with CTF and other experienced WFs

3.6.3 Important Remarks

i. Importance of collective decision making

WFs facilitate decision-making process in different occasions with different people in the community. The most important point for WFs is to mitigate the domination of leaders and extract honest opinions from different people for healthy collective decision makings. In addition, WFs need to make full efforts to build a strong ownership of people over the decision by creating common understandings/agreement among them.

ii. Regulation and compliance

In reality, people often do not follow group constitutions/by-laws although clearly written in documents of group and village/*mtaa*. Thus, WFs should not be satisfied with setting those regulations and should always check people's compliance with them. The important point for WFs is to continuously sensitise people to comply with the regulations. In addition, WFs have to build people's ownership on their regulations as much as possible during the process of regulation settings through collective decision makings as stated above.

CHAPTER FOUR

COMMUNITY PLANNING PROCESS

This chapter explains steps of Community Planning Process (CPP) and facilitation process. CPP is an annual event done within the government planning cycle between September and November every year. It is a process for communities to collectively come up with their strategies and priorities of their CIs. Therefore, CPP is a significant step for evaluation and realisation of CIs.

Tangible outputs from CPP are Community Development Plan and Action Plan for prioritised CIs. More importantly, in the context of Community Empowerment, CPP is an indispensable learning opportunity for people and Village Council (VC)/*Mtaa* Committee (MC) to analyse their activities and draw lessons for their better implementation of CIs.

In order to realise effective CPP, VC/MC should be prepared by WFs so that they can lead the process of planning and implementation with people. WFs should refer to “Planning and Implementation Manual for Improved O&OD” for the detail procedures of CPP.

CPP is composed of six (6) steps;

- i. Launching and Training of Village/*Mtaa* Planning Team
- ii. Pre-planning/Review
- iii. Planning
- iv. Consultation
- v. Endorsement/Approval
- vi. Submission/Sharing

4.1 Launching and Training of Village/*Mtaa* Planning Team

In this stage, there are two (2) main steps that WF should facilitate; the first step is “Launching of CPP” and the second step is “Training” for representatives of community who participate directly in the process.

4.1.1 Launching

Launching process starts from an internal meeting within VC/MC and then to Village General Assembly/*Mtaa* Assembly.

Purpose for Launching

- To create people's awareness on the importance and procedures of CPP
- To confirm direct participants (e.g. VC/MC members, representatives from Kitongoji or *Mtaa* and groups, LCFs) and schedule for CPP

i. Village Council/*Mtaa* Committee

In Launching, WFs should support Village/*Mtaa* Chairperson to organise a Village Council/*Mtaa* Committee meeting to confirm the importance, purpose and process of CPP and share the results of CI Identification. The criteria for members of Planning Team are also confirmed (the criteria are described in "Planning and Implementation Manual for Improved O&OD")

ii. Village General Assembly/*Mtaa* Assembly

WFs assist Village/*Mtaa* Chairperson in organising a Village/*Mtaa* Assembly for launching CPP. In the meeting, WFs support the chairperson to confirm and decide the followings with people;

- Importance, Purpose and Procedures of CPP
- Members of "Planning Team" with the criteria

4.1.2 Training for Planning Team

After forming a Planning Team, WFs have to prepare materials and a schedule of the training for Planning Team before conducting the training.

Training Purpose

Planning Team to understand the importance and procedures of CPP, roles of Planning Team and community during CPP, LGA support to community during CPP and Implementation

Duration

WFs will be required to facilitate this process for at least two (2) days and 2 to 3 hours per day.

Materials and stationaries for the training

WFs in collaboration with CTF need to prepare the following materials and stationaries.

Table 4-1: Materials and Stationaries for Training for Planning Team

Materials	Stationaries
<ul style="list-style-type: none">• CI Identification report (Incl. CI Identification Forms)• Community Development Plan and Action Plans of the last year• Copy of “Planning and Implementation Manual for Improved O&OD”	<ul style="list-style-type: none">• Flip charts• Marker pens• Masking tapes• Notebooks• Pens• Plain papers

NOTE: Training for Planning Team needs to be conducted for the 1st year or when new participants join the team. If the same members remain as the last year, there is no need to conduct training.

