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(O&OD Project Phase II)

# **Guide for LGAs Officers to Establish Mechanism to Encourage Community Initiatives**

*(Nationwide Foundation of Improved O&OD)*

***An Operational Mechanism of  
Reformed Local Government development Grant (LGDG) System***

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## Introduction

PO-RALG (OR-TAMISEMI), through Improved O&OD, aims to develop mechanisms to strengthen collaborative relationship between LGA and the communities by encouraging community initiatives. We believe that through building such collaborative relationship, LGAs can deliver better public services to more communities. This is the fundamental philosophy of Improved O&OD that PO-RALG endeavors to nourish in all LGAs.

In order to do so, the Government of Tanzania officially approved Reformed LGDG in August 2016, in which the above-mentioned philosophy is highlighted as one of the “Outcomes,” which reads: **“Community “Self-Help” initiatives are recognized, facilitated and supported with a view to complementing the Government’s effort for better service delivery”**.

This “Guide for LGAs Officers to Establish Mechanism to Encourage Community Initiatives” developed by O&OD Team, PO-RALG, is an operational mechanism of Reformed LGDG, which is intended to guide all LGAs in Tanzania to identify, analyze, support, and monitor community initiatives as a part of their daily duties, and also to participate in awarding for the collaborative relationship.

PO-RALG and O&OD Team believe that LGA officials can encourage communities in a more systematic way if they follow the concrete steps explained in this guide. LGA officials will understand the importance and benefits of supporting community initiatives so that they can promote effective collaborative relationship with their communities based on that understanding.

This guide consists of the following four parts;

### **(1) Important Messages to Decision-Makers**

This part explains the reasons why and how LGAs must focus on and encourage community initiatives

### **(2) Operational Guide to Identify, Analyze and Support Community Initiatives**

This part explains the concrete procedures for LGA officials to follow, in order to identify and analyze existing community initiatives, as well as to appropriately support and monitor them.

### **(3) Guidance on the Award for Collaborative Relationship between LGA and Community**

This part invites all LGAs to participate in the Award, in order to shed the light on the best practices of the community initiatives and LGAs’ appropriate support. This Award aims to encourage communities to succeed in community initiatives, and more importantly, to encourage LGAs to succeed in building

collaborative relationship with their communities. Also, this Award has an educational purpose, in deepening the understanding of LGA officials on the essence of community initiatives based on the important criteria of willingness and ownership, as well as the organizational capacity of the communities.

#### **(4) Cases of Community Initiatives**

This part presents some examples of good community initiatives and collaborative relationship between LGA and the communities, together with the analysis in terms of willingness and ownership, as well as organizational capacity of communities, so the readers can deepen their understanding of how to effectively analyze and support community initiatives.

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# 1. Important Messages to Decision-Makers

## **1. Tanzania's Important Asset: "Community Initiatives"**

When we look around the villages of Tanzania, we can find a lot of collective actions by the communities to solve their problems by themselves, using their available resources, such as construction or rehabilitation of village offices, schools, irrigation canals, and roads, or various activities by community-based organizations, etc. This is what we call the "*community initiatives*," which are spontaneous efforts of the communities to solve the problems they are facing, without relying on the government. In a more concrete manner, we shall define community initiatives as: **"the collective actions in which the community people proactively participate in decision making and implementation process for their own development."**

It should be noted that this is not a new phenomenon. Historically, Tanzania has seen numerous community initiatives. The famous statement of our founding father, Mwalimu Julius Kambarage Nyerere "People cannot be developed, they can only develop themselves..." is engraved in the people's heart. It is a strong tradition and advantage of this country, and we see community initiatives as the national asset that can become a driving force of the country's development.

## **2. Why LGAs Should Support Community Initiatives: Collaborative relationship for effective local development and local service delivery**

Why do we say that community initiative is a national asset for development? It is because we believe that they can bring about effective local development and local service delivery.

Let us take a look at the challenging reality that many LGAs in Tanzania are facing. They receive hundreds and sometimes thousands of requests and community priorities due to large area that each LGA has to cover. But they have limited budget, and the disbursement is always delayed. Therefore, LGAs can only support a handful of community projects per year. Even after the projects are being funded, they are often left unfinished, or even after the completion of the construction, the buildings are often not managed well and are left decayed. There is growing sense of frustration or distrust towards the LGAs because many communities feel that they are being overlooked.

However, if LGAs can focus on supporting community initiatives instead of community priorities, they can overcome most of these challenges.

But how? Please simply imagine two scenarios. In **Scenario A**, a community has already embarked on a community initiative and have built the building of a dispensary using their available resources and labour force. LGA decides to complement people's efforts by providing medical equipment and necessary staffing which community cannot prepare by themselves. In **Scenario B**, after receiving a request as a "community priority" from a village, LGA builds everything from the scratch with little contribution from the people. If we compare the two, everybody will say Scenario A is more desirable. Why?

First of all, obviously, **Scenario A** will save LGA budget compared to Scenario B and LGAs can deliver more public services to more communities. But cost reduction is not the only benefit of community initiatives to LGAs.

Another benefit is that the community will use and maintain the facility well in **Scenario A**, because the community started to construct it by themselves, they have eventually developed a strong sense of ownership towards the facility and is willing to use it well and take good care of it. Therefore, we can say that community initiatives will assure LGAs of better sustainability of the facilities and services, and there is a less possibility for the facility to be left unfinished, abandoned or being left unrepaired.

More importantly, a longer-term benefit with a greater impact is that LGA can promote empowerment of the people to do more for their own development. If we look at the two scenarios from a long-term perspective, in **Scenario B**, there is a danger that the community will expect the government to do everything for them and their sense of dependency will increase. On the other hand, in **Scenario A**, through LGA support, the community will not only be motivated by receiving tangible materials but also feel motivated psychologically, or become confident to take more actions.

Finally, the LGAs can improve the relationship with the communities because the community can feel that their efforts are being recognized, appreciated and their sense of trust or satisfaction towards the government will increase.

Here, what we are proposing to LGAs is to build what we call "a collaborative relationship between the government and communities" for local development and local service delivery, in which;

- At the community level, people make efforts to overcome challenges by themselves whenever they can, instead of waiting for the government action.

- At the government level, the government recognizes the importance of community initiatives to overcome the shortfalls in local service delivery. LGA encourages and supports community initiatives.

Through this collaborative relationship, local development and service delivery will be implemented more effectively and efficiently because of the above-mentioned benefits of budget saving, assurance of completion and sustainability. Moreover, the communities will be encouraged to take more actions to improve their circumstances by themselves, with a sense of togetherness with their LGA.

### **3. How LGAs Should Support Community Initiatives: Important Criteria to Consider**

As we have seen in the section above, to link with the community initiatives for local development and service delivery will bring a lot of benefits to LGAs. In order to achieve such benefits, the following steps are proposed;

#### **(1) Identify good community initiatives in your LGA**

LGAs should first know how to identify good community initiatives that can bring above-mentioned benefits in the long run (cost reduction, sustainability, empowerment and better relationship between LGAs and communities).

#### **(2) Provide appropriate support to encourage those identified community initiatives**

In order to gain the benefits of those good community initiatives that they identified, LGAs should encourage them strategically so that the communities will succeed in completing and sustaining the project, and will be motivated to start more and more projects.

#### **(3) Monitor the progress of identified community initiatives**

In order to make sure that LGAs are properly encouraging community initiatives, progress of all identified community initiatives should be monitored.

### **3-1. Important Criteria to Understand Community Initiatives**

Conventional O&OD introduced a concept of “Community Priority,” which are community needs that have been prioritized collectively by the community members based on “importance” (necessity and urgency). Improved O&OD introduces a more focused concept of “Community Initiative,” which can be defined by two criteria, namely, “Willingness and Ownership” and “Organizational Capacity” of the community.

In order to understand community initiatives, it is important to carefully analyze

the process that communities go through. A community initiative is not a one-time event. It consists of a series of activities. People identify the most urgent problem they are facing, and reach an agreement to tackle this particular problem collectively. They identify and collect available resources within their surroundings, make action plans, organize themselves to work together based on the set plan, and have meetings to adjust their schedule or strategy when they face challenges. What we want to highlight here is that community initiative is a long process and it is not easy. That is why if we see the reality on the ground, unfortunately, we sometimes see unfinished projects, meaning the community started the process but they stopped before they reach the point where the facility can start providing the intended services.

In order for LGAs to identify strong community initiatives that can bring about long-term benefits such as sustainability and empowerment, and to differentiate them from the weaker community projects that might fail, the following two criteria must be considered.

### **Criteria 1: WILLINGNESS AND OWNERSHIP**

Community initiatives cannot succeed or sustain without **a strong sense of commitment by the community people to embark on collective actions for the problem solving through their own initiatives and efforts**. If people start some activities without having a sense of willingness and ownership, they tend to expect someone to complete the project for them. Therefore the community members do not feel the necessity or the responsibility from the bottom of their heart to continue their actions to complete the project or take good care of the facility. The important thing is that the people believe that the problem is theirs, and it is their decision and responsibility to solve it, and not others'. Each member of the community should be ready to devote their time, labour force, and sometimes even financial contributions, not for their personal benefit, but for a common purpose. The level of willingness and ownership can be assessed and analyzed through the following questions:

- 1-1) Did the community clearly identify the problem that they want to address on their own?
- 1-2) Did the community try to solve the problem using their own resources without relying on or waiting for others to help them, with the majority of community members contributing their financial or material resources? Are they willing to continue to contribute until the completion?
- 1-3) Did the majority of community members participate in the

implementation of the project by providing their own labour force and time, and are willing to continue to participate until the completion?

- 1-4) Is the community willing to take good care of the facility on their own, even after the completion?

### **Criteria 2: ORGANIZATIONAL CAPACITY**

It is not only the ownership and willingness that determine the success of community initiatives. In order for the people to achieve tangible results, people need to have organizational capacity, which is a **capacity of the people to collectively mobilize and manage their resources and experiences toward problem solving**, such as organizational management capacity related to good planning and monitoring, proper resource mobilization and management. The level of organization can be assessed and analyzed through the following questions:

- 2-1) Did the community collect and utilize various resources necessary to complete? (resource mobilization and management capacity)
- 2-2) Does the community have a clear plan how to complete the project? (planning capacity)
- 2-3) Does the community have a clear plan on how to sustain (maintenance and operation) after the completion? (planning capacity)
- 2-4) Is the community able to identify challenges and come up with a way to solve it? (ability to monitor and review their actions against their plan, and to adjust their strategy)
- 2-5) Have they established constitution/rules/regulations/by laws to work together to implement the project?
- 2-6) Do they have well established and functioning mechanism for decision making among all the members?

### **3-2. Difference between Community Priorities and Community Initiatives**

Community Priorities can be explained as the community needs that have been prioritized collectively by the community members based on their perceptions on the “importance” (usually meaning necessity and/or urgency). In other words, community priorities are something that the community wishes.

It should be noted here that **all Community Initiatives are, in fact, the most serious community priorities**. People take actions because they feel the necessity and urgency badly. People make efforts because it is something that they need from bottom of their heart. But **not all Community Priorities are as strong as Community Initiatives**. People might feel the necessity or urgency,

but some communities do not have enough ownership, willingness and organizational capacity to collect available resources or organize some collective actions on their own.

Community Initiatives are, therefore, so strong community priorities that they made up their mind to start taking actions by themselves without waiting for somebody to do for them, with a strong sense of ownership, willingness and organizational capacity.

### **3-3. Appropriate Support to Encourage Community Initiatives**

If we can see that the community has a sufficient level of Ownership, Willingness, and Organizational Capacity, LGAs can expect a higher possibility of the people to be able to complete their community initiative, continue to utilize it sustainably, as well as to be empowered to start further community initiatives.

However, communities are not almighty.

Sometimes, they are encountering various challenges that hinder implementation of activities, which could discourage them to continue their struggles. Even if they have a very strong sense of ownership and willingness, and have utilized their own resources and capacity to the maximum extent, it is possible that in order to attain the set goal, there is a certain resource or skills/knowledge that are lacking inside the community. This situation might discourage people and eventually make people stop their efforts.

In order to avoid such situations, LGAs need to accompany them and provide appropriate support to encourage community initiatives to continue and accomplish. The support that LGAs should provide can be categorized into the following three types:

a. Moral Support

- This is the most important support and that does not cost much money. It is always recommended that LGAs should accompany the efforts of communities, which can promote them to continue their CIs even when they face some difficulties. CIs are sometimes vulnerable to some small problems that occur every day. Accompaniment and encouragement of LGA gives them power to overcome them and continue their efforts. Thus, please don't think moral supports as small issue that does not deserve to be a part of LGA's plan.
- The followings are the possible means;

- Visit the village to appreciate and encourage people's effort
  - Send a letter of appreciation to the community
  - Give feedback to their request in timely manner
  - Inform other villages of good practices of CIs
  - Exchange visit to such cases
- For these activities, Monitoring and Evaluation Grant (MEG) of Local Government Development Grant (LGDG) can be utilized.

b. Technical Support

- If the community has enough willingness, ownership and organizational capacity, they have already done some collective work on their own, using their own skills or labor force. However, if the degree of difficulty of the project requires skills and knowledge that are beyond the community's capacity, LGA can provide technical support by sending ward extension officers, district engineers, blueprints, or provide various professional advices.
- For these activities, MEG can be utilized.

c. Financial Support

- First and foremost, it should be clearly noted that financial support to CIs is the last resort. LGAs should encourage the communities to accomplish their CIs by themselves as much as possible.
- However, if the size of the project requires the amount of resources that is beyond the community's capacity, LGA can complement the people's efforts by providing some funds or materials.

Even in those cases, LGA must carefully examine and confirm that the community has enough willingness, ownership and organizational capacity to continue their self-help efforts without developing dependency syndrome.

The aim of LGA's support to community initiatives is to encourage CIs (or to promote people's empowerment), and NOT to complete the projects for them.

Here are some important points that need to be considered by LGAs to decide on an appropriate kind of support to provide at appropriate timing, so that they can ensure that their support can encourage and empower people.

- As we saw in **Scenario B**, LGAs should keep in mind that sometimes it is possible that LGA support might increase the sense of dependency of the

community if LGA is not careful enough in assessing Willingness/Ownership and Organizational Capacity. Therefore, when deciding how to support community initiatives, it is important for LGAs to be sure that even after receiving the external support from LGA, people will continue to have a strong ownership and are willing and capable of completing and sustaining the outcome of the project.

- In other words, it is important to encourage communities to try to move forward using their own resources and capacity, because this process is an important learning process for the community. If they succeed in solving their problem using their own resources and capacity, they become confident in starting more initiatives.
- Therefore, it should be emphasized that there is a danger in LGAs to try to complete all “unfinished projects” or funding community priorities without carefully analyzing the communities’ Willingness/Ownership and Organizational Capacity. If they do so, LGAs might spoil or undermine people’s continuous efforts and increase dependency because people might think that LGAs will do everything without their own efforts. Instead, what LGA should focus is, to carefully identifying the community initiatives with sufficient level of Willingness/Ownership and Organizational Capacity, and make sure that these genuine community initiatives are differentiated from and are prioritized over unfinished projects or community priorities. The more efforts LGAs provide for community initiatives, the more community initiatives will emerge, which is an ideal situation of the collaborative relationship.

## **2. Operational Guide to Identify, Analyze and Support Community Initiatives (CIs)**

### **1. Background**

Community Initiative (CI), “the collective actions in which the community people proactively participate in decision-making and implementation process for their own development,” can be seen in many communities in Tanzania. As it has been elaborated in the “Important Messages to Decision-Makers,” it would be beneficial for LGAs to identify and nurture those community initiatives because:

- i. LGAs can save some budget (government does not have to start from the scratch because the communities have already initiated and made progress on their own),
- ii. the sustainability of the facility/activity is well assured (community already has a sense of ownership, so they are willing to maintain and improve their own facility/activity by themselves. And since they did it by themselves, they got technical experience to maintain),
- iii. communities will be empowered to do more for their own development, and
- iv. the relationship between the LGAs and communities will improve.

In other words, LGA can deliver more and better public service through identifying and nurturing (or supporting) community initiatives.