4.2 Pre-Planning/Review of Previous Plans

The aim of step is for Planning Team to confirm the outputs of activities and challenges in the last year as well as to assess the current capability of the community and available resources to reflect them into the next plan. WFs should be aware of the importance of this step (i.e. reviewing the reality) since this step determines the quality of discussions during the step of “Planning”. Thus, WFs should intensively facilitate the discussions for people’s learning process.

The step has three (3) parts; “Review and update the available resources and organisational experience of the community”, “Review/Evaluate existing CIs” and “Discuss other Felt-Problems and Needs”.

The materials used for this step as main information sources are;

- CI Identification report (Incl. CI Identification Forms)
- Community Development Plan and Action Plans of the last year
- M&E reports of the last year (if available)

During pre-planning/review of previous plans WFs will consider the following activities and key Points.

- i. Display CI identification forms and Community Development Plan of the last year
- ii. Moderate the discussions by Planning Team on reviewing and up-dating the information by clarifying the discussion points based on “Planning and Implementation Manual for Improved O&OD” and frequently confirming the agreed points in discussions
- iii. Continuously insist on the importance of thinking based on the reality rather than just raising wishes
- iv. Summarise the discussions and agreement, and then display them with flip charts/boards
- v. Support VEO/MEO to take note of all findings and points agreed from the discussions to ensure all important points are covered
- vi. Take a role of time-keeper if necessary

4.3 Planning

This is a step for Planning Team to come up with a draft of Community Development Plan and Actions Plans for the coming year. In the process of developing plans, Planning Team discusses what the community will do and will ask LGA to support based on the result of discussion in the previous step (Pre-planning/Review) and prioritise them.

The material used for this step as main information source is;

- Summary of discussions in “Pre-Planning/Review of Pervious Plans”
- CI Identification report (Incl. CI Identification Forms)
- Community Development Plan and Action Plans of the last year
- M&E reports of the last year (if available)

The following are the activities and consideration points for WFs during planning:

- i. Moderate the discussions by Planning Team by clarifying the discussion points based on “Planning and Implementation Manual for Improved O&OD” and frequently confirming the points agreed in discussions
- ii. Remind the agreed points in the step of “Pre-planning/Review” at the beginning of each step and repeat them even during the discussions
- iii. Remind the government policies and standards when Planning Team

- iv. makes Community Action Plans
- iv. Insist continuously on the importance of thinking based on the reality rather than just raising wishes
- v. Summarise the discussions with the format of Community Development Plan and Community Action Plan, and then display them with flip charts/boards
- vi. Confirm the schedule of consultation at *Kitongoji* level as a way forward
- vii. Support VEO/MEO to take note of all findings and points agreed from the discussions to ensure all important points are covered
- viii. Take a role of time-keeper if necessary

4.4 Consultation

Consultation has two steps: Consultation at *Kitongoji*, Village/*Mtaa* level and Ward level (i.e. Ward Development Committee; WDC). Consultation at *Kitongoji* level is to collect comments from people on whether the draft plan is really reflecting people's needs and reality or not. Consultation at ward level is for receiving technical advice from members of WDC, especially from extension officers.

The following are the activities and consideration points for WFs during consultation at *Kitongoji*, and Village/*Mtaa* level.

- i. Visit each *Kitongoji* during the meetings for consultations
- ii. Assist members of Planning Team from each *Kitongoji* in sharing the draft
- iii. Moderate the discussions among people and take notes comments from them
- iv. Summarise all comments given by the people and share them with Village Council/*Mtaa* Committee

The following are the activities and consideration points for WFs over consultation at Village/*Mtaa* and Ward level.

- i. Provide additional clarifications to the presentation on the draft plan by Village/*Mtaa* Chairperson and VEO/MEO if necessary
- ii. Assist VEO/MEO in properly documenting all technical suggestions/comments emerging from WDC

- iii. Facilitate VEO/MEO to share the comments from WDC to Village Council/*Mtaa* Committee
- iv. Remind Planning Team of the incorporation of comments from *Kitongoji*, and WDC through Village/*Mtaa* Assembly

4.5 Endorsement/Approval

This step is to officialise the draft plan with community people's agreement Village/*Mtaa* Assembly

Activities and consideration points for WFs during endorsement/approval of Community Development Plan draft:

- i. Provide additional clarifications and explanations to the presentation about the plan by VEO/MEO including the comments from WDC
- ii. Assist VEO/MEO in documenting the resolutions/consensus in the assembly
- iii. Remind the importance of ownership from people on the plan (not for the government, but for community itself) and active participation in the implementation of the plan
- iv. Support Village/*Mtaa* Chairperson to lead the approval process of Community Development Plan and Action Plan in the assembly
- v. Facilitate people to form implementing committees for respective CIs prioritised in the plan
- vi. Support VEO/MEO to reflect the consensus of Village/*Mtaa* Assembly regarding the opinions from *Kitongoji* and WDC into the draft plan to finalise it

4.6 Submission/Sharing

This is the last step of CPP in which people develop common understandings and ownership on their Community Development Plan and Action Plans. It is also to share the plan with Ward office and Higher Local Government (HLG) for HLG's planning and budgeting process.

Activities and consideration points for WFs during submission/sharing of

community development plan;

- i. Facilitate VEO/MEO to display the copy of Community Development Plan on notice boards at Village/*Mtaa*, *Kitongoji* and other public places for the purpose of raising people's awareness on the plan
- ii. Support VEO/MEO to submit a copy of the approved plan together with the minutes of Village/*Mtaa* Assembly to WEO
- iii. Participate in *Kitongoji* meetings to raise people's awareness on the plan
- iv. Consolidate understandings of members of committee in charge on their Action Plan for implementation

CHAPTER FIVE

IMPLEMENTATION, MONITORING AND EVALUATION

Implementation is the stage where people themselves realise CIs based on their plan. Monitoring and Evaluation (M&E) is a critical reflection process for people's experience-based learning. Without this process, improvement of CIs is seldom realised. Therefore, WFs have to facilitate community on this process as well. This chapter introduces some activities and important considerations for WFs to facilitate community for Implementation and M&E.

5.1 Implementation

As "Planning and Implementation Manual for Improved O&OD" explains, the followings are important aspects for successful implementation of CIs.

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

Therefore, WFs have to facilitate community to ensure the above aspects.

5.1.1 Participation of Community and Other Stakeholders

In order to achieve sufficient participation from community and other stakeholders, "Compliance to Rules and Regulations" and "Transparency" are crucial factors as explained in "Planning and Implementation Manual for Improved O&OD". Therefore, WFs need to assist community fulfilling those factors by carrying out the following activities.

Activities for strengthening the degree of "compliance to rules and regulations"

- i. Facilitate community (leaders and people) to go through its Community Development Plan, Action Plan for raising their readiness in participation
- ii. Support Village Council (VC)/*Mtaa* Committee (MC) and organisations (committees in charge and groups) to sensitise people on rules and regulations, including penalties for smooth and harmonious implementation of CIs

- iii. Emphasise to VC/MC, VEO/MEO and organisations (committees in charge and groups) on the importance of applying penalties to those violating rules and regulations
- iv. Facilitate VC/MC and organisations (committees in charge and groups) to make appropriate modifications in case the existing rules and regulation are not sufficient or suitable for the prevailing situations

WFs will perform the following activities for strengthening “Transparency”