The importance and the benefits of supporting community initiatives have been recognized by PO-RALG and is clearly mentioned in “Implementation and Operation Guide of LGDG System” which was reformed in August 2016. One of the expected outcomes of Reformed LGDG is **“Community “Self-Help” initiatives are recognized, facilitated and supported with a view to complementing the Government’s effort for better service delivery”** (see P11 of “Implementation and Operation Guide of LGDG System”).

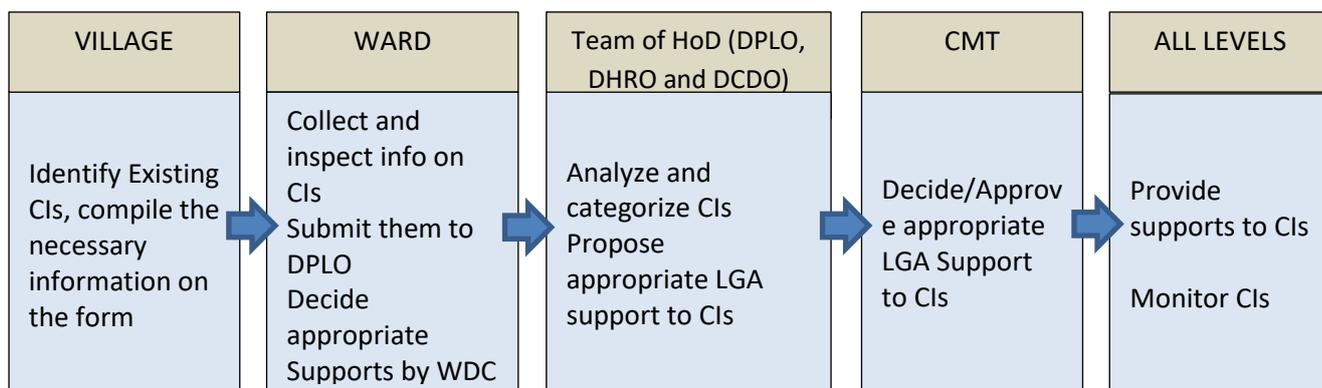
Specific actors who are responsible for recognizing, facilitating and supporting community initiatives within LGAs are: Village Executive Officers, Village Chairpersons, Ward Extension Officers, Ward Development Committees, DPLOs, Heads of Sector Departments, especially DHROs and DCDOs, and CD. These actors are the targets of this “Operational Guide” and they are expected to work as a team to go through the

following 5 steps to realize the above-mentioned “expected outcome” of Reformed LGDG concerning community initiatives;

- (1) Identify existing community initiatives
- (2) Analyze and categorize the community initiatives (Genuine, Potential or Not CIs)
- (3) Decide appropriate supports (moral, technical and/or financial. Pricipally, moral and technical supports should be considered first and financial support is last resort as an exceptional case))
- (4) Provide supports appropriately
- (5) Monitor both the impact of the supports and the progress of each community initiative

These 5 steps must be implemented by the LGA officials at village, ward and district/municipal levels. This *Operational Guide to Identify, Analyze and Support Community Initiative* explains the concrete procedure (who does what, when and how) for each staff of LGA to follow in order to play their roles.

■ Expected Roles of Each Unit and Flow of Work



## 2. Preparation

In order for each LGA to properly fulfil their expected roles and responsibility mentioned above, the preparation should be done ideally right after the Zonal Workshop, and no later than July 2017.

### (1) Formation of the “Team of Heads of Departments”

After returning from the Zonal Workshop, CD should form a “Team of HoD” which will be responsible for the implementation of all of the process below by the LGA. DPLO, DCDO and DHRO, who participated in the Zonal Workshop, should be included as the core members, and they should elect one of them to become the coordinator of

this team. It is up to each LGA to decide how many other HoD or other council officers should join this team to assist their tasks.

## **(2) Sensitization inside the Council**

Council Director (CD), together with the Team of HoD, should conduct sensitization within the council on the contents of the Zonal Workshop as well as this guide, including “Important Messages to Decision-Makers,” “Operational Guide to Identify, Analyze and Support Community Initiatives,” as well as the “Guidance on Award for Collaborative Relationship between Community and LGA,” targeting important stakeholders such as CMT, Councilors, etc.

## **(3) Sensitization of the WEOs and VEOs**

Understanding of the actors at the Village and Ward levels, most importantly, WEOs and VEOs is crucial in fulfilling the LGA’s responsibility in conducting the above mentioned 5 steps, and their level of understanding will determine the success of the process.

Therefore, CD, together with the Team of HoD, should conduct sensitization of WEOs and VEOs, covering the following key concepts:

- Definition of “existing Community Initiatives,” based on the 2 criteria (see 3.1 Important Criteria to understand Community Initiatives (Page 5-7) and Annex III-1)
- Why LGAs should support Community Initiatives (see “Important Messages to Decision-Makers”)
- The procedure of identifying, analyzing and supporting community initiatives (see the next section: “3. Annual Procedure and Timing”)
- Roles and Responsibilities of WEOs and VEOs within the procedure (see “3. Annual Procedure and Timing,” “4. Forms as working tools for each level of LGA” and see ANNEX II and ANNEX II-I specifically on the roles and responsibilities of the Ward Level)
- Detailed instruction on how to identify existing community initiatives at the village level and to fill the form (see ANNEX I, Annex I-I and Annex I-II”)
- The meaning of appropriate support and 3 types of support (see “5. Appropriate Support to Community Initiatives”)

## **3. Annual Procedure and Timing**

Following procedures are the breakdown of the above mentioned 5 steps and the concrete tasks to be conducted by each level of LGA, every year.

DPLO

### **(1) Instruction from DPLO to all WEOs to identify existing community initiatives (July)**

After receiving an instruction letter from PO-RALG (see page 40 of the “*Implementation and Operations Guide*” of the LGDG System), DPLO gives instructions to all VEOs through WEOs to identify existing community initiatives

(meaning the efforts that have already been initiated by the communities), by sending official letters.



VILLAGE

**(2) Identification of existing community initiatives through filling the “Form for Collecting Information on Existing Community Initiatives (CIs)” (August-September)**

VEO collects information on existing community initiatives together with the village leaders and fills the form. Village Chairperson checks and approves the content of the forms after VEO completes filling all necessary information in the forms.

Details of how to fill the form will be explained in ANNEX I.

<Important points to be considered by VEO and the Village Council>

- The purpose of this form is to collect and provide necessary information on existing community initiatives which has already been initiated by the community. Therefore, it is not for a future plan of activity, nor a request from community. In other words, if the community has not started any actions on their own yet, it is not qualified to be an existing community initiative.
- VEO should not fill in the format alone. Collection of information on community initiatives and filling in the form must be done through discussion with village leaders and other community members related to the community initiatives.
- While filling information into “Form for Collecting Information on Existing Community Initiatives (CIs)”, VEO, Village Chairperson and other village leaders should discuss ways to support each community initiative at the village level. Please also consider any chances to obtain supports from different stakeholders.

**(3) Submission of copies of “Form for Collecting Information on Existing Community Initiatives (CIs)” to WEO (by the end of September)**

VEO is instructed to prepare three copies of “Form for collecting information on existing community initiatives (CIs)” for each community initiative.

After VEO completes filling the form, they shall send two copies of each community initiative to WEO, while one copy should remain in his/her office to monitor progress of identified community initiatives.



WARD

**(4) Inspection of the contents of “Form for Collecting Information on Existing Community Initiatives (CIs)” by WEO (October-November)**

After receiving two copies of “Form for Collecting Information on Existing Community Initiatives (CIs)” from each village, WEO inspects the contents of the forms. If WEO finds any unclear points and/or lack of information, WEO instructs respective VEO to correct information and/or add more information.

**(5) WDC to discuss the appropriate support to the CIs to be provided at the Ward level (November)**

WEO calls Ward Development Committee (WDC) to discuss what can be done to support and encourage identified community initiatives at the Ward level, based on the “*Form for Collecting Information on Existing Community Initiatives (CIs)*”. WDC should seek possibility of providing moral, technical and other supports. WEO fills the result of discussion on the supports to be provided at the Ward level for identified community initiatives into “*Form for Supporting Community Initiatives at Ward Level*”. The form must be displayed so that WDC can monitor the progress of the supports from Ward Office, and also everyone can see the plans of how each community initiative will be supported at the Ward level.

Details on how to develop and utilize the “*Form for Supporting Community Initiatives at Ward Level*” will be explained in ANNEX II.

**(6) Submission of “*Form for Collecting Information on Existing Community Initiatives (CIs)*” and “*Form for Supporting Community Initiatives at Ward Level*” to DPLO**

WEO sends one copy of “*Form for Collecting Information on Existing Community Initiatives (CIs)*” to DPLO. Another copy of the form should remain at Ward Office to support and monitor identified community initiatives.

“*Form for Supporting Community Initiatives at Ward Level*” as well as the WDC minutes should also be submitted together.



Team of  
HoD

**(7) Analysis by the Team of HoD to assess and categorize identified community initiatives (December)**

After receiving “*Form for Collecting Information on Existing Community Initiatives (CIs)*” and before deciding how to support each community initiative, the Team of HoD analyses each form and assess the quality of the community initiatives and categorize into the following 3 categories:

■ Genuine Community Initiative:

Community Initiatives are: “collective actions in which the community people proactively participate in decision-making and implementation process for their own development.” The success/maturity of the community initiatives can be assessed through these 2 criteria:

(1) a strong sense of Willingness and Ownership

(2) a high level of Organizational Capacity to organize the collective actions of the people and utilizing available resources and experiences of the community.

In other words, if the Team of HoD can see sufficient/clear information on the form to confirm the high level of Willingness and Ownership of the community, as well as their Organizational Capacity, it can be categorized as a genuine community initiative.

■ Potential Community Initiative:

Potential CIs are a series of actions by community which cannot be classified as a “Genuine CIs” yet such as immature cases and stagnant cases but have potential to be the genuine one if some appropriate measures are taken.

If Information of the form is not clear or not sufficient, therefore, the level of Willingness and Ownership of community and their Organizational Capacity cannot be confirmed from the form, the CIs can be categorized in this category.

In this case, the Team of HoD must **conduct an additional survey** by requesting VEO through WEO to complete the form by adding relevant information related to community initiatives. After receiving additional information, the Team of HoD should **conduct a second round of analysis**.

Based on the second analysis, these CIs should be re-categorized into “Genuine CIs”, “Potential CIs” or “Not CIs”.

■ Not Community Initiative:

The form has clear/sufficient information and the Team of HoD can conclude that the Willingness and Ownership, and the Organizational Capacity of the community cannot be qualified as community initiatives.. For example, if the village is expecting all necessary resources to be provided by LGA, and there is no activity conducted by the community themselves so far, it can be concluded that this is a "request" from the community, or a “future plan of activity” of the community, and not an existing CI.

Details of how to assess the 2 criteria: Willingness and Ownership, and Organizational Capacity on the form is to be explained in ANNEX III

**(8) Preparation of the proposal of LGA supports to each community initiative (December)**

The Team of HoD discusses and develops a proposal of what kind of support should be provided by LGA (either financial support, technical support from a particular sector department, and/or moral support) for each identified community initiative. The proposal by the Team of HoD for each identified community initiative should be filled out on the “*Form for Action Plan of LGA support to Community Initiatives (CIs)*.”

LGA should provide support not only to Genuine CIs but also to Potential CIs. Therefore, the Team of HoD is advised to prepare 2 sets of forms, one for Genuine CIs and another for Potential CIs. In addition to 2 lists of Genuine and Potential CIs, it might be necessary to develop a list of “Not CIs” in case some stakeholders ask the Team of HoD questions regarding their analysis and categorization.

Details on how to prepare proposal on appropriate LGA support to community initiative, and how to develop the “*Form for Action Plan of LGA support to Community Initiatives (CIs)*” will be explained in ANNEX III



CMT

**(10) Conduct CMT and decide appropriate supports which LGA can provide to each community initiative (January)**

Team of HoD presents their proposal of LGA's appropriate supports (moral , technical and/or financial) to each community initiatives together with the reasons to Council Management Team (CMT) so that CMT can discuss and officially decide supports to be given to each community initiative.

CMT needs to discuss all identified community initiatives (both Genuine and Potential community initiatives) during CMT meeting.

When CMT discusses CIs to be supported, it is essential to recognize and remember that the cases which have been totally carried out by communities themselves without any supports from others should not be omitted, but rather should be listed as the first ones to be mentioned. It is because they are the best cases to be promoted by providing moral supports such as accompanying and encouraging them with appreciations to continue more CIs. Monitoring and Evaluation Grant (MEG) of Local Government Development Grant (LGDG) can be utilized for this purpose. Team of HoD fills the final decision on LGA's supports in the "Form for Action Plan of LGA support to Community Initiatives (CIs)."

Details on how to utilize the "Action Plan of LGA support to Community Initiatives (CIs)" before, during and after CMT will be explained in ANNEX III



Team of  
HoD

### (11) Feedback to Ward/Village Levels

The Team of HoD must provide feedback of the result of analysis and final decision on LGA support to each CI from LGA level to Ward/Village Level, in order to improve their performance in properly identifying existing community initiative. Moreover, feedback is important so that Village and Ward Levels can provide necessary follow-up and facilitation on the ground so that each community initiative can properly grow into becoming Genuine CIs. Feedback can be done by sharing the "Form for Action Plan of LGA support to Community Initiatives (CIs)," for both Genuine and Potential CIs, together with the list of "Not CIs" with the reasoning.



ALL  
LEVELS

### (12) Monitoring by LGA, Ward and Village levels (throughout the year)

Community initiative is a progressing process. It is necessary to monitor the progress of community initiatives so that Village/Ward/LGA can consider further support when it is necessary. The forms can be used for monitoring activities.

**CMT** is responsible for monitoring and ensuring the LGA supports to each community initiative. Using the "Form for Action Plan of LGA support to Community Initiatives (CIs)," the Team of HoD monitors and reports the progress of the supports to each community initiative and present it at each CMT. CMT evaluates the progress and decide way forward, appropriately adjusting their supports according to the progress of each community initiatives reported from WDC.

It should be noted that Annual Assessment of Reformed LGDG regarding "Community Self-Help Initiative" will be conducted based on the form.

**WDC** is responsible for monitoring and ensuring the supports to be provided at the Ward level to each community initiative. Using “*Form for Supporting Community Initiatives at Ward Level*,” WEO summarizes that progress of the supports and present it at each WDC. WDC evaluates the progress and decide way forward.

WDC is also responsible for monitoring the progress of each community initiative within their ward.

Result of the discussions on all of the above in each WDC should be submitted to LGA through WDC minutes.

**Village Office**, VEO together with the village leaders, is responsible in monitoring and encouraging the progress of each community initiative within their village.

#### **4. Forms as working tools for each level of LGA**

As mentioned above, the above procedure is to be performed as a collaboration among VEO, Village Chairperson, WEO, WDC, The Team of HoD and CMT. Forms have been developed for each level of LGA structure so that the respective officers can easily implement the procedure to identify, analyze the existing community initiatives and provide appropriate supports, as well as to monitor all existing community initiatives within their LGA. Names of the forms are as below;

- (1) Village: **Form for Collecting Information on Existing Community Initiatives (CIs)**
- (2) Ward: **Form for Supporting Community Initiatives at Ward Level**
- (3) Team of HoD/CMT: **Form for Action Plan of LGA support to Community Initiatives (CIs)**

✧ All explanation on how to fill in and utilize the forms and samples of the forms are available in Annex I, II and III.

The explanation of the responsible persons at each level to fill in and utilize each form is as follows:

##### **Village Level**

- VEO is the one who collects necessary information on each community initiative from community (village leaders and any related persons) and fill the information into the “**Form for Collecting Information on Existing Community Initiatives (CIs)**”.
- Village Chairperson is the one who checks and approves the content of the forms after VEO completes filling all necessary information in the forms.

### Ward Level

- WEO is the coordinator who instructs VEOs to fill in “Form for Collecting Information on Existing Community Initiatives (CIs)” and collect the forms from VEO. WEO also checks contents of the forms. If WEO finds any unclear points and/or lack of information, WEO instructs related VEO to correct information and/or add more information. After confirming the content, WEO sends one copy of the form to DPLO within the set deadline.
- Ward Development Committee (WDC) has responsibility to discuss, decide and implement what Ward Office can do for community initiatives. The result should be filled in “**Form for Supporting Community Initiatives at Ward Level,**” and the progress of supports should be continuously monitored by WDC.