- i. Support all committees, groups and VEO/MEO to keep records on;
 - Contributions from people (fund, materials, labour)
 - Contributions from Development Partners (DPs) such as funds, materials
 - Expenditures for implementation
 - Progress of planned activities
- ii. Facilitate VC/MC, VEO/MEO and various implementing organisations (committees and groups) to share the information above periodically in various ways;
 - Displaying the information on Village/*Mtaa* notice boards
 - Informing the information in VC/MC meetings, Village/*Mtaa* Assembly and *Kitongoji* meetings
 - Involving people into monitoring activities
- iii. Facilitate VC/MC, VEO/MEO and various implementing organisations (committees and groups) to invite stakeholders to the meetings and monitoring activities in order for them to witness the progress of implementation

5.1.2 Adherence with Policies and Government Standards

WF should ensure this aspect to avoid unnecessary discrepancies between outputs of CIs and government policies by realising the following activities.

- i. Sensitise the implementers (committees in charge and groups) about the existing sector policies and standards in line with identified felt-needs
- ii. Link the implementers with sector experts to obtain blueprints and the

- required quality for planned facilities
- iii. Involve LGA technicians into monitoring activities to confirm whether the progress follows the proper standards or not
 - iv. Utilise the knowledge of experience of people who have worked in an implementing unit of constructing public facilities, particularly, when it is difficult for LGA technician to reach the Village/ *Mtaa*

5.2 Monitoring and Evaluation

Monitoring is constant checking and reflection to ensure that the activities are implemented as planned and make necessary improvement in order to achieve the desired goal. Evaluation is a process of identifying and reflecting upon the effects of what has been done in relation to activities planned and overall objectives. Based on the results of Monitoring and Evaluation (M&E), implementers reflect and improve plans and implementation of future activities. It is also for people's capability building by confirming the progress/challenges and extracting lessons for their future CIs. This is experienced-based learning (action and reflection) for people and directly contribute to Community Empowerment. Monitoring is constantly exercised by people during the implementation of CIs. Evaluation is done by people before the next planning process and when a CI is completed in order to analyse the success of implementation of the plan. As another actor, LGAs need to monitor CIs to be able to provide appropriate support at appropriate timing. LGAs have to realise M&E to measure their own activities, especially the effectiveness of CI support. Therefore, WFs have to facilitate community on this process as well.

There are six (6) steps to realise M&E as explained in "Planning and Implementation Manual for Improved O&OD". In order to effectively facilitate M&E activities, WFs should consider the following tips or important aspects.

i. Coordinating involvement of development partners

In some cases, people tend to be reluctant to invite development partners from the outside due to their anxiety toward those outsiders. WFs, therefore, need to play a role in coordinating the community and those outsiders, particularly, at the beginning before people become confident in interacting with such parties.

ii. Facilitating discussion with cause - effect relations

Through M&E activities, people discuss the collected information on the progress and challenges. However, the focus of those discussion tends to be on only the current situations rather than the causes of those situations. In such cases, WFs should guide M&E team to think deeply and logically by insisting on the importance of “Cause and Effects” relation for an effective analysis on the collected information. (e.g. lack of budget because little contributions from people).

iii. Utilisation of M&E results for stimulating other people

Once M&E team has prepared a report of M&E and presented at VC/MC, Village/*Mtaa* Assembly and WDC, WFs should utilise the report for stimulating or building awareness of other people toward self-help efforts.

iv. Internalisation of lessons learnt and development of new ideas based on the lessons learnt

The fundamental purpose of M&E is to draw lessons and come up with new ideas (e.g. counter-measures to existing challenges, strategies for next year’s activities of the same CI, ideas of new CIs) based on the lessons. WFs should understand well that they have to vigorously facilitate the process of internalisation of the lessons and development of new ideas by people themselves throughout the M&E activities. Without this process, Community Empowerment cannot be realised.

CHAPTER SIX

LOCAL COMMUNITY FACILITATOR ESTABLISHMENT

This chapter explains the procedure on how to identify, select and train Local Community Facilitators (LCFs). LCFs are active persons within *Kitongoji* who are selected by *Kitongoji* people because of their experience to work together with WFs and people for continuous facilitation.

LCFs, who are officially recognised by the ward and Village/*Mtaa*, are important to encourage people to identify people's felt-needs and take collective actions on their own. In addition, LCFs sustain facilitation activities for enhancing ownership and active participation of people in development activities in collaboration with Village/*Mtaa* leaders even without the presence of WFs. Thus, WFs are expected to identify and train LCFs who can carry out the following functions;

- Recognise felt-needs of people, the number of groups and their activities
- Recognise available resources in the community for the benefits of the whole community
- Promote informal meetings to sensitise people for self-help efforts in *Kitongoji/Village/Mtaa*
- Assist *Kitongoji* chairpersons to promote and encourage a discussion on self-help efforts in formal meetings
- Provide information about people's activities to Village/*Mtaa* leaders VEO/MEO and WFs
- Assist Village/*Mtaa* leaders and people during the planning process

6.1 Identification of Local Community Facilitators

WFs are responsible for identifying potential LCFs with the criteria below. This exercise should be intensively and interactively done at least 6 months during Social Preparation (Refer to Chapter 3). The recommended number of potential LCFs is three (3) persons from each *Kitongoji and Mtaa*. WFs are required to identify LCFs by utilising procedures indicated in table 6-1 as well as to register them using the form as described in table 6-2.

Table 6-1: Criteria and Procedure of Identification of Potential LCFs

Criteria	<ul style="list-style-type: none"> - Having a volunteer spirit and teamwork - Active participation in development activities - Accepted by people in his/her <i>Kitongoji</i>, Village/<i>Mtaa</i> - Permanent resident of respective <i>Kitongoji</i>, Village/<i>Mtaa</i>
Procedure	<ul style="list-style-type: none"> - Observation through a series of informal discussions during Integration (refer to Chapter 3.1) - Participation and discussion in different meetings such as group meetings, <i>Kitongoji</i> meetings, and Village/<i>Mtaa</i> Assembly - Participation during the implementation of self-help efforts

After identification, WFs have to start building the capability of potential LCFs by involving them into WF's facilitation activities so that they can be selected as LCFs by their *Kitongoji*, Village/*Mtaa* after a certain period of time (at least 1 year later). In addition, WFs should introduce those potential LCFs to their *Kitongoji*, Village/*Mtaa* chairperson with the explanation on the importance of developing LCFs and capacitating them.

Table 6-2: Form of List of Local Community Facilitators

Name of Village/ <i>Mtaa</i>		<i>Village cha O&OD</i>				
No.	Name of LCF	<i>Kitongoji</i>	Sex	Age	Phone No.	Registration year
1	XXXXXX	XXXXXX	Male	XX	0785xxxxxx	2010
2	YYYYY	YYYYYY	Female	XX	0687xxxxxx	2015
3
4
5

6.2 Selection of Local Community Facilitators

WFs should facilitate *Kitongoji*, and *Mtaa* leader to select LCFs in respective *Kitongoji*, Village/*Mtaa* in at least one year after identification of potential LCFs. LCF should be selected based on the procedures indicated on table 6-3