### District Level

- DPLO is to instruct VEO through WEO to start the process of identification of community initiatives in all villages.  
After receiving the forms from VEO through WEO, The Team of HoD analyzes the collected information to sort out community initiatives into three categories of genuine ,potential, and not community initiatives.
- The Team of HoD discusses and develops their proposal on appropriate supports (moral support, technical support and/or financial support) to each community initiative. The result of their analysis and proposals are to be shared with CMT is to be presented at CMT through **Form for Action Plan of LGA support to Community Initiatives (CIs)**
- CMT: CMT discusses all identified community initiatives (both genuine and potential) during CMT meeting based on the proposal by the Team of HoD presented on the **Form for Action Plan of LGA support to Community Initiatives (CIs)** . After the CMT, the form should be revised by reflecting the final decision by CMT on the LGA supports to community initiatives.
- CMT: CMT monitors whether the decided supports are already implemented or not, using “**Form for Action Plan of LGA support to Community Initiatives (CIs)** .

## 5. Appropriate Support to Community Initiatives

### (1) 3 Types of Support

Support does not mean only “financial support”, rather it is the last resort. CI without any external supports in terms of finance is the strongest and the best CI. Support can be provided to the communities in a form of “Technical Support” and/or “Moral Support” (psychological encouragement). Even when the budget limitation does not allow your LGA to provide financial/material support, you may still be able to

encourage communities through technical/moral support. Sometimes, appreciation, recognition, or warm attention from VEO or WEO will motivate communities to do more community initiatives. The support that LGAs can provide in order to encourage the community to complete the ongoing community initiatives and embark on new ones, can be categorized into the following 3 types:

a. Moral Support

- This is the most important support and that does not cost much money. It is always recommended that LGAs should accompany the efforts of communities, which can promote them to continue their CIs even when they face some difficulties. CIs are sometimes vulnerable to some small problems that occur every day. Accompaniment and encouragement of LGA gives them power to overcome them and continue their efforts. Thus, please don't think moral supports as small issue that does not deserve to be a part of LGA's plan.
- The followings are the possible means;
  - Visit the village to appreciate and encourage people's effort
  - Send a letter of appreciation to the community
  - Give feedback to their request in timely manner
  - Inform other villages of good practices of CIs
  - Exchange visit to such cases
- For these activities, MEG can be utilized.

b. Technical Support

- If the community has enough willingness, ownership and organizational capacity, they have already done some collective work on their own, using their own skills or labor force. However, if the degree of difficulty of the project requires skills and knowledge that are beyond the community's capacity, LGA can provide technical support by sending ward extension officers, district engineers, blueprints, or provide various professional advices.
- For these activities, MEG can be utilized.

c. Financial Support

- First and foremost, it should be clearly noted that financial support to CIs is the last resort. LGAs should encourage the communities to accomplish their CIs by themselves as much as possible.
- However, if the size of the project requires the amount of resources that is beyond the community's capacity, LGA can complement the people's efforts by providing some funds or materials.
- Even in those cases, LGA must carefully examine and confirm that the community has enough willingness, ownership and organizational capacity to continue their self-help efforts without developing dependency syndrome. It should be remembered that the aim of LGA's support to community initiatives is to encourage CIs (or to promote people's

empowerment), and NOT to complete the projects for them.

(2) Expected approach to each category of community initiatives

It should be highlighted that eventual goal for LGAs is to encourage all communities to have more and more Genuine CIs in the future. Therefore, the desired approach to each category of community initiatives is as follows:

<p>Genuine CIs:</p>	<p>Genuine CIs should be most appreciated, commended, and prioritized to receive LGA support, because a high level of Willingness/Ownership and Organizational Capacity of the community is already confirmed.</p> <p>It is essential to recognize and remember that the cases which have been totally carried out by communities themselves without any supports from others should not be omitted, but rather should be listed as the first ones to be mentioned in LGA plan. It is because they are the best cases to be promoted by providing moral supports such as accompanying and encouraging them with appreciations to continue more CIs. MEG of LGDG can be utilized for this purpose.</p> <p>Furthermore, it should be always noted that the aim of LGA's support to community initiatives is to encourage CIs (or to promote people's empowerment), and NOT to complete the projects for them. Please see (3) below for more clarification.</p>
<p>Potential CIs:</p>	<p>Even though the Team of HoD cannot confirm the desired level of Willingness/Ownership and Organizational Capacity yet at the current moment, these communities should receive appropriate support so that in the future, they can mature into becoming Genuine CIs. It is often expected that community can develop enough Willingness, Ownership and Organizational Capacity if provided with appropriate moral / technical supports..</p>
<p>Not CIs:</p>	<p>"Not CIs" means Willingness/Ownership and Organizational Capacity of the community is lacking. However, it is important not to leave them behind. The respective WEOs, extension officers, VEOs and Community Leaders should gain the knowledge of why their project is not qualified as community initiative, so that they can improve their performance on the identification of existing community initiative, and also provide appropriate facilitation so that they can develop Genuine CIs in the future. Therefore, feedback can be an appropriate support for them.</p>

(3) Important points in order to promote empowerment of the communities

The aim of LGA's support to community initiatives is to encourage CIs (or to promote people's empowerment), and NOT to complete the projects for them. Here

are some important points that needs to be considered by LGAs to decide on an appropriate kind of support to provide at appropriate timing, so that they can ensure that their support can encourage and empower people.

- LGAs should keep in mind that sometimes, it is possible that LGA support might increase the sense of dependency of the community if LGA is not careful in assessing willingness, ownership and organizational capacity. Therefore, when deciding how to support community initiatives, it is important for LGAs to be sure that even after receiving the external support from LGA, people will continue to have a strong ownership and are willing and capable of completing and sustaining the outcome of the project.
- In other words, it is important to encourage communities to try to move forward using their own resources and capacity, because this process is an important learning process for the community. If they succeed in solving their problem using their own resources and capacity, they become confident in starting more initiatives. Thus, it is always important to let them do by themselves as much as possible without expecting and counting on any assistant from outside.
- Therefore, it should be emphasized that there is a danger in LGAs to try to complete all “unfinished projects” or funding community priorities without carefully analyzing the communities’ Willingness/Ownership and Organizational Capacity. If they do so, LGAs might spoil or undermine people’s continuous efforts and increase dependency because people might think that LGAs will do everything. Instead, what LGA should focus is, to carefully identifying the community initiatives with sufficient level of Willingness/Ownership and Organizational Capacity, and make sure that these genuine community initiatives are differentiated from and are prioritized over unfinished projects or community priorities. The more efforts LGAs provide for community initiatives, the more community initiatives will emerge, which is an ideal situation of the collaborative relationship.

## **6. Annual Assessment of Reformed LGDG and Forms**

Regarding LGAs’ performance of Reformed LGDG, Regional Assessment Team will conduct Annual Assessment including this OUTCOME of community initiatives. There are four indicators for this OUTCOME as follows (see LGDG Assessment Manual P 28);

- (1) Community initiated “self-help” projects are recognized by LGAs.
- (2) Community initiated projects are supported technically and/or financially by HLG
- (3) Community contributions are properly valued and reflected in the plans and implementation reports.
- (4) Proportion of CI projects out of the total LGDG funded projects

The LGDG Assessment Manual says that assessment for the above mentioned four points will be conducted by Regional Assessment Team through checking quality of the three forms explained in this operational guide.

■ Summary Table:

<b>Actor</b>	<b>Timing</b>	<b>Action</b>	<b>Form</b>
<b>VEO, Village Chairperson, Village Council</b>	<b>August-September</b>	Fill in the form to Identify Existing Community Initiatives. Prepare three copies and send two to WEO	<b>Form for collecting information on existing community initiatives (CIs)</b>
<b>WEO, WDC</b>	<b>October-November</b>	Collect the Form. Check quality and quantity of the information. Discuss what supports Ward can give. Submit to DPLO.	<b>Form for supporting community initiatives at ward level</b>
<b>Team of HoD</b>	<b>December</b>	Analyze and categorize CIs using the collected form and propose appropriate supports to CIs. Share with CMT members	<b>Form for Action plan of LGA support to Community Initiatives (CIs)</b>
<b>CMT</b>	<b>January</b>	Decide appropriate supports to CIs and incorporate the support into LGA plan and budget.	<b>(DPLO's Proposal→CMT's Decision→Monitoring)</b>

Quoted from Operational and Implementation Guide of LGDG System

## **ANNEXIES**

- ANNEX I: Explanation on how to fill in “Form for collecting information on existing community initiatives (CIs)”
- Annex I-I: Sample (Infrastructure) of “Form for collecting information on existing community initiatives (CIs)”
- Annex I-II: Sample (Group activity) of “Form for collecting information on existing community initiatives (CIs)”
- ANNEX II: Explanation on how to use “Form for supporting community initiatives at ward level”
- ANNEX II-I: Sample of “Form for supporting community initiatives at ward level
- ANNEX III: Explanation on how to analyze and decide appropriate supports by the Team of HoD and CMT
- ANNEX III-I: Important Criteria: Willingness and Ownership, and Organizational Capacity
- ANNEX III-II: Where you can find information on Willingness and Ownership, and Organizational Capacity in “Form for collecting information on existing community initiatives (CIs)”
- ANNEX III-III: Sample of “Form for Action Plan of LGA support to Community Initiatives (CIs) ”
- ANNEX IV: Forms

## **ANNEX I: Explanation on how to fill in “Form for collecting information on existing community initiatives (CIs)”**

Important Points to be considered by VEO and Village Leaders:

- The purpose of this form is to collect and provide necessary information on existing community initiatives which has already been initiated by the community. Therefore it is not for a future plan of activity, nor a request from community. In other words, if the community has not started any actions on their own yet, it is not qualified to be an existing community initiative.
- VEO should not fill in the format alone. Collection of information on community initiatives and filling in the form must be done through discussion with village leaders and other community members related to the community initiatives.
- VEO is instructed to prepare three copies of “Form for collecting information on existing community initiatives (CIs)” for each community initiative. For instance, if there are three community initiatives, first, VEO needs to make three forms for three community initiatives because one form is intended for one community initiative. Then, VEO needs to prepare nine copies in total because three copies times three community initiatives (3X3=9). After VEO completes filling the form, they shall send two copies of each community initiative to WEO, while one copy should remain in his/her office to monitor progress of identified community initiatives.
- While filling information into “*Form for Collecting Information on Existing Community Initiatives (CIs)*”, VEO, Village Chairperson and other village leaders should discuss ways to support each community initiative at the village level. Please also consider any chances to obtain supports from different stakeholders.
- VEO together with the village leaders, is responsible for monitoring and encouraging the progress of each community initiative within their village

(Number in this explanation corresponds to the actual number in the form)

### **1. BASIC INFORMATION**

- 1.1 Name of the community initiatives includes, concrete target (name/number of facilities which community wanted to construct, or the final goal of the group activity). For example; construction of two classrooms for Primary School XXXXX, or income generation of the group members, etc. (Information to be filled in the form is about existing community initiatives which the community have already started and is still implementing, not about request/wish/dream which the community has not initiated yet)
- 1.2 Problems which they faced before they started the community initiative. Please also describe in detail conditions/reasons which caused those problems.
- 1.3 Name of committee/ group that manage/organize the community initiative. Group for income generation can be also identified by using this format.

## **2. Rules/Regulations/Bylaws related to this Community Initiative**

If the community has any rules/regulations/bylaws, please fill in columns related to following points;

- 2.1 Decision making mechanism: rules related to any decision making in the organization such as minimum number of participants and number of participants who support proposal/topic.
- 2.2 Selection of chairperson and executive members: mechanism to select the chairperson and the members such as an election procedure.
- 2.3 Agreed ways of participation for each member: rules related to who, when, how often and where to work, how much each member needs to contribute cash and what materials each member needs to contribute.
- 2.4 Right, obligations and responsibilities of the members: kind of benefit which members can receive from the activity and what obligations which the members need to do to get the benefit. Sanction to a member who doesn't fulfill the obligation should be explained here (only for group activities)
- 2.5 Membership (condition for new members to join the group) : agreed procedures for new comers to join the group such as initial fee and other obligations for them (only for group activities)

## **3. PROGRESS OF COMMUNITY INITIATIVES**

3.1 Year and month in which community initiatives started. For example, the collection of resources started January, 2015.

3.2.1 Type of activities that have already been conducted so far. This includes month, year and activities itself, and the example is like the one shown in the sample format. Please note that all activities written here must be BEFORE the "reporting date" of the form.

- In filling 3.2, it is important to provide description on how the community participated so as to recognize commitment and continuity of the community. This is important because it helps in assessing the willingness, ownership and organization capacity of the community.

3.2.2. Resources already collected by the community until today. Resources comprise of things like money, stone, cement, sands bricks, labor force and other things apart from that mentioned above. If you can convert those resources into monetary term, it will be good but it is not a mandate. Moreover, clarification on how many people contributed and how much is very important.

3.3. Current stage means when you are providing this information, the project is at what stage. For example; roofing stage, painting and so on.

## **4. FUTURE PLAN**

- Before filling 4.1-4.5, discuss with the community. All the information should be based on people's collective decision, not an idea of a person/a group of few people. Therefore if people have not yet decided their future plan, you should write "undecided."

4.1 Activities that are remaining until completion. For instance, if your project is construction of classrooms and the construction is at ring beams, the remaining activities might be fitting iron sheet, fitting windows, doors, shutters, wall finishing. Please note that all activities written here must be AFTER the "reporting date" of the form.

Component of "responsible person" means people/institutions which are responsible for supervising each activity. Please explain what kind of work is done by those people/institution for example, construction committee it is responsible for collecting money from the community for the purpose of buying window and doors.

4.2 Resources needed for completion, excluding the ones that have already been collected written in 3.2.2. Indicate the resources that need to be collected from now until completing. These resources comprise of things like money, stone, cement, and sands bricks, labor force and other things. If you can convert those resources into monetary term, it will be good but it is not a mandate. Moreover, clarification on how many people contributed and how much is very important

4.3 If the community needs any technical supports from LGA, please note them here. If there is no need, no need to fill. Technical supports are those supports done by technical personnel to make sure that the activities are implemented to a desirable level. For example, blue print and water pipes installation. The purpose of blue print for construction is to have building that adheres to government standards. Also for installation of water pipes is to know the appropriate height for water pipe.

4.4. Challenges are various obstacles which hinder the implementation and completion according to the plan. For instance, community delaying to contribute money and other kinds of resources for implementation of the community initiative. If the community has identified the solution to overcome the challenge, please explain. Also, explain the progress of the implementation of the solution.

4.5. Future plans means, plans which are prepared by the community in order to assure the future sustainability of the project after its completion. These plans will cover all aspects which are necessary to ensure the sustainability of the initiative. Descriptions may include who will contribute what and what kind of bylaws is used and who is supervising the implementation of that bylaws.

**Annex I-I: Sample of “Form for collecting information on existing community initiatives (CIs)” (A case of a construction project under the village)**

FORM FOR COLLECTING INFORMATION ON EXISTING COMMUNITY INITIATIVES (CIs)						
Name of LGA:		Name of Ward:		Name of Village/Kitongoji/Mtaa:		Reporting Date:
Same		Lugulu		Lugulu		12-8-16
<b>1. BASIC INFORMATION ON THIS COMMUNITY INITIATIVE (CI)</b>						
1.1	Name and Target of this CI:		Construction of 2 classrooms in XXX primary School			
1.2	Problem to be addressed /solved by this CI:		Currently, total number of pupils is 100 per each class. This number showed that the pupils are very congested.			
1.3	Name of committee /group in charge:		Construction committee of Lugulu village.			
<b>2. Do the community have Rules/Regulations/By Laws related to this community initiative? If yes, are the following points stipulated there?</b>						
2.1	Decision making mechanism		2/3 members participate and majority agree.			
2.2	Selection of chairperson and executive members		Election is done every two years with vote of eligible members.			
2.3	Agreed ways of participation for each member in the acgtivities (monetary, materials and labor force)		Money: 2000 TS/House hold (HH) Material: 1 bag of sand and small stones/ HH Labor force:a specific day in a week for each kitongoji to complete agreed tasks.			
2.4	Rights, obligations and responsibilities of the members (for group activities)		not applicable			
2.5	Membership (condition for new members to join the group) (for group activities)		not applicable			
<b>3. PROGRESS SO FAR</b>						
3.1	When did this CI start?:		January, 2015			
3.2	What have been done so far:					
	2.2.1 Activities done so far:					
	Year	Month	Activity	Done by whom?		
	2015	January	Clearing land for building classrooms	70 people participated		
	2015	January	Collection stones and sands and bring them to the building site	200 people participated		
	2015	Feb	Making 3,000 bricks	Hamlet chairperson and VEO		
	2015	April	Collection of money from community members and district council	VEO and Hamlet chairpersons		
	2016	June	Construction of foundation and walls	Fundi/ (District Council)		
	2016	April	Construction of roof (not completed)	Fundi/ (District Council)		
	2.2.2 Resources already collected (including financial, material and human resources):					
	Types of Resource	Amount collected	Source of Resources	It was utilized for what?	Amount utilized	Remaining Amount
	Money	2,000,000	200 household contributed 10,000 each	Buying 30 bags of cement	600,000	1,400,000
		2,000,000	Distric Council	Paying the construction	1,200,000	800,000
	Stone	10lories ( Tshs 750,000)	200 members of community collected	Construction of foundation	7 lorries	3 lorries
	Sands	20 lorries ( Tshs 1,200,000)	200 members of community collected	Construction of walls	16 lorries	4 lorries
	Labor force	10 persons x 5 days	Community	Construction of walls	10 persons x 5 days	NA
3.3	Current stage of CI (activities):		construction of foundation and walls is completed. Construction of roof is on-going.			