Table 6-3: Procedure of Selection of LCFs and Responsibilities of WFs

Steps of Selection	Purpose	Actor	Responsibilities of WFs
1. <i>Kitongoji</i> , Village/ <i>Mtaa</i> chairperson selects candidates of LCFs among potential LCFs in collaboration with WFs	To have candidates of LCFs	- <i>Kitongoji</i> Village/ <i>Mtaa</i> chairperson - WFs	- Intensive discussion with <i>Kitongoji</i> , Village/ <i>Mtaa</i> chairperson to check the validity (e.g. capability and attitudes) of potential LCFs
2. Present the proposed LCFs in a <i>Kitongoji</i> , Village/ <i>Mtaa</i> meetings	To build recognition at <i>Kitongoji</i> , Village/ <i>Mtaa</i> level	- <i>Kitongoji</i> , Village/ <i>Mtaa</i> chairperson - WFs - <i>Kitongoji</i> , Village/ <i>Mtaa</i> people	- Explain the importance of LCFs and their responsibilities - Receive comments from <i>Kitongoji</i> , Village/ <i>Mtaa</i> people
3. Approve those LCFs in the <i>Kitongoji</i> meeting	To build official recognition at <i>Kitongoji</i> level	- <i>Kitongoji</i> chairperson - WFs - <i>Kitongoji</i> people	- Support <i>Kitongoji</i> chairperson for approval
4. <i>Kitongoji</i> , Village/ <i>Mtaa</i> chairperson presents the approved LCFs to VC/MC and Village/ <i>Mtaa</i> Assembly	To build recognition at Village/ <i>Mtaa</i> level	- <i>Kitongoji</i> , Village/ <i>Mtaa</i> chairperson - WFs - VC/MC members - People - VEO/MEO	- Explain the importance of LCFs and their responsibilities
5. Village/ <i>Mtaa</i> Chair shares the selected LCFs with WDC	To build recognition at ward Level	- Village/ <i>Mtaa</i> Chairperson - WFs - WDC	- Explain the importance of LCFs and their responsibilities
6. Preparation of a list of LCFs at Ward Level	To enable Ward office to make follow-up on Continuous reproduction of LCFs and utilisation for different activities	- WFs - WEO	- Make a list of LCFs (refer to Table 6-2)

6.3 Training (Orientation and On-the-Job Training) of Local Community Facilitators

After LCFs are officially recognised by people through the selection of LCFs, WFs should conduct a series of special training for LCFs to acquire experience, knowledge and skills as LCFs. WFs are responsible for building capacity of LCFs for Community Facilitation through orientation and On-the-Job training (OJT) in collaboration with Village/*Mtaa* leaders.

Orientation

WFs should explain the following things to LCFs immediately after the selection of LCFs.

- Overview of O&OD with simple language
- Expected roles and responsibilities of LCFs in Community Facilitation

On Field Participation

In addition to the orientation above, WFs should continuously involve LCFs at least for two (2) years for capability building of Community Facilitation during Community Development Process. Also, exposing them to different cases in different Villages/*Mitaa* is another effective means for capability building of LCFs. Therefore, WFs should consider the opportunity of exchanging experience among LCFs in different Villages/*Mitaa*, called “exchange visit”.

Important Remarks

An important consideration regarding LCF is how to motivate them for their better performance. One important way is to officially recognise them by recording their names in the list of LCFs at Village/*Mtaa* and Ward Office, as explained in the previous section. Also, VC/MC and Ward Office may motivate them by utilising/involving them for different purposes/activities such as a survey, information sharing. WFs always need to show the importance and necessity of LCFs in any development activity. Furthermore, WFs may motivate them by exposing them to various cases in different Villages/*Mitaa* such as exchange visit.

CHAPTER SEVEN

NECESSITY OF SUPPORT TOWARDS WARD FACILITATORS

This chapter explains the mechanisms of supporting WFs since various support are required in order for them to fully achieve their tasks explained in the previous chapters. With appropriate support toward WFs, WFs can accomplish community empowerment. In the context of supporting WFs, there are two (2) crucial actors who significantly affect the performance of WFs; Ward Executive Officer (WEO) and Council Task Force (CTF). This chapter strongly targets not only WFs, but also WEO and CTF. Those actors have to be well-acquainted with this chapter.

WF is a catalyst for LGAs to bring Community Empowerment as this manual explains. However, WF alone cannot undertake all activities mentioned in this manual. They may always face some challenges which are beyond their capacity such as lack of transportation, stationaries, technical supports. (e.g. technical advice from experienced WFs/Senior Ward Facilitators (SWFs), expertise from engineers, assistance for registration of community groups). Therefore, LGAs have to support WFs.

For the sake of realising effective support to WFs, the challenges faced by WFs and necessary support against those challenges are always grasped and updated by the LGA through the mechanism of supportive supervision.