4. FUTURE PLANS			
4.1	What are the remaining steps / activities until completion?		
	Remaining steps / activities	by Who?	When?
	1) Completing roof	Construction committee	Sep. 2016
	2) Making frame of windows and doors (wooden parts)	community	Oct. 2016
	3) Completing the windows and doors	Construction committee	Nov. 2016
	4) Installation of electricity	Construction committee	Nov. 2016
	5) Construction of floor and ceiling board	community	Jan. 2017
	6) Painting walls	Construction committee with collaboration with community	Feb. 2017
4.2	Resources needed for the above steps (including financial, material and human resources)		
	Types of Resource	Amount	Expected source of resource
	Money for iron sheet, windows, doors, ceiling board and cement	2,000,000	230 households
	Stones	3 lorries (Tshs 225,000)	230 households
	Sands	5 lorries (Tshs 225,000)	230 households
4.3	Are there any need of technical support from outside? If so, what are they?		
	Kind of Support	Purpose	
	Technical advice for roofing	To assure that the classroom has proper roofing to meet the standard	
	Technical advice on installation of electricity	Technically proper installation (community doesn't know this)	
4.4	Are there any challenges people are facing regarding this CI? If so, do they have ideas to overcome those challenges?		
	55 household had not contributed for classroom construction. The construction committee visited each household to sensitize them on contribution. Finally 35 households agreed to contribute. The names of the remaining 20 households were announced in the village general assembly. After that the remaining households decided to contribute.		
4.5	What is the plan after completion for maintenance and operation, management, etc.?		
	Parents of the pupils are contributing 1000 TSH/household every month to the construction committee and will continue this practice. The construction committee will save the money and use when they need to repair the classrooms.		
	PREPARED BY:	APPROVED BY:	
	Name of VEO/Mtaa executive officer :	Name of Village/Mtaa Chairperson	
	Contact number:	Contact number:	
	Signature (step):	Signature (step):	

**Annex I-II: Sample of “Form for collecting information on existing community initiatives (CIs) (A case of a group activity)”**

FORM FOR COLLECTING INFORMATION ON EXISTING COMMUNITY INITIATIVES (CIs)						
Name of LGA:		Name of Ward:		Name of Village/Kitongoji/Mtaa:		Reporting Date:
ulanga		Mwaya		Libenanga		12-8-16
<b>1. BASIC INFORMATION ON THIS COMMUNITY INITIATIVE (CI)</b>						
1.1	Name and Target of this CI:			Effective usage of tractor for cultivation		
1.2	Problem to be addressed /solved by this CI:			Low production per acre		
1.3	Name of committee /group in charge:			Farmer group		
<b>2. Do the community have Rules/Regulations/By Laws related to this community initiative? If yes, are the following points stipulated there?</b>						
2.1	Decision making mechanism			2/3 members participate and majority agree. Regarding utilization of the fee, village council makes decision.		
2.2	Selection of chairperson and executive members			Election is done every three years with vote of eligible members.		
2.3	Agreed ways of participation for each member in the			Money: 5000 TS / day to rent		
2.4	Rights, obligations and responsibilities of the members (for group activities)			Return with good condition. If not, the person needs to pay sanction.		
2.5	Membership (condition for new members to join the group) (for group activities)			pay 10,000 TS to join for a new member		
<b>3. PROGRESS SO FAR</b>						
3.1	When did this CI start?:			January, 2015		
3.2	What have been done so far:					
	3.2.1 Activities done so far:					
	Year	Month	Activity	Done by whom?		
	2015	May	collecting money from group members	Chairperson of the group		
	2015	May	opening tractor account	5 people (group committee)		
	2015	May	receiving money from LGAs	5 people (group committee)		
	2015	October	Establishment of bylaws	50 People participated		
	2016	January	Tractor start cultivating each acre Tshs 45,000	50 Group members		
	3.2.2 Resources already collected (including financial, material and human resources):					
	Types of Resource	Amount collected	Source of Resources	It was utilized for what?	Amount utilized	Remaining Amount
	Money	6,750,000	150 each member( 45 members contributed)	purchasing of tractor(20%)	6,750,000	0
		27,200,000	LGAs	Purchasing of tractor(80%)	27,200,000	0
3.3	Current stage of CI (activities):			Tractor has already purchased but trailer not yet		

4. FUTURE PLANS			
4.1 What are the remaining steps / activities until completion?			
Remaining steps / activities		by Who?	When?
<i>Purchasing of Trailer for carrying</i>		<i>Farmer groups</i>	<i>March, 2017</i>
<i>cultivated products</i>			
4.2 Resources needed for the above steps (including financial, material and human resources)			
Types of Resource		Amount	Expected source of resource
<i>Money</i>		<i>10,000,000</i>	<i>Revenue generating from tractor</i>
4.3 What are the technical support needed by the community from outside?			
Kind of Support		Purpose	
<i>How to use and maintain</i>		<i>To ensure sustainability</i>	
4.4 What are the challenges that people are facing regarding this CI and ideas to overcome those?			
<i>Absence of trella for carrying cultivated products and other laggages from the farm to home</i>			
<i>Farmer group have a plan to purchase trella from the income generating from Tractor.</i>			
4.5 What is the plan after completion for maintenance and operation, management, etc.?			
<i>10% of the money generating from cultivating farm will be used for operation and maintain</i>			
<i>of tractor.</i>			
PREPARED BY:		APPROVED BY:	
Name of VEO/Mtaa executive officer :		Name of Village/Mtaa Chairperson	
Contact number:		Contact number:	
Signature (step):		Signature (step):	

## **ANNEX II: Explanation on how to use “Form for supporting community initiatives at ward level”**

First and foremost, after receiving two copies of “Form for Collecting Information on Existing Community Initiatives (CIs)” from each village, WEO inspects the contents of the forms. If WEO finds any unclear points and/or lack of information, WEO instructs respective VEO to correct information and/or add more information.

WEO needs to prepare and conduct WDC to discuss appropriate supports from Ward Office to each existing community initiatives through the following steps;

1. Before WDC, WEO fills names of villages, name of community initiatives and current stage by extracting related information from “**Form for collecting information on existing community initiatives (CIs)**”.
2. During WDC, members of WDC together with Ward Extension Officers discuss appropriate supports which Ward office can give to each existing community initiative. There are two types of supports in “**Form for Supporting Community Initiatives at Ward Level**”, namely moral, and technical support. WDC needs to identify appropriate and achievable supports and fill the concrete activities to provide supports in the form. At the ward level, moral and technical supports are to be emphasized. Regarding financial support, its consideration should be limited to exceptional cases where it is really needed and available. WDC also needs to decide the timing and the responsible person to provide the support and fill the timing and name of person (or title) into the form.

When WDC discuss appropriate supports, please do not forget that it is essential to recognize and remember that the cases which have been totally carried out by communities themselves without any supports from others should not be omitted, but rather should be listed as the first ones to be mentioned in Ward Development Plan. It is because they are the best cases to be promoted by providing moral supports such as accompanying and encouraging them with appreciations to continue more CIs.

3. After WDC, the filled form must be displayed on the wall of Ward Office so everyone can see the support plan from Ward Office to Community Initiatives.
4. WEO sends all inspected “**Forms for collecting information on existing community initiatives (CIs)**”, “**Form for Supporting Community Initiatives at Ward Level,**” together with the WDC minutes to DPLO.

## Form for Supporting Community Initiatives at Ward Level

Ward				Date	
Village	Name of CI	Current Stage	WDC's Decision on Support from Ward		
			Support = Moral, Technical and others =	Timing	Responsible Person for the Support
1					
2					

This part should be filled before WDC extracting related information from “Form for collecting information on existing community initiatives (CIs)”.

This part should be filled during/after WDC according to result of discussion on what supports Ward can provide, timing and a responsible person.

Meanings of types of supports are explained below;

### (1) Moral Support

- Psychological encouragement and accompaniment is important in order to encourage people to continue and complete their initiatives especially when LGA is not able to provide financial support. The followings are the possible means for Ward Office to do so:
  - Frequently visit the village to appreciate and encourage people’s effort, and provide direct consultations
  - Send a letter of appreciation to the community signed by Ward Councilor
  - Deliver the feedback of the LGA in timely manner

### (2) Technical Support

- If the community has enough willingness, ownership and organizational capacity, they have already done some collective work on their own, using their own skills or labor force.
- However, if the degree of difficulty of the project requires skills and knowledge that is beyond the community’s capacity, Ward Office can utilize their Extension Officers to provide professional advices. Also, they should assist communities to acquire necessary professional advices from external actors. For example, WEO can request LGA to send district engineers, blueprints.

**ANNEX II-I: Sample of “Form for supporting community initiatives at ward level”**

Form for Supporting Community Initiatives at Ward Level						
Ward yyyy						Date
	Village	Name of CI	Current Stage	WDC's Decision on Support from Ward		
				Support = Moral, Technical and others =	Timing	Responsible Person for the Support
1	xxxx	Construction of village office	Foundation completed	Monitoring on the spot Instruction on standard specification	2017 January	WEO
2	zzzzzz	Construction of teacher house at aaa primary school	Walls done. Next is roofing	WEO and Head teacher continuously express appreciation Request District to send engineer of electricity	2017 February	Ward Education Coordinator
3	kkkkkk	Group Activity: Bee Keeping and selling honey	Selling honey without removing honeycomb. Using filters is needed.	Mediate between the group and funding programs such as "women development fund" Introducing filtration techniques Support for marketing  Moral support through regular communication between the group and the CDO and Ward Agriculture Extension Officer	2017 Feb- March: Technical Support	CDO Ward Agriculture Extension Officer
4						
5						
6						

### **ANNEX III: Explanation on how to analyze and decide appropriate supports by the Team of HoD and CMT**

After DPLO receives “**Form for collecting information on existing community initiatives (CIs)**” from all wards, the Team of HoD works as a team and conducts the following steps;

#### **1. Analysis of the Information on the Form based on 2 Criteria**

The Team of HoD needs to sit together and work as a team to go through each and every “Form for collecting information on existing community initiatives (CIs)” collected from the village level and analyze the quality/level of each community initiative, based on the 2 criteria below. **ANNEX III-I and ANNEX III-II** explains where you can find information on Willingness and Ownership, and Organizational Capacity in the Form

#### **■ Criteria 1 “WILLINGNESS AND OWNERSHIP”**

Community initiatives cannot succeed or sustain without **a strong sense of commitment by the community people to embark on collective actions for the problem solving through their own initiatives and efforts.** If people start some activities without having a sense of willingness and ownership, they tend to expect someone to complete the project for them. Therefore, the community members do not feel the necessity or the responsibility from the bottom of their heart to continue their actions to complete the project or take good care of the facility. The important thing is that the people believe that the problem is theirs, and it is their decision and responsibility to solve it, and not others. Each member of the community should be ready to devote their time, labour force, and sometimes even financial contribution, not for their personal benefit, but for a common purpose. The level of willingness and ownership can be assessed and analyzed through the following questions:

- 1-1) Did the community clearly identify the problem that they want to address on their own?
- 1-2) Did the community try to solve the problem using their own resources without relying on or waiting for others to help them, with the majority of community members contributing their financial or material resources? Are they willing to continue to contribute until the completion?
- 1-3) Did the majority of community members participate in the implementation of the project by providing their own labour force and time, and are willing to continue to participate until the completion?
- 1-4) Is the community willing to take good care of the facility on their own, even after the completion?

## ■ Criteria 2: ORGANIZATIONAL CAPACITY

It is not only the ownership and willingness that determine the success of community initiatives. People need to have organizational capacity, which is a **capacity of the people to collectively mobilize and manage their resources and experiences toward problem solving**, such as organizational management capacity related to good planning and monitoring, proper resource mobilization and management. The level of organization can be assessed and analyzed through the following questions:

- 2-1) Did the community collect and utilize various resources necessary to complete? (resource mobilization and management capacity)
- 2-2) Does the community have a clear plan how to complete the project? (planning capacity)
- 2-3) Does the community have a clear plan on how to sustain (maintenance and operation) after the completion? (planning capacity)
- 2-4) Is the community able to identify challenges and come up with a way to solve it? (ability to monitor and review their actions against their plan, and to adjust their strategy)
- 2-5) Have they established constitution/rules/regulations/by laws to work together to implement the project?
- 2-6) Do they have well established and functioning mechanism for decision making among all the members?

## 2. Categorization into 3 categories of Community Initiatives

Based on the analysis above, the Team of HoD needs to sort out all forms into the following 3 categories:

### ■ Genuine Community Initiative:

Community Initiatives are: “collective actions in which the community people proactively participate in decision-making and implementation process for their own development.” The success/maturity of the community initiatives can be assessed through the following 2 criteria:

- (1) a strong sense of Willingness and Ownership
- (2) a high level of Organizational Capacity to organize the collective actions of the people and utilizing available resources and experiences of the community.

In other words, if the Team of HoD can see sufficient/clear information on the form to confirm the high level of Willingness and Ownership of the community, as well as their Organizational Capacity, it can be categorized as a genuine community initiative.

■ Potential Community Initiative:

Potential CIs are a series of actions by community which cannot be classified as a “Genuine CIs” yet such as immature cases and stagnant cases but have potential to be the genuine one if some appropriate measures are taken.

If Information of the form is not clear or not sufficient, therefore, the level of Willingness and Ownership of community and their Organizational Capacity cannot be confirmed from the form, the CIs can be categorized in this category.

In this case, the Team of HoD must **conduct an additional survey** by requesting VEO through WEO to complete the form by adding relevant information related to community initiatives. After receiving additional information, the Team of HoD should **conduct a second round of analysis**.

Based on the second analysis, these CIs should be re-categorized into “Genuine CIs”, “Potential CIs” or “Not CIs”.

In one example, it can be observed that the community has just recently started their initiative to collect some necessary resources. In this case, LGA should acknowledge their efforts, but it is too early to judge whether the community has enough level of Willingness and Ownership, as well as Organizational Capacity, to reach the completion. In this case, it can be categorized as a “Potential CI.”

Also, the Team of HoD needs to be extra careful when analyzing the cases of “unfinished projects.” For example, if the Team of HoD sees a community initiative which started 5 years ago and achieved some progress, but not much progress is seen in the past 2 years, the Team of HoD can confirm a certain level of Willingness and Ownership, as well as Organizational Capacity of the community to have started the initiative and collected and utilized their internal resources at least in the first 3 years. However, it is difficult to judge whether the community still has the Willingness and Ownership, as well as Organizational Capacity, to continue their activities until the completion. In such case, the Team of HoD should try to collect additional information on why the community has stopped their efforts.

If the Team of HoD can conclude that the community has already given up or being lazy to continue their actions, and is just waiting for the external actor to come and complete everything for them, it can be considered a “Not CI.” However, there are cases in which the community is suffering from unavoidable circumstances such as political intervention. In some cases, the community has no choice but to use their limited resources for some other projects such as instruction from the government to build laboratories or add desks in the schools. In such cases, it can remain as a “Potential CI.”