7.1 Support from LGA

In order for LGAs to be able to always grasp the challenges and necessary support to WFs, WEO and CTF play significant roles.

WEO should be a direct supervisor and close supporter for WFs since WFs are ward extension officers and WEO is their direct supervisor. WEO should strongly encourage WFs to coordinate their activities as well as supervise their performance so as to ensure the full efforts of WFs toward the realisation of Community Empowerment. WEO also has to intermediate with LGA for necessary support to WFs by submitting a quarterly report as well as directly

communicating with CTF members through a phone call at any time. Moreover, WEO has to closely pay attention to what is happening in the field, particularly positive information on CIs and Community Empowerment so that WEO can share it to Ward Development Committee (WDC) for inspiring other Villages/*Mitaa* toward CIs.

CTF as a hub of all O&OD activities in LGA has responsibility to arrange provision of necessary support toward WFs. In addition, the positive information from the field (e.g. benefits from CIs to people’s livelihood, process of how people became active toward self-help efforts) enables CTF to sensitise other LGA staff and Villages/*Mitaa* toward CIs by sharing/disseminating it at different occasions such as CMT. (CTF may invite WEOs/WFs to Council Management Team for experience sharing for that sake). Once some challenges, which are highly hindering the progress of WF’s facilitation and beyond their capacity to overcome, are confirmed, CTF has to take some measures according to them. Table 7-1 is a list of examples on possible challenges which WFs may face in many cases and possible support by LGA based on the arrangement by CTF.

Table 7-1: Examples of Possible Challenges and Supports

Possible Challenges	Possible Supports
Lack of means of transportation and fuel to visit communities	Provide motorcycles and fuel
Lack of stationaries for facilitating Community Planning Process	Provide stationaries
Need for technical advices to CIs (e.g. specifications for construction of dispensary)	Send district engineers
Need for technical advices to WF’s facilitation activities	Send experienced WFs or request O&OD team in PO-RALG for support from SWFs (the details of solicitation process are in the section 6.3)

Table 7-2 is a summary of the activities and procedures of a mechanism for ensuring supportive supervision toward WFs. WFs, WEO, and CTF have to work on those activities as their routine work.

Table 7-2: Activities and Procedure of Supportive Supervision

Actor	Activities	Timing
WFs	1. Review the facilitation activities and progress of CIs and take note the points	By the end of each month
	2. Report their activities and CIs to WEO	By the end of each month
	3. Prepare the quarterly report with WEO	Quarterly
WEO	1. Discuss with WFs on the WF's activities and CIs of the previous month. Take notes about the discussion (the guiding questions for this discussion are mentioned in the table 7-3 below)	In the first week of each month
	2. Prepare the quarterly report with WFs	Quarterly
	3. Share the quarterly report at WDC	WDC meeting
	4. Send the quarterly report to CTF and Councilor together with the minutes of WDC	Quarterly
CTF	1. Compile the quarterly reports from WEO and extract necessary information on CIs and WF's facilitation	Quarterly
	2. Report the progress of CIs and WFs facilitation at CMT (WFs/WEOs may be invited to CMT for effective experience sharing)	Quarterly
	3. Take necessary measures to support WFs and CIs	At any time

Table 7-3 is a list of guiding questions for monthly discussion between WEO and WFs. These questions are highly important aspects to be included in the quarterly reports so that CTF can easily grasp what is happening in the field.

Table 7-3: Guiding questions for monthly discussion between WEO and WFs

About WF's Facilitation	
Q1.	What situation (e.g. rapport building, awareness creation, organisational building, capacity building, networking) did you attempt to improve through facilitation for this month?
Q2.	In order to deal with the issue mentioned above, what kind of actions did you take and to whom?
Q3.	What changes have you observed as a result of facilitation? (did you achieve the aim through facilitation?)
Q4.	Are there any challenges in terms of facilitation skills or facilitating people to deal with the issue mentioned above?
Q5.	How have you overcome those challenges or how will WFs overcome those challenges?
Q6.	What do you think about your facilitation activities for the coming month?
About Progress of CIs	
Q1.	What was the progress of Community Initiatives in this month?
Q2.	What was a promoting factor for the progress of CIs?
Q3.	What are the challenges to proceed the CIs?
Q4.	What kind of support is necessary from LGAs to encourage and promote CIs at this moment?
Q5.	What action are expected to be done by community people to proceed the CIs for the coming month?