■ Not Community Initiative:

The form has clear/sufficient information and the Team of HoD can conclude that the Willingness and Ownership, and the Organizational Capacity of the community is weak. For example, if the village is expecting all necessary resources to be provided by LGA, and there is no activity conducted by the community themselves so far, it can be concluded that this is a "request" from the community, or a "future plan of activity" of the community, and not an existing CI.

3. Proposal of appropriate supports by LGA to each CI

After sorting out community initiatives into 3 categories, the Team of HoD should discuss what supports should be given by LGA (either financial support, technical support from a particular sector department, and/or moral support) to each community initiative. The agreed proposal as a team on LGA's appropriate support should be summarized into the "**Form for Action Plan of LGA support to Community Initiatives (CIs)**". Upon discussing the proposal, the Team of HoD should note the following points:

(1) The Team of HoD should consider all 3 types of LGA support:

a. Moral Support

- This is the most important support and that does not cost much money. It is always recommended that LGAs should accompany the efforts of communities, which can promote them to continue their CIs even when they face some difficulties. CIs are sometimes vulnerable to some small problems that occur every day. Accompaniment and encouragement of LGA gives them power to overcome them and continue their efforts. Thus, please don't think moral supports as small issue that does not deserve to be a part of LGA's plan.
- The followings are the possible means;
  - Visit the village to appreciate and encourage people's effort
  - Send a letter of appreciation to the community
  - Give feedback to their request in timely manner
  - Inform other villages of good practices of CIs
  - Exchange visit to such cases
- For these activities, MEG can be utilized.
- Please specify the way in which LGA will encourage the community, appropriate timing, as well as responsible person on the "**Form for Action Plan of LGA support to Community Initiatives (CIs)**"

b. Technical Support

- If the community has enough willingness, ownership and organizational capacity, they have already done some collective work on their own, using their own skills or labor force. However, if the degree of difficulty of the project requires skills and knowledge that are beyond the community's capacity, LGA can provide

technical support by sending ward extension officers, district engineers, blueprints, or provide various professional advices.

- For these activities, MEG can be utilized.
- Please specify what kind of input/advises will be provided, appropriate timing, as well as responsible person on the “Form for Action Plan of LGA support to Community Initiatives (CIs) ”

**c. Financial Support**

- First and foremost, it should be clearly noted that financial support to CIs is the last resort. LGAs should encourage the communities to accomplish their CIs by themselves as much as possible.
- However, if the size of the project requires the amount of resources that is beyond the community’s capacity, LGA can complement the people’s efforts by providing some funds or materials.
- Even in those cases, LGA must carefully examine and confirm that the community has enough willingness, ownership and organizational capacity to continue their self-help efforts without developing dependency syndrome. It should be remembered that the aim of LGA’s support to community initiatives is to encourage CIs (or to promote people’s empowerment), and NOT to complete the projects for them.
- Please specify the source, amount and purpose of financial support on the “Form for Action Plan of LGA support to Community Initiatives (CIs)”.

(2) It should be highlighted that eventual goal for LGAs is to encourage all communities to have more and more Genuine CIs in the future. Therefore, the desired support to each category of community initiatives is as follows:

Genuine CIs:	<p>Genuine CIs should be most appreciated, commended, and prioritized to receive LGA support, because a high level of Willingness/Ownership and Organizational Capacity of the community is already confirmed.</p> <p>It is essential to recognize and remember that the cases which have been totally carried out by communities themselves without any supports from others should not be omitted, but rather should be listed as the first ones to be mentioned in LGA plan. It is because they are the best cases to be promoted by providing moral supports such as accompanying and encouraging them with appreciations to continue more CIs. MEG of LGDG can be utilized for this purpose.</p> <p>Furthermore, it should be always noted that the aim of LGA’s support to community initiatives is to encourage CIs (or to promote people’s empowerment), and NOT to complete the projects</p>
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	for them. Please see (3) below for more clarification.
Potential CIs:	Even though the Team of HoD cannot confirm the desired level of Willingness/Ownership and Organizational Capacity yet at the current moment, these communities should receive appropriate support so that in the future, they can mature into becoming Genuine CIs. It is often expected that community can develop enough Willingness, Ownership and Organizational Capacity if provided with appropriate moral / technical supports..
Not CIs:	“Not CIs” means Willingness/Ownership and Organizational Capacity of the community is lacking. However, it is important not to leave them behind. The respective WEOs, extension officers, VEOs and Community Leaders should gain the knowledge of why their project is not qualified as community initiative, so that they can improve their performance on the identification of existing community initiative, and also provide appropriate facilitation so that they can develop Genuine CIs in the future. Therefore, feedback can be an appropriate support for them.

- (3) As explained in (2), LGA should provide support not only to Genuine CIs but also to Potential CIs. Therefore, the Team of HoD is advised to prepare 2 sets of forms, one for Genuine CIs and another for Potential CIs. In addition to 2 lists of Genuine and Potential CIs, it might be necessary to develop a list of “Not CIs” in case some stakeholders ask the Team of HoD questions regarding their analysis and categorization.
- (4) Information about needs from communities are explained in 3.2 (resources) and 3.3 (technical supports) of “Form for Collecting Information on Existing Community Initiatives (CIs).” Also note that technical support such as consultations/advices can be provided to solve the challenges that the community is facing (3.4 of “Form for Collecting Information on Existing Community Initiatives (CIs).”).
- (5) Since the resources and technical staff of LGAs are limited, LGA might not be able to provide supports to all Genuine and Potential CIs. Therefore, LGA cannot avoid strategic prioritization among community initiatives. To make such priorities on support provision, the Team of HoD needs to carefully analyze again the quality of each CI based on the two criteria.
- The aim of LGA’s support to community initiatives is to encourage CIs (or to promote people’s empowerment), and NOT to complete the projects for them. LGAs should keep in mind that sometimes, it is possible that LGA support might increase the sense of dependency of the community if LGA is not careful in assessing willingness,

ownership and organizational capacity. Therefore, when deciding how to support community initiatives, it is important for LGAs to be sure that even after receiving the external support from LGA, people will continue to have a strong ownership and are willing and capable of completing and sustaining the outcome of the project. In other words, it is important to encourage communities to try to move forward using their own resources and capacity, because this process is an important learning process for the community. If they succeed in solving their problem using their own resources and capacity, they become confident in starting more initiatives. Thus, it is always important to let them do by themselves as much as possible without expecting and counting on any assistance from outside. Therefore, it should be emphasized that there is a danger in LGAs to try to complete all “unfinished projects” or funding community priorities without carefully analyzing the communities’ Willingness/Ownership and Organizational Capacity. If they do so, LGAs might spoil or undermine people’s continuous efforts and increase dependency. Instead, what LGA should focus is, to carefully identifying the community initiatives with sufficient level of Willingness/Ownership and Organizational Capacity, and make sure that these genuine community initiatives are differentiated from and are prioritized over unfinished projects or community priorities.

### 3. CMT’s Decision and Approval of LGA support to CIs

The Team of HoD shares their proposal on appropriate supports with all Heads of Sector Departments prior to CMT meeting for budgeting so that each Sector Department can give comments to make the proposed technical support to be more feasible/appropriate, and also to incorporate the community initiatives into sector budgets and submit sector budget plans to CMT for its approval. If it is necessary, contents of the proposal must be re-written/adjusted based on the discussion with Heads of Sector Departments.

When CMT meeting is conducted to discuss the budget of next fiscal year in January, CMT discusses all identified community initiatives (both Genuine and Potential) based on the proposal by the Team of HoD presented by the **“Form for Action Plan of LGA support to Community Initiatives (CIs)”**. Through the discussion, CMT needs to make a final decision on LGA’s supports (either Moral supports , Technical support and/or Financial support (LGDDG and Own source)) to community initiatives.

Information for these columns can be extracted from the **“Form for Collecting Information on Existing Community Initiatives (CIs)”**

**The Team of HoD needs to prepare two types of the form, for Genuine CIs and Potential CIs.**

Action plan of LGA support to Community Initiatives (CIs) (DPLO's Proposal→CMT's Decision→Monitoring)									
LGA name:									
Ward	Village	Name of CI	Current Stage	Support to be provided by LGA			Monitoring part		
				Moral Support (what and when)	Technical Support (what and when)	Financial (source, amount and purpose)	Progress of LGA Support	Progress of Community Initiative	
1				Responsible Person	Responsible Person	Responsible Person	Done		
				Comment/Reason					Not yet (reason)

DPLO writes result of his analysis on willingness and ownership and Organizational capacity. DPLO also writes reasons for his/her proposal regarding appropriate supports to community initiatives.

DPLO writes his/her proposals regarding appropriate supports to community initiatives and discuss the proposals with Heads of Sector Departments before CMT meeting.

Before CMT meeting, this monitoring part must be blank. after CMT meeting, this column is to be used for monitoring on the progress of support and community initiatives

After the CMT meeting, the Team of HoD revise/rewrites the part of “supports to be provided by LGA” as well as “comment/reason” in the **“Form for Action Plan of LGA support to Community Initiatives (CIs),”** reflecting the final decision by CMT on the LGA supports to community initiatives as explained below. If the decision of CMT is the same as the proposal from DPLO, re-writing is not necessary.

Action plan of LGA support to Community Initiatives (CIs) (DPLO's Proposal→CMT's Decision→Monitoring)									
LGA name:									
Ward	Village	Name of CI	Current Stage	Support to be provided by LGA			Monitoring part		
				Moral Support (what and when)	Technical Support (what and when)	Financial (source, amount and purpose)	Progress of LGA Support	Progress of Community Initiative	
1				Responsible Person	Responsible Person	Responsible Person	Done		
				Comment/Reason					Not yet (reason)

After decision making regarding supports to community initiatives, the Team of HoD re-writes the part of “supports to be provided by LGA” according to decision made by CMT as an official decision of LGA. If the decision is the same as the proposals from the Team of HoD, they do not have to re-write. Also, the Team of HoD needs to re-write the part of “Comment/Reason” according to the discussion of CMT.

#### 4. Feedback

Feedback of the result of analysis and final decision on LGA support to each CI from LGA level to Ward Level is important. Especially, the clear reasoning on why some submitted community initiatives were categorized as “Potential CI” and “Not CIs” should be shared to the Ward Level so that VEOs, WEOs, ward extension officers, members of WDC, and the Ward Councilors can deepen their understanding on what it means by Genuine community initiatives, and improve their performance in properly identifying existing community initiative. Moreover, feedback is important so that Village and Ward Levels can provide necessary follow-up and facilitation on the ground so that each community initiative can properly grow into becoming Genuine CIs. Feedback can be done by sharing the **“Form for Action Plan of LGA support to Community Initiatives (CIs),”** for both Genuine and Potential CIs, together with the list of “Not CIs” with the reasoning.

#### 5. Monitoring

CMT is responsible for monitoring and ensuring the LGA supports to each community initiative. Using the *“Form for Action Plan of LGA support to Community Initiatives (CIs).”*

The Team of HoD is responsible for recording the progress and updating the information by using column of “progress of the support” in the **“Form for Action Plan of LGA support to Community Initiatives (CIs),”** as explained below, and presenting it at monthly CMT meetings and/or other regular meetings.

CMT evaluates the progress and decide way forward, appropriately adjusting their supports according to the progress of each community initiatives reported from WDC.

It should be noted that Annual Assessment of Reformed LGDG regarding “Community Self-Help Initiative” will be conducted based on the form by Regional Assessment Team.

Action plan of LGA support to Community Initiatives (CIs) (DPLO's Proposal→CMT's Decision→Monitoring)								
LGA name:								
Ward	Village	Name of CI	Current Stage	Support to be provided by LGA			Monitoring part	
				Moral Support (what and when)	Technical Support (what and when)	Financial (source, amount and purpose)	Progress of LGA Support	Progress of Community Initiative
1							Done	
				Responsible Person	Responsible Person	Responsible Person		
Comment/Reason							Not yet (reason)	

CMT monitors progress of the supports and community initiatives. The Team of HoD needs to collect information on the progress from Sector Departments and Ward Office/WDC, fill the progress in this part of the form and share with CMT members.

**ANNEX III-I: Important Criteria: Willingness and Ownership, and Organizational Capacity**

Criteria	Definition and Analytical Questions to be Considered	Source of Information in Community Initiative Identification Format
Willingness and Ownership	<p><b><u>A strong sense of commitment by the community people to embark on collective actions for the problem solving through their own initiatives and efforts.</u></b></p> <p>&lt;Progress and Achievement so far&gt;</p> <ul style="list-style-type: none"> <li>■ Did the community clearly identify the problem they want to address by themselves?</li> <li>■ Did the community try to solve the problem using their own resources without relying on or waiting for others to help them, by majority of the members contributing their financial or material resources?</li> <li>■ Did the majority of the members participate in the implementation of the project by providing their own labour force and time?</li> </ul> <p>&lt;Future Plan&gt;</p> <ul style="list-style-type: none"> <li>■ Is the community willing to continue to contribute their resources until the completion?</li> <li>■ Is the community willing to participate in the implementation by providing their own labour force and time until the completion?</li> <li>■ After the completion of the CI, is the community willing to take good care of it?</li> </ul>	<ul style="list-style-type: none"> <li>➤ 1.2</li> <li>➤ 3.2.2 (See “amount” and “source of resources”)</li> <li>➤ 3.2.1 (See “by Whom”)</li> <li>➤ 4.2 (See “source of resources”)</li> <li>➤ 4.1 (See “by Whom”)</li> <li>➤ 4.5</li> </ul>

Organizational Capacity	<p><b>A capacity of the people to collectively mobilize and manage their resources and experiences toward problem solving.</b></p> <ul style="list-style-type: none"> <li>■ Did the community collect and utilize various resources necessary to complete? (resource management and mobilization capacity)</li> <li>■ Does the community have a clear plan on how to complete the project? (planning capacity)</li> <li>■ Does the community have a clear plan on how to sustain (maintenance and operation) after the completion? (planning capacity)</li> <li>■ Is the community able to identify challenges that are hindering them to move forward, and come up with a way to solve it? (ability to monitor and review their actions against their plan, and to adjust their strategy)</li> <li>■ Have they established constitution/rules/regulations/by laws to work together to implement the project?</li> <li>■ Do they have well established and functioning mechanism for decision making among all the members?</li> </ul>	<ul style="list-style-type: none"> <li>➤ 3.2.2</li> <li>➤ 4.1</li> <li>➤ 4.5</li> <li>➤ 4.4</li> <li>➤ 2</li> <li>➤ 2</li> </ul>
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**ANNEX III-II: Where you can find information on Willingness and Ownership, and Organizational Capacity in the “Form for collecting information on existing community initiatives (CIs)”**

**2. Organizational Capacity**

Does the community have regulations/rules to manage their organization to implement activities?

**1.2: Willingness and Ownership**

■ Did the community clearly identify the problem they want to address by themselves?  
Identification of the problem and decision to tackle it is the starting point to have their willingness and ownership towards the problem.

FORM FOR COLLECTING INFORMATION ON EXISTING COMMUNITY INITIATIVES (CIs)						
Name of LGA:	Name of Ward:	Name of Village/Kitongoji/Mtaa:	Reporting Date:			
Same	Lugulu	Lugulu	12-8-16			
<b>1. BASIC INFORMATION ON THIS COMMUNITY INITIATIVE (CI)</b>						
1.1	Name and Target of this CI:		Construction of 2 classrooms in XXX primary School			
1.2	Problem to be addressed /solved by this CI:		Currently, total number of pupils is 100 per each class. This number showed that the pupils are very congested.			
1.3	Name of committee /group in charge:		Construction committee of Lugulu village.			
<b>2. Do the community have Rules/Regulations/By Laws related to this community initiative? If yes, are the following points stipulated there?</b>						
2.1	Decision making mechanism		2/3 members participate and majority agree.			
2.2	Selection of chairperson and executive members		Election is done every two years with vote of eligible members.			
2.3	Agreed ways of participation for each member in the activities (monetary, materials and labor force)		Money: 2000 TS/House hold (HH) Material: 1 bag of sand and small stones/ HH Labor force: a specific day in a week for each kitongoji to complete agreed tasks.			
2.4	Rights, obligations and responsibilities of the members (for group activities)		not applicable			
2.5	Membership (condition for new members to join the group) (for group activities)		not applicable			
<b>3. PROGRESS SO FAR</b>						
3.1	When did this CI start?:		January, 2015			
3.2	What have been done so far:		3.2.1 Activities done so far:			
	Year	Month	Activity	Done by whom?		
	2015	January	Clearing land for building classrooms	70 people participated		
	2015	January	Collection stones and sands and bring them to the building site	200 people participated		
	2015	Feb	Making 3,000 bricks	Hamlet chairperson and VEO		
	2015	April	Collection of money from community members and district council	VEO and Hamlet chairpersons		
	2016	June	Construction of foundation and walls	Fundi/ (District Council)		
	2016	April	Construction of roof (not completed)	Fundi/ (District Council)		
3.2.2 Resources already collected (including financial, material and human resources):						
	Types of Resource	Amount collected	Source of Resources	It was utilized for what?	Amount utilized	Remaining Amount
	Money	2,000,000	200 household contributed 10,000 each	Buying 30 bags of cement	600,000	1,400,000
		2,000,000	District Council	Paying the construction	1,200,000	800,000
	Stone	10 lorries ( Tshs 750,000)	200 members of community collected	Construction of foundation	7 lorries	3 lorries
	Sands	20 lorries ( Tshs 1,200,000)	200 members of community collected	Construction of walls	16 lorries	4 lorries
	Labor force	10 persons x 5 days	Community	Construction of walls	10 persons x 5 days	NA
3.3	Current stage of CI (activities):		construction of foundation and walls is completed. Construction of roof is on-going.			

**3.2.1: Willingness and Ownership**

■ Did the majority of the members participate in the implementation of the project by providing their own labour force and time?  
(See number of activities done by community themselves)

**3.2.2: Willingness and Ownership**

■ Did the majority of the members contribute their financial or material resources?  
(See “amount” and “source of resources” to identify the level of community’s contribution/participation)

**3.2.2: Organizational Capacity**

■ Did the community collect and utilize various resources necessary to complete? (resource management and mobilization capacity)

#### **4.1 and 4.2: Willingness and Ownership**

When the community has a plan to continue to collect resources and conduct activities by themselves until the completion, a high level of willingness and ownership (also low level of dependency) is confirmed.

- Is the community willing to participate in the implementation by providing their own labour force and time until the completion? (See number of activities to be done by community in 3.1).
- Is the community willing to continue to contribute their resources until the completion? (See resources to be contributed by the community in 3.2)

4. FUTURE PLANS			
4.1	What are the remaining steps / activities until completion?		
	Remaining steps / activities	by Who?	When?
	1) Completing roof	Construction committee	Sep. 2016
	2) Making frame of windows and doors (wooden parts)	community	Oct. 2016
	3) Completing the windows and doors	Construction committee	Nov. 2016
	4) Installation of electricity	Construction committee	Nov. 2016
	5) Construction of floor and ceiling board	community	Jan. 2017
	6) Painting walls	Construction committee with collaboration with community	Feb. 2017
4.2	Resources needed for the above steps (including financial, material and human resources)		
	Types of Resource	Amount	Expected source of resource
	Money for iron sheet, windows, doors, ceiling board and cement	2,000,000	230 households
	Stones	3 lorries ( Tshs 225,000)	230 households
	Sands	5 lorries ( Tshs 225,000)	230 households
4.3	Are there any need of technical support from outside? If so, what are they?		
	Kind of Support	Purpose	
	Technical advice for roofing	To assure that the classroom has proper roofing to meet the standard	
	Technical advice on installation of electricity	Technically proper installation (community doesn't know this)	
4.4	Are there any challenges people are facing regarding this CI? If so, do they have ideas to overcome those challenges?		
	55 household had not contributed for classroom construction. The construction committee visited each household to sensitize them on contribution. Finally 35 households agreed to contribute. The names of the remaining 20 households were announced in the village general assembly. After that the remaining households decided to contribute.		
4.5	What is the plan after completion for maintenance and operation, management, etc.?		
	Parents of the pupils are contributing 1000 TSH/household every month to the construction committee and will continue this practice. The construction committee will save the money and use when they need to repair the classrooms.		
	PREPARED BY:	APPROVED BY:	
	Name of VEO/Mtaa executive officer :	Name of Village/Mtaa Chairperson	
	Contact number:	Contact number:	

#### **3.1 and 3.5: Organizational Capacity** (planning capacity)

- Does the community have a clear plan on how to complete the project? (See the quality of 3.1)
- Does the community have a clear plan on how to sustain (maintenance and operation) after the completion? (See the quality of 3.5)

#### **4.4 Organizational Capacity**

- Is the community able to identify challenges and come up with a way to solve it? (ability to monitor and review their actions against their plan, and to adjust their strategy)

#### **4.5 Willingness and Ownership**

- After the completion of the CI, is the community willing to take good care of it?

## ANNEX III-III: Sample of “Form for Action Plan on LGA Support to Community Initiatives (CIs)”

<b>Action plan of LGA support to Community Initiatives (CIs)</b> (DPLO's Proposal→CMT's Decision→Monitoring)									
LGA name:									
Ward	Village	Name of CI	Current Stage	Support to be provided by LGA			Monitoring part		
				Moral Support (what and when)	Technical Support (what and when)	Financial (source, amount and purpose)	Progress of LGA Support	Progress of Community Initiative	
1	eeeeeee	dddddd	Construction of one unit of teacher's house	Foundation completed	DEO has visit communities and encourage them to continue their efforts (June 2017)	District Engineer to give advice on the required ratio for building of walls after foundation completed (Aug 2017)	Tsh 4 Million to complement communities efforts by buying iron sheet, cement and other materials (Sector Fund of Education)	Done September 2017: Iron sheet, cement and other building materials cement (Tsh 4mil ) sent to the village	(Sept 2017) The construction is at wall stage, at step nine before lenter beam
					Responsible Person District Education Officer	Responsible Person District Engineer	Responsible Person District Education Officer		
Comment/Reason Community continuously took actions for this school (two classrooms and 4 latrines were constructed by community). Willingness and ownership clearly confirmed from this community. Planning, implementation and monitoring process were managed. The school construction committee functions well. So this support will encourage them to continue with their efforts and start new CIs							Not yet (reason)		
2	aaaaa	kkkkkk	Bee Keeping and selling honey	Selling honey without removing honeycomb. Using filters	Provide opportunity for experience sharing with other Community-Based Organizations for income generation (Sep 2017)	Training on the filtration techniques (2 days, Aug 2017) Advice on labeling of the bottles (Aug 2017)	Tsh 800,000 to buy three sets fo filters to remove honeycomb (Women Development Fund)	Done Aug 2017 : Two-day training was done (DAICO and Ward Exention Officers) Sep 2017: Small workshop was done inviting 12 CBOs to share experience. Jan 2018: The group received Tsh 800,000	(End of Aug 2017) value of the honey has increased and the price has also increased, therefore income of the group has raised from Tshs 50,000 per month to Tshs.300,000
					Responsible Person DCDO	Responsible Person DAICO	Responsible Person DCDO		
Comment/Reason: The group started to sell products since 2009 with 8 members and number of the members became 20 now. Neighboring communitels also started the same type of activities. They bought two filters by themselves and successfully increased income by selling the filtered honey. They are planning to expand their business scale. LGA can expect this group activity to be a model case of income generating activity.							Not yet (reason)		
3	mmm	hhhhhhh	Construction of Kitongoji Road	Road construction is on progress two culverts not yet completed	DED to send an appreciation letter to acknowledge communities efforts and encourage their actions (March 2017)	Technical advice for construction of road shoulder is needed, so District Engineer should visit and give trainings (Feb 2017)	Tsh 8 Million to complement people's efforts for local fundi and materials (CDG.)	Done March 2017 : Technical advice April 2017: DED sent the letter	(Apr 2017) Materials for constructing calvert are already in site (Aug 2017) peoples are continuous contributing some money for calvert
					Responsible Person DED	Responsible Person District Engeneer	Responsible Person DPL0		
Comment/Reason: Community has been continuously constructing kitongoji roads for more than 4 years. There is a significant improvement on the transport within the village. The community is capable of constructing roads, however, there are two water points that is becoming bottlenecks. Construction of two permanent culverts which is beyond community capacity will help them a lot and encourage further community initiatives.							Not yet (reason): Financial support not yet due to delay in disbursement of LGDG		
4	ggggggg	qqqqqqqqq	Construction of village office	At the roofing stage	DED to participate in the inauguration ceremony to respect for community effort on the spot (April 2017)	Advice on power supply (Feb 2017)	Tsh 8 million to buy iron sheet and cement and also for local fundi for windows and doors (Own Source).	Done March 2017 : Advice of power supply March 2017: Iron sheet, materials (8 million) May 2017 DED visited and gave speech	(May 2017) The construction is at finishing stage, plastaling, window and door fitting
					Responsible Person DED	Responsible Person District Engeneer	Responsible Person DPL0		
Comment/Reason: Community started construction of village office in 2010 and stopped for two years in 2013 to 14 due to an internal conflict within the council. They solved the problem by themselves and started construction again in Nov 2014 and finally finished construction of wall. Currently they are collecting money from each household to buy tables and chairs by themselves. Achievement of this community should be acknowledged and they should be encouraged to do more collective actions.							Not yet (reason)		

Note: Team of HoD is advised to prepare 2 sets of forms, one for Genuine CIs and another for Potential CIs. In addition to 2 lists of Genuine and Potential CIs, it might be necessary to develop a list of “Not CIs” in case some stakeholders ask the Team of HoD questions regarding their analysis and categorization.



**4. FUTURE PLANS**

4.1 What are the remaining steps / activities until completion?			
	Remaining steps / activities	by Who?	When?

4.2 Resources needed for the above steps (including financial, material and human resources)			
	Types of Resource	Amount	Expected source of resource

4.3 Are there any need of technical support from outside? If so, what are they?	
Kind of Support	Purpose

4.4 Are there any challenges people are facing regarding this CI? If so, do they have ideas to overcome those challenges?

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4.5 What is the plan after completion for maintenance and operation, management, etc.?

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PREPARED BY:		APPROVED BY:	
Name of VEO/Mtaa exective officer :		Name of Village/Mtaa Chairperson	
Contact number:		Contact number:	
Signature (step):		Signature (step):	

## Form for Supporting Community Initiatives at Ward Level

Ward					Date	
	Village	Name of CI	Current Stage	WDC's Decision on Support from Ward		
				Support = Moral, Technical and others =	Timing	Responsible Person for the Support
1						
2						
3						
4						
5						
67				52		

**Action plan of LGA support to Community Initiatives (CIs)**  
(DPLO's Proposal→CMT's Decision→Monitoring)

LGA name:

	Ward	Village	Name of CI	Current Stage	Support to be provided by LGA			Monitoring part	
					Moral Support (what and when)	Technical Support (what and when)	Financial (source, amount and purpose)	Progress of LGA Support	Progress of Community Initiative
1								Done	
					Responsible Person	Responsible Person	Responsible Person		
Comment/Reason								Not yet (reason)	
2								Done	
					Responsible Person	Responsible Person	Responsible Person		
Comment/Reason:								Not yet (reason)	
3								Done	
					Responsible Person DED	Responsible Person District Engineer	Responsible Person DPLO		
Comment/Reason:								Not yet (reason):	
4								Done	
					Responsible Person DED	Responsible Person District Engineer	Responsible Person DPLO		
Comment/Reason:								Not yet (reason)	

Note: Team of HoD is advised to prepare 2 sets of forms, one for Genuine CIs and another for Potential CIs. In addition to 2 lists of Genuine and Potential CIs, it might be necessary to develop a list of "Not CIs" in case some stakeholders ask the Team of HoD questions regarding their analysis and categorization.

### **3. Guidance on: “National Award for the Best Practice of Community Initiative”**

*When we look around the villages of Tanzania, we can find a lot of collective actions by the communities to solve their problems by themselves, using their available resources, such as construction or rehabilitation of village offices, schools, irrigation canals, and roads, or various activities by community-based organizations, and etc. This is what we call the “community initiatives,” which are the spontaneous efforts of the communities to solve the problems they are facing, even without relying on the government. In a more concrete manner, we shall define community initiatives as: “the collective actions in which the community people proactively participate in decision making and implementation process for their own development.” It is a strong tradition and advantage of Tanzania, and we see community initiatives as the national asset that can become a driving force of the country’s development.*

*PO-RALG would like to invite all LGAs for “National Award for the Best Practice of Community Initiative”. If your LGA participates in this Award, it means that your LGA appreciates communities’ efforts. If your LGA participates in this Award, it means your LGA encourages communities. Those appreciation and encouragement from LGA are one of essential means to improve the quality of public service delivery and promote local development through people’s self-help efforts.*

#### **1. Background and Purpose of Award**

- As it has been elaborated in the “Important Messages to Decision-Makers,” it would be beneficial for LGAs to identify and support community initiatives because:
  - (1) LGAs can save some budget (government does not have to start from the scratch because the communities have already initiated and made progress on their own)
  - (2) The sustainability of the facility/activity is well assured (community already has a sense of ownership, so they are willing to maintain and improve their facility/activity by themselves)
  - (3) Communities will be empowered to do more for their own development
  - (4) The relationship between the LGAs and communities will improve.

In other words, LGA can deliver more and better public service through identifying and supporting community initiatives.

- An important thing for LGA is to identify and select community initiatives based on a proper analysis of each community initiative. If LGAs cannot properly identify and select community initiatives for LGAs to collaborate with, sometimes your investment for service delivery will end up without bringing any impact to communities and also the above-mentioned benefits (cost reduction, sustainability, empowerment and better relationship between LGAs and communities) will never be realized. In order for LGAs to identify strong community initiatives that can bring about those benefits, the following 2 criteria must be considered.

- **Criteria 1: WILLINGNESS AND OWNERSHIP**

Community initiatives cannot succeed or sustain without **a strong sense of commitment by the community people to embark on collective actions for the problem solving through their own initiatives and efforts**. If people start some activities without having a sense of willingness and ownership, they tend to expect someone to complete the project for them. Therefore, the community members do not feel the necessity or the responsibility from the bottom of their heart to continue their actions to complete the project or take good care of the facility. The important thing is that the people believe that the problem is theirs, and it is their decision and responsibility to solve it, and not others'. Each member of the community should be ready to devote their time, labor force, and sometimes even financial contributions, not for their personal benefit, but for a common purpose.

- **Criteria 2: ORGANIZATIONAL CAPACITY**

In order for the people to achieve tangible results, people need to have organizational capacity, which is a **capacity of the people to collectively mobilize and manage their resources and experiences toward problem solving**, such as organizational management capacity related to good planning and monitoring, proper resource mobilization and management.

- Through this award, O&OD Team of PO-RALG would like to invite LGAs to share good practices of community initiatives among one another. By shedding the light on the best practice of the community initiative, PO-RALG aims to encourage communities to succeed in community initiatives, and more importantly, to encourage LGAs to succeed in nurturing such CIs more and more and building collaborative relationship with them.
- Also, this Award has an educational purpose, in deepening the understanding of LGA officials on the essence of community initiatives based on the important criteria of: "willingness and ownership", as well as the "organizational capacity" of the communities. This is why all process explained below must be done by the Team of HoD (a team consisting of DPLO, DCDO, DHRO and other members of the Council, see 2. (1) of the "Operational Guide to Identify, Analyze and Support Community Initiatives)", otherwise the process cannot bring the educational impact to LGA as an institution.

## 2. What Kind of "Best Practices" Should be Selected?

Please identify good cases of CIs in your LGA, analyze them, and select the most outstanding case which has some exceptional merits, features and experiences that could be an exemplar to other communities and LGAs in the Country, giving good inspiration to them. It could be found by reviewing the “Forms for Collecting Information on Existing CIs” presented by each Ward, but you can also identify communities which have had good past experience of CIs before and accomplished already.

It should also be noted here again that CIs with strong ownership which do not require external support are the best ones. However, cases that demonstrate good collaboration between CI and LGA could also be presented.