It should be noted by WFs that the discussion with WEO is a very important opportunity for WFs to self-reflect and improve their facilitation activities as experienced-based learning process for WFs themselves.

7.2 Support from Senior Ward Facilitators

WFs, particularly newly-trained WFs, often face some challenges in their facilitation activities since characteristics of communities, people's capability and needs are not homogeneous and WFs have to flexibly execute their activities according to those varied dimensions. It is not an easy work and requires a certain period of experience to deal with in an effective way. Moreover, the outputs of WF's activities tend not to be easily visualised since the degree of

change of people’s minds and enhancement of people’s capability cannot be simply measured and observed. This nature sometimes makes WFs anxious and unconfident on their work since they cannot instantly feel the positive results from their efforts.

Through quarterly reports and/or direct communication with WEOs, CTFs will confirm the challenges as indicated by WFs. In case that the respective LGAs do not have experienced WFs then CTFs should request neighbouring LGA and/or O&OD team in (PO-RALG) to receive technical support from Experienced/Senior Ward Facilitators (SWFs), experienced WFs who are officially registered. The procedures of soliciting and receiving SWF’s supports are explained in table 7-4.

Table 7-4: Procedure for Soliciting and Receiving SWF’s Supports

1.	CTF prepares and sends a request letter to neighboring LGA or PO-RALG for the support from experienced/SWFs
2.	Neighboring LGA or PO-RALG communicates with CTF to confirm the purpose, necessary support and arranges logistic issues over temporal dispatch of SWFs (schedule, cost)
3.	CTF receives the information on the selected experienced or SWFs and their activity schedule from neighboring LGA or PO-RALG
4.	Experienced/SWFs report to LGA office and confirm the logistic issues with CTF (schedule of activities, payment)
5.	Experienced/SWFs visit new WFs to observe their activities and provide technical advice toward the challenges faced by new WFs
6.	(After the completion of the planned activities) SWFs report the results of the supports to CTF

NOTE: The cost of SWF’s support (e.g. transportation, DSA) is borne by the beneficiary LGA.

Appendix - I

General Analysis of Community

Name of Ward		Date	
Name of Village/Mtaa			
Registration year			
Population			
Number of households			
History of community			
Geographic conditions			
Culture/Religion			
Economic activities			
Economic conditions (distance to the nearest market)			
Relationship with LGA or stakeholders (types of support delivered)			
Internally-available resources	Type	Resources and Form of Possession (Who owns?)	
	Physical, Natural resource		
	Human resource		
	Financial resource		

Appendix - II

Capacity of Village Council/*Mtaa* Committee in Development and Governance

Name of Ward		Date	
Name of Village/ <i>Mtaa</i>			
Village Council/ <i>Mtaa</i> Committee Meeting	Frequency in the previous year	Attendance Rate in the previous year	
<i>Kitongoji</i> Meeting	Frequency in the previous year	Attendance Rate in the previous year	
Village/ <i>Mtaa</i> Assembly	Frequency in the previous year	Attendance Rate in the previous year	
Income and expenditure management			
Coordination on group activities			
Interactions with LGA, NGOs			
Experience in solving conflicts			
Other traditional decision-making mechanisms			
<u>Observations by WFs</u>			

Appendix - III

List of Local Community Facilitators

Name of Village/Mtaa						
No.	Name of LCF	<i>Kitongoji, Village/Mtaa</i>	Sex	Age	Phone No.	Registration year
1						
2						
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