Followings are some examples of such merits, features and experiences:

1. Case in which the community has been remarkably empowered through the related collective actions;
2. Case of CI with outstanding strong ownership which has been demonstrating excellent “self-help efforts”;
3. Case with impressive process of transformation of the community (mind-set change / self-organizing capability development) comparing “before” and “after”;
4. Case in which people became convinced “Yes we can, if we want!”, which led to strengthening their pride and patriotism to their own community;
5. Community that has been continuing series of CIs one after another, instead of remaining in one single case;
6. Case in which the presence of exemplar good leadership contributed significantly to the success;
7. Case in which unique and outstanding organizational arrangements were made, and/or well established rules & regulations functioned, which led to the success;
8. Case that shows the community encountered various difficulties / challenges but could overcome them, which empowered the community furthermore;
9. Case that had “spill-over” effects to other areas;
10. Case in which networking with other entities such as NGOs, Governmental Institutions, etc. was developed, which facilitated accomplishment of the CI;
11. Case that represents good collaboration between CI and LGA;
12. Case in which LGA officer (HLG/LLG) made outstanding and unique efforts to accompany, encourage, facilitate and/or support CIs;
13. Case in which LGA officer made unique efforts to make use of locally available human resources like local fundi;
14. Case in which trusty relationship was remarkably consolidated between community and LGA; and
15. Case with any other unique and outstanding efforts/merits that led to the success.

For your reference, some examples of how to describe the best practice cases are provided in the following section of “4. Cases of CIs”. As you can confirm in the underlined parts there, good cases may contain more than one merits among those mentioned above.

Please try to select such kinds of interesting and inspiring CI cases, describe reasons why your LGA consider the case as the best using Nomination Form (Annex VII) and contest!

### **3. Procedure for Participation in Award**

#### **(1) Preparation: Formation of the “Team of Heads of Departments”**

As it has been instructed in 2. (1) of the “Operational Guide to Identify, Analyze and Support Community Initiatives),” After returning from the Zonal Workshop, DPLO, DCDO and DHRO should form a “Team of HoD” which will be responsible for implementation of all the process needed to encourage and support community initiatives, including participating in this Award. DPLO, DCDO and DHRO, who participated in the Zonal Workshop, should be included as the core members, and they should elect one of them to become the coordinator of this team. It is up to each LGA to decide how many other HoD or other council officers should join this team to assist their tasks.

#### **(2) Step 1: Identify outstanding communities which have had good community initiatives and accomplished. Or review the forms and select several candidates by DPLO, DCDO and DHRO**

The Team of HoD reviews “Forms for Collecting Information on Existing Community Initiatives (CIs)” and select several candidates based on their analysis of the following criteria;

- Willingness and Ownership
- Organizational Capacity

You may also identify outstanding communities which have had good past experience of CIs and accomplished already.

To find necessary information concerning the above mentioned two criteria on each CI case, please refer to Annex V.

#### **(3) Step 2: Conduct further survey whenever possible.**

The Team of HoD collects additional information on the selected candidates for the best community initiative, by following the 15 examples of merits described in 2. above and instructions of the Annex VI “Guiding Questions for Further Survey”. It is necessary to do further survey to verify the collected information through field visit or telephone call whenever possible.

#### **(4) Step 3: Prepare necessary document**

The Team of HoD fills the nomination form (ANNEX VII) to explain the reasons why the community initiatives which they select are the candidates of the best practice of community initiative. These nomination forms are to be discussed among CMT members to select the best.

#### **(5) Step 4: Select the best**

LGA selects the best practice of community initiative in your LGA out of the candidates prepared by The Team of HoD.

This Step 4 will be done through CMT meeting and/or a similar

management meeting at the LGA level.

**(6) Step 5: Finalize the form of the best practice of community initiative.**

After CMT meeting to select the best, The Team of HoD needs to finalize the nomination form (ANNEX VII) according to the discussion in the CMT meeting.

**(7) Step 6: Send the document to Regional Secretariat (RS)**

The Team of HoD submits the nomination form of the selected best practice of community initiative to Regional Assessment Team of Local Government Development Grant (LGDG) in August every year. Whenever available, "Form for collecting information on existing community initiatives (CIs)" should be attached to the nomination form of the selected best practice of community initiatives.

Responsible persons in LGA for Step (6) and (7) is the Team of HoD.

**(8) Step 7: Each Regional Secretariat recommends three (3) cases of "the Best Practice of Community Initiative"**

After Regional Assessment Team of Local Government Development Grant (LGDG) collects the nomination forms from all LGAs within a respective region, the Regional Secretariat sends all forms to O&OD Team, PO-RALG, together with the recommendation of the 3 best practices from the RS. Recommendation must be decided through discussion among Regional Administrative Secretary, Planning Section and other sections based on the submitted form from LGAs. The deadline is the end of September.

Whenever available, "Form for collecting information on existing community initiatives (CIs)" should be attached to the nomination form of the selected best practice of community initiatives.

**(9) Step 8: O&OD Team of PO-RALG will select the best at the National Level and create a booklet to share the best practices of community initiatives.**

**ANNEXIES**

ANNEX V: Where you can find information on Willingness and Ownership, and Organizational Capacity in the "Form for collecting information on existing community initiatives (CIs)"

Annex VI: "Guiding Questions for Further Survey"

Annex VII: NOMINATION FORM: "The Best Practice of Community Initiative in my LGA"

**ANNEX V: Where you can find information on Willingness and Ownership, and Organizational Capacity in the “Form for collecting information on existing community initiatives (CIs)”**

**2. Organizational Capacity**

Does the community have regulations/rules to manage their organization to implement activities?

**1.2: Willingness and Ownership**

■ Did the community clearly identify the problem they want to address by themselves?  
Identification of the problem and decision to tackle it is the starting point to have their willingness and ownership towards the problem.

FORM FOR COLLECTING INFORMATION ON EXISTING COMMUNITY INITIATIVES (CIs)						
Name of LGA:	Name of Ward:	Name of Village/Kitongoji/Mtaa:	Reporting Date:			
Same	Lugulu	Lugulu	12-8-16			
<b>1. BASIC INFORMATION ON THIS COMMUNITY INITIATIVE (CI)</b>						
1.1	Name and Target of this CI:		Construction of 2 classrooms in XXX primary School			
1.2	Problem to be addressed /solved by this CI:		Currently, total number of pupils is 100 per each class. This number showed that the pupils are very congested.			
1.3	Name of committee/group in charge:		Construction committee of Lugulu village.			
<b>2. Do the community have Rules/Regulations/By Laws related to this community initiative? If yes, are the following points stipulated there?</b>						
2.1	Decision making mechanism		2/3 members participate and majority agree.			
2.2	Selection of chairperson and executive members		Election is done every two years with vote of eligible members.			
2.3	Agreed ways of participation for each member in the activities (monetary, materials and labor force)		Money: 2000 TS/House hold (HH) Material: 1 bag of sand and small stones/ HH Labor force: a specific day in a week for each kitongoji to complete agreed tasks.			
2.4	Rights, obligations and responsibilities of the members (for group activities)		not applicable			
2.5	Membership (condition for new members to join the group) (for group activities)		not applicable			
<b>3. PROGRESS SO FAR</b>						
3.1	When did this CI start?:		January, 2015			
3.2	What have been done so far:					
3.2.1 Activities done so far:						
	Year	Month	Activity	Done by whom?		
	2015	January	Clearing land for building classrooms	70 people participated		
	2015	January	Collection stones and sands and bring them to the building site	200 people participated		
	2015	Feb	Making 3,000 bricks	Hamlet chairperson and VEO		
	2015	April	Collection of money from community members and district council	VEO and Hamlet chairpersons		
	2016	June	Construction of foundation and walls	Fundi/ (District Council)		
	2016	April	Construction of roof (not completed)	Fundi/ (District Council)		
3.2.2 Resources already collected (including financial, material and human resources):						
	Types of Resource	Amount collected	Source of Resources	It was utilized for what?	Amount utilized	Remaining Amount
	Money	2,000,000	200 household contributed 10,000 each	Buying 30 bags of cement	600,000	1,400,000
		2,000,000	District Council	Paying the construction	1,200,000	800,000
	Stone	10 lorries ( Tshs 750,000)	200 members of community collected	Construction of foundation	7 lorries	3 lorries
	Sands	20 lorries ( Tshs 1,200,000)	200 members of community collected	Construction of walls	16 lorries	4 lorries
	Labor force	10 persons x 5 days	Community	Construction of walls	10 persons x 5 days	NA
3.3	Current stage of CI (activities):		construction of foundation and walls is completed. Construction of roof is on-going.			

**3.2.1: Willingness and Ownership**

■ Did the majority of the members participate in the implementation of the project by providing their own labour force and time?  
(See number of activities done by community themselves)

**3.2.2: Willingness and Ownership**

■ Did the majority of the members contribute their financial or material resources?  
(See “amount” and “source of resources” to identify the level of community’s contribution/participation)

**3.2.2: Organizational Capacity**

■ Did the community collect and utilize various resources necessary to complete? (resource management and mobilization capacity)

## 4.1 and 4.2: Willingness and Ownership

When the community has a plan to continue to collect resources and conduct activities by themselves until the completion, a high level of willingness and ownership (also low level of dependency) is confirmed.

- Is the community willing to participate in the implementation by providing their own labour force and time until the completion? (See number of activities to be done by community in 3.1).
- Is the community willing to continue to contribute their resources until the completion? (See resources to be contributed by the community in 3.2)

4. FUTURE PLANS			
4.1	What are the remaining steps / activities until completion?		
	Remaining steps / activities	by Who?	When?
	1) Completing roof	Construction committee	Sep. 2016
	2) Making frame of windows and doors (wooden parts)	community	Oct. 2016
	3) Completing the windows and doors	Construction committee	Nov. 2016
	4) Installation of electricity	Construction committee	Nov. 2016
	5) Construction of floor and ceiling board	community	Jan. 2017
	6) Painting walls	Construction committee with collaboration with community	Feb. 2017
4.2	Resources needed for the above steps (including financial, material and human resources)		
	Types of Resource	Amount	Expected source of resource
	Money for iron sheet, windows, doors, ceiling board and cement	2,000,000	230 households
	Stones	3 lorries ( Tshs 225,000)	230 households
	Sands	5 lorries ( Tshs 225,000)	230 households
4.3	Are there any need of technical support from outside? If so, what are they?		
	Kind of Support	Purpose	
	Technical advice for roofing	To assure that the classroom has proper roofing to meet the standard	
	Technical advice on installation of electricity	Technically proper installation (community doesn't know this)	
4.4	Are there any challenges people are facing regarding this CI? If so, do they have ideas to overcome those challenges?		
	55 household had not contributed for classroom construction. The construction committee visited each household to sensitize them on contribution. Finally 35 households agreed to contribute. The names of the remaining 20 households were announced in the village general assembly. After that the remaining households decided to contribute.		
4.5	What is the plan after completion for maintenance and operation, management, etc.?		
	Parents of the pupils are contributing 1000 TSH/household every month to the construction committee and will continue this practice. The construction committee will save the money and use when they need to repair the classrooms.		
	PREPARED BY:	APPROVED BY:	
	Name of VEO/Mtaa	Name of	

### 3.1 and 3.5: Organizational Capacity (planning capacity)

- Does the community have a clear plan on how to complete the project? (See the quality of 3.1)
- Does the community have a clear plan on how to sustain (maintenance and operation) after the completion? (See the quality of 3.5)

### 4.4 Organizational Capacity

- Is the community able to identify challenges and come up with a way to solve it? (ability to monitor and review their actions against their plan, and to adjust their strategy)

## 4.5 Willingness and Ownership

- After the completion of the CI, is the community willing to take good care of it?

## **ANNEX VI**

### **“Guiding Questions for Further Survey”**

After scrutinizing the CI format as suggested in ANNEX V, the candidate CIs should be verified and analyzed further by collecting more information from the village level.

Criteria	Definition of the criteria and some guiding questions that will help further verification and analysis
Willingness and Ownership	<p><b><u>Definition: A strong sense of commitment by the community people to embark on collective actions for the problem solving through their own initiatives and efforts.</u></b></p> <ul style="list-style-type: none"> <li>■ Did the community collectively identify and select a particular problem and decide to initiate the community initiative by themselves? (Not instructed by others)               <ul style="list-style-type: none"> <li>➤ Analyze whether the community has a collective recognition that the problem they face is their own issue related to their own life, and has a strong sense of responsibility to solve the issue themselves because the issue is their own issue.</li> </ul> </li> <li>■ Is the majority of the members in the community (or respective kitongoji or group) participating in this community initiative?               <ul style="list-style-type: none"> <li>➤ Analyze whether the decision-making or implementation of the community initiative is done only by a group of certain people, or the whole community (or kitongoji/group) is involved. Also look into whether the majority of member has contributed their own resources (time, labour force or money).</li> </ul> </li> <li>■ Is the community able to make efforts continuously for a long period of time?               <ul style="list-style-type: none"> <li>➤ Analyze the strength of the community’s willingness by looking at the continuity of the community’s contribution/participation in the community initiative. Continuity means people contribute/participate not only one time but for several times, or regularly for a long period, until their purposes are fulfilled.</li> <li>➤ Also look into whether when the community faced a challenge during the process of community initiative, they gave up and stopped their efforts, or they tried to find solutions to continue.</li> </ul> </li> <li>■ Is the community already satisfied with the achievement of the current CI, or are they willing to identify more problems to address and plan another new community initiative?               <ul style="list-style-type: none"> <li>➤ Analyze whether the community has improved their confidence and organizational capacity to solve their own problem and willing to use them for more and more efforts.</li> <li>➤ Confirm whether the community/group has clear ideas or long-term plans to implement more CIs</li> </ul> </li> </ul>
Organizational	<b><u>Definition: A capacity of the people to collectively mobilize and manage their resources and experiences toward</u></b>

Capacity	<p><b>problem solving.</b></p> <ul style="list-style-type: none"> <li>■ Do the achievement produced through this community initiative require a high level of skills and knowledge?</li> <li>■ Analyze the level of problem-solving capacity by looking at whether the community is able to carry out difficult activities that requires a certain set of skills or knowledge related to specific sector activities (such as building a culvert, or digging a water well/irrigation canal, etc.)Has the community shown a high level of resource mobilization/utilization capacity? (not only financial/material or labour force, but also technical such as skills and knowledge) <ul style="list-style-type: none"> <li>➤ To what extent was the community able to mobilize the internally available resources within the community?</li> <li>➤ Was the community able to manage their resource mobilization and utilization effectively, based on the agreement or regulations set by themselves?</li> <li>➤ To what extent was the community able to utilize their linkages with external actors to acquire required resources?</li> <li>➤ Has the community shown a high level of resource management skills such as transparency and efficiency upon utilization of resources? (for example, disclosure of income and expenditure to all the members, or water resource management which requires certain management capacity to ensure fair distribution to the members)</li> </ul> </li> <li>■ Has the community shown a high level of project management capacity (such as skills of planning or M&amp;E)? <ul style="list-style-type: none"> <li>➤ Was the community able to create a clear action plan with timetables and division of roles among the community members?</li> <li>➤ Was the community able to conduct activities according to the set action plan?</li> <li>➤ Did the community conduct frequent discussions to monitor and review the progress of the action plan, and was able to modify/adjust their strategy or action plan when they identify challenges?</li> </ul> </li> </ul>
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**ANNEX VII**

NOMINATION FORM: “The Best Practice of Community Initiative in my LGA”

Name of LGA:

Name of Ward and Village of the community:

Name of Community Initiative:

Reasons why this case was considered to be the best practice (You may refer to 15 examples of exceptional merits, features and experiences described in Page xxxx, and indicate the merits of the presented case)

The reasons to confirm a high level of “Organizational Capacity”

The reasons to confirm a high level of “Willingness and Ownership”

\*You may use additional paper if the space is not enough.

\*Please attach the “*Form for Collecting Information on Existing Community Initiatives (CIs)*” upon submission.

## **4. Cases of Community Initiatives (CIs)**

This part “Cases of Community Initiatives” shows some successful cases of community initiatives as well as collaboration between the LGA and the community, together with our analysis of why they were successful, based on the important criteria: “ownership”, “willingness,” “organizational capacity” and “appropriate supports by LGA”.

It is our hope that these stories will inspire and help LGAs to effectively support and encourage community initiatives.

In a more concrete sense, we expect LGA officers to use these stories as a learning material in order for them to effectively analyze community initiatives after receiving the information from their villages through “Form for Collecting Information on Existing Community Initiatives (CIs)”, reach an agreement within their LGA to provide appropriate support, as well as to identify the best practice for the “Award for Collaborative Relationship between LGA and Community.”

## 10-Year Long Continuous Community Initiatives for Primary School in Libenanga Village, Ulanga District

*Here is a story of a successful example of “community initiative” in Libenanga Village to construct their own school within the village. They started from construction of two classrooms in 2006 and still continue their actions to improve the learning environment of the students up till today, as of year 2016. As a result of this 10-year long continuous community initiatives, the community people in Libenanga successfully brought about significant changes not only to Libenanga Primary School but also to other aspects in the village.*

### ■ Libenanga Primary School

Before 2006, children in Libenanga Kitongoji (Libenanga was still Kitongoji at the time) had to walk 5 km to Mwaya Primary School because Libenanga Kitongoji did not have their own primary school like other thousands of villages in the country. This long distance was a quite big challenge for the children, therefore children often came to Mwaya Primary School late and also came home late. Parents were always anxious about their children and wanted to have a primary school within the Kitongoji. Based on this needs, they submitted their request of the primary school construction to District Council through Village Council and Ward Development Committee in 2006.

The anxiety of parents was strong enough to push them not to just wait for the government project but instead to take actions on their own. Fortunately, there was a strong leadership of the Kitongoji Chairperson to bring together the community people to take actions in collective ways. In 2006, they started to make bricks. They collected money, sand and stones from each household. They formed a construction committee and set specific targets as a starting point to construct two classrooms and one teacher house by themselves. The process of construction work was also implemented by the community based on divided roles and time schedule utilizing bricks, money, sand and stones they collected. The community’s financial and material contribution together with their labor force amounted to Tsh 16,000,000 in total.



The first two classrooms built in 2006

“That community self-help effort was well recognized by the District at the time” said DPLO of Ulanga. Yes, it is. After the District Council recognized the

community initiative to construct Libenanga Primary School, the District Engineer was sent to provide the community with the blueprint of classrooms so the community can construct standard classrooms according to government specifications. Also industrial materials such as cement, iron sheet and other materials were contributed by the District Council.

In the year 2006, through a collaboration between the community initiative and District Council, Libenanga Primary School was launched with 2 class rooms, a teacher's house and 2 pit latrines.



The second two classrooms built in 2009

Even after Libenanga Primary School started its operation, many children still had to go to Mwaya Primary School, walking 5 km from Libenanga which became a village in 2009. Number of children was increasing and the two classrooms were not enough. To tackle this situation, community again got together and decided to take actions utilizing their own resources. They became more confident in their ability to solve problems by themselves after they completed the construction of two classrooms in 2006. This

time, community constructed another two classrooms and 2 pit latrines for the teachers. Again, District Council identified the community initiative and contributed cement and iron sheets amounting to Tsh 3.5 million. Since the additional classrooms were constructed by the community, the District's supports were utilized to construct 4 pit latrines for the students.



Classrooms built through cooperation with CDTF

Through two-time collaborations between community initiatives and District Council, Libenanga Primary School was now equipped with 4 classrooms, one teacher's house, 2 pit latrines for teachers and 6 pit latrines for students in 2009. More students started coming to the school closer to their homes. Moreover, people had a sense of confidence for collective actions to bring concrete results as well as a sense of appreciation towards District Council, which promoted more community initiatives later

on.

In 2011, community in Libenanga village again started to take collective actions to add another two classrooms to accommodate more students, but this time, the actions were taken in a more organized way, together with Brick Bank run by the

community. The preparation of bricks and other materials in the organized way attracted attention from CDTF (Community Development Trust Fund), a Non-Governmental Organization.

Staff of CDTF were surveying in Ulanga District from one village to another to find a committed village to provide their support. One day, they passed by Libenanga village with a motorcycle by chance and saw bricks and other materials collected by community. The staff of CDTF stopped and started ask community members there about the history of community initiatives in Libenanga Village. The staff confirmed a strong commitment and readiness of the community, therefore, they encourage the community to apply for the support from CDTF. The community submitted the application and succeeded in receiving Tsh 17 million for the completion of two classrooms.

Eventually, the community themselves contributed 17 tons of sands, 30,000 bricks, 600 plastic bags of gravel and labor forces and completed additional two classrooms spending Tsh 15,477,000. The money given by CDTF was very helpful and well managed so the remaining amount after completing two classrooms was used to construct 2 pit latrines for the teachers. In this way, the village succeeded to collaborate not only with the District Council but also with an NGO based on their strong initiatives.

Efforts of the community of Libenanga to improve the learning environment for their children has not stopped. The village recently successfully managed to respond to the President Magufuli's instruction in 2016 to prepare more desks for students. The community made 40 desks, two chairs and two cabinets for teachers. One unique point for this desk preparation was that the community used the village's own income generated from Tractor Management.

■ **Brick Bank and Tractor Management**

What made them succeed continuously in such a long term? It can be said that 10-year community initiatives for Libenanga Primary School has been continuously implemented



Pupils are so happy to study with new desks



Original members of tractor management committee



People of Mtoni hamlet working on their obligations at the site of Brick Bank

by the community of Libenanga through good management of the construction committee. In addition to this, there are some other secrets of the success besides strong commitment of the community.

First of all, the community does not need to buy any bricks because they have a strong “Brick Bank.” Whenever Libenanga Village needs some bricks for their Community Initiative, the village leaders discuss and decide on targeted number of bricks for each Kitongoji to produce as well as the deadline. The community started this system to produce necessary bricks as the village activity since 2004 which they call as “Brick Bank”.

Brick Bank of Libenanga is very well-managed. Kitongoji chairpersons agree on a detailed timetable that determines which particular Kitongoji is to use burners of the bricks on which particular day. Following this timetable, each Kitongoji sets their schedule to meet their obligations by mobilizing the available manpower inside their Kitongoji. Kitongoji chairpersons are responsible of completing the agreed number of bricks by the agreed deadline.

Interactions between Brick Bank and the construction committee brought steady sense of

togetherness among the community. One of extension officers of Mwaya Ward where Libenanga Village belongs to said: “people here witnessed and utilized the facilities they constructed using the bricks which they themselves created, so now people feel happy to take actions because they are really aware that their own actions will improve the community”. This Brick Bank sustains continuous community initiatives.

Another secret of Libenanga is strong “Tractor Management”. Ulanga District Council provided tractors to 6 villages in 2014 so those villages could rent the tractor to farmers and Libenanga was one of the 6 villages. After receiving their tractor, Libenanga village elected members of “Tractor



Village chairman and the tractor

Management Committee” from each Kitongoji at the village general assembly.

This committee has been functioning very well. The committee agreed on and enforced clear rules on the tractor utilization. For example, when a farmer wants to use the tractor for his agricultural activity, he needs to pay Tsh 45,000 per acre. The committee is responsible of managing the schedule of the tractor use and collecting fees from the user. Using the user fee, committee pays for necessary expenses such as fuel and allowance for the driver and the security guard, or regular maintenance of the tractor, etc. Recently, the second election of “Tractor Management Committee” was conducted to select new members at the village general assembly.

Meantime, most of the tractors provided to other villages are not in use anymore because the villagers were unable to repair the tractors when they broke. For Libenanga Village, it is not the case. This fact also shows how good and special the management of Libenanga is.

Moreover, this Tractor Management is greatly contributing community initiatives for Libenanga Primary School and other activities. After the committee reserves necessary amount of expenses for the maintenance from the collected fees, the remaining amount enters into the village account. When the village council wishes to use that income for development activities of the village, they can do so through a collective decision made at the village general assembly. One of the concrete examples is that they utilized this money for creation of desks and other furniture at Libenanga Primary School when they received the president instruction.

Because of their well-managed system of Brick Bank and tractor management, the people of Libenanga do not have to wait for external resources. Using bricks that they make and the income of the village council from the tractor, they can start any community initiative and make progress on their own any time they want.

#### ■ **Continuous Community Initiatives: Evidence of their willingness and Ownership**

Strong community initiatives of the people of Libenanga are not limited to the primary school.

Utilizing their experience of success in the Libenanga Primary School, the village has embarked on many other community initiatives to improve the community addressing the problems which they face.

For example, in 2013, the people of Libenanga decided to build a Village Office through a discussion during Community Planning Process. The community collectively agreed that they needed to have an office to discuss and plan more and better community initiatives. During planning process, they set construction of the office as their number 1 priority. They utilized their Brick Bank and prepared



**Village leaders reviewing their Community Development Plan 2016/17.**



**Villagers clearing the space around the office to make a path.**



**Village office almost completed as of October 2016.**

bricks, and collected other necessary materials such as sand, stones, etc. as well as the financial contributions from the community.

The District Council recognized their strong commitment towards this community initiative and provided a total of Tsh 15 million divided into 3 phases. As of October 2016, they are still at the finishing stage, but they have a clear plan on how to reach the completion, and has not stopped working on what they can do. The Ward Councilor has also recognized their efforts and provided assistance to create a small path from the main road to the office building.

As the community can expect the completion of the village office soon, they have already started planning for the next community initiative. During the discussion in the Community Planning Process in September 2015 for FY2016/17, the village collectively decided to start preparing for the construction of a dispensary in order to solve a serious problem of long distance to access health services, which the community has been facing. The initial requirement of the bricks is 40,000 to 50,000, and the village have already decided that each kitongoji will produce 200 bricks per man over 18 years of age in the period of July to October 2016.

### ■ Message from DPLO of Ulanga District and Libenanga Village Chairperson

DPLO said: “yes, that’s our task to monitor their initiatives through formal or informal communications with villages. We have been doing it since long time



DPLO

ago. We have been incorporating community initiatives into District planning and budgeting because it would save our budget if communities do more initiatives through our encouragement". As he said, 10-year community initiatives in Libenanga village is a process of collaboration between District Council and community. An NGO, CDTF also stepped in to provide some assistance as another collaboration.

Meantime, the village chairperson emphasizes that in Libenanga Village, the people have strong ownership in the community development plans. Before, the projects at the village level used to be instructed by the government or decided



Vilage chairperson explained about continuous CIs

by few members of committee, therefore people did not want to participate. However, now, the community does not just wait for the external support to come to them. They start with what they can do using internal resources and their own capacity. The people collectively agree and plan on what they want to do and commit to complete until the end without any conflict. He added: "we wouldn't have received any helpful supports from outside, if we haven't done any own actions based on our strong commitment."

## **Analysis on Community Initiatives in Libenanga Village**

### **1. Willingness and Ownership**

**1-1. Spontaneous initiation of the actions:** The constructions in 2006, 2009 and 2011 were always initiated by the community themselves, each time without waiting for external supports. Whenever the community people felt the necessity to add more classrooms or other facilities to the school, they were the ones to start and complete the constructions. Strong willingness and ownership of the community to take full responsibility of solving their own problem, take actions and achieve results are confirmed.

**1-2. Continuity:** Community members of Libenanga has continuously initiated, participated and completed a series of community initiatives for 10 years. They did not stop after completing one construction project but always were eager to find more space for improvement and to start new actions one after another. The people are willing to continue to work together not because of instructions from outside, but because they realized that they are capable if achieving tangible results to improve the community.

### **2. Organizational Capacity**

**2-1. Resource mobilization/management capacity:** Libenanga's high level of capacity related to resource utilization can be observed not only from the amount of cash that the village was able to collect from the households, for example fund collected from the community members amounting to Tsh 16,000,000 for the construction of classrooms in the year 2006. The village's ability to produce their own resources without relying on the financial contribution from the households demonstrates people's resource mobilization/management capacity. Through a well-managed system of brick bank, Libenanga is able to produce necessary number of bricks needed for any construction work. Also, through a well-managed system of tractor management, Libenanga can generate income that can be used for the common purpose for the village's development, under a transparent decision-making at the village level. This income generation and utilization requires a high level of financial management skills.

**2-2. Strong committees:** The community of Libenanga has strong committees that can continue to produce tangible results for their specific objectives, namely the school construction committee, the brick bank managed through kitongoji committees, and tractor management committee. These committee work independently, but are able to collaborate with each other for common purpose, as it can be seen in the use of bricks produced at the brick bank to various construction projects of the village including the primary school, and in the use of income of the tractor management to add furniture to the primary school.

**2-3. Project management capacity (planning capacity):** Good planning capacity of the Libenanga Village can be confirmed in the brick bank system. The

village can produce intended number of bricks at necessary timing because of a good coordination among different kitongoji by agreeing on a clear time table and allocation of obligation to each kitongoji. Through this planning, the village is able to complete the project on time by effectively mobilizing available manpower inside their village.

### **3. Appropriate Support Provided by LGA**

Ulanga District Council provided the following financial, technical and moral support:

- (1) Technical Support and Industrial Materials in 2006 and 2009
- (2) 15 million for construction of the village office in 3 phases from 2014
- (3) A training to tractor committee on how to manage tractor
- (4) Encouragement through monitoring and recognition by District Council.

The financial and technical supports were provided at the proper timing, after confirming concrete actions initiated by the community themselves. The proper timing was effective to avoid creating dependency towards the government and in encouraging and motivating the community to continue to use their own available resources and initiate more and more community initiatives for 10 years.

This is because DPLO understands the benefits that District Council obtains from supporting communities with stronger willingness, ownership and organizational capacity. Therefore, the council strategically selected Libenanga Village for their financial support, because based on their monitoring and analysis of the village activities, the district was confident that the village can complete the construction and take care of the facilities very well.

# **Paving the Way for Village Development: 5 years and 70km of Kitongoji-based Road Construction/Rehabilitation in Matema Village**

## **1. Introduction**

“We are the one who decided to construct the road, so we are committed to finish it” said a kitongoji chairperson with full of confidence. Another Kitongoji chairperson added: “Yes, we have a sense of competition between kitongoji, so we are willing to work hard,” with a big smile on his face.

From 2011 to 2015, community people of Matema Village succeeded in clearing the land for close to 70 km of roads and constructing the embankment of more than 30km of road. People in Matema village are enjoying their initiatives and willing to continue it. How was it possible to bring about such a remarkable achievement?

This story attempts to examine further the secret of Matema’s success in terms on people’s willingness and ownership, organization capacity, and most importantly, LGA’s appropriate support.

## **2. Before Dawn: Situation before 2011**

Matema is a very remote village. The kitongoji road inside the village and the road leading to the center of Kamwene Ward or Mlimba, where the farmers can sell their products, were in a bad condition. Therefore it was difficult for the community people to deliver their products, because they had to use the bicycle, and sometimes having to push the bicycle and carry the products on their head.

Moreover, people were suffering from this road condition because it was difficult for the children to commute to school every day and also it was not possible to send sick people to the hospital especially at night time.

In order to overcome this serious challenge, by the year of 1989, the community people of Matema had already started to clear 6.5 km of road from the village to Kamwene and to remove obstacles such as logs to make their transportation easier.

In 1990, the community people built a wood bridge. In response to the village’s request, in 1998, TANROADS provided some financial and technical support to improve the bridge that they constructed. Again in 2004, the village built another wood bridge, for which LGA provided around Tsh 5 million and technical support of the district engineers in order to improve the bridge.

### 3. Dawn: Turning point for an organized road construction in 2011

There were already some achievements of community initiative and collaboration with LGAs as described above, but the community people were not feeling satisfied with the change in their situation. The roads that they cleared were frequently becoming deteriorated and the community people saw themselves repeating the same repair work over and over again. Because of the disorganized arrangement of the construction work, the people were beginning to feel that they are not moving forward fast enough.

The turning point for Matema people came in 2011, when the village was selected as one of the pilot villages for Improved O&OD in Kilombero District Council. LGA, in collaboration with O&OD team, PO-RALG (then PMO-RALG), provided community leaders training, in which the village council members gained a clear understanding on their roles and responsibilities to lead the people towards village's development. Also, the community people learned how to effectively conduct community planning process. Through such input of knowledge, the community people came to realize the importance of developing community development plan in a bottom-up approach, without expecting the government to complete their plans for them, but instead, working together for their own development.

During the community planning process, Matema Village collectively decided that their priority No. 1 was improving the road condition. Based on their analysis that their prior road construction work was not conducted in an organized manner, the village, through village general assembly, agreed on a set of bylaws to ensure the participation of all villagers to road construction, and formed a road construction committee which is responsible of enforcing these bylaws, by electing 2 members from all 7 hamlets.

In their first attempt, the community tried to organize their construction work as village as a whole, involving all members of the village. However, they immediately faced challenges because some villagers had to walk up to 10 km to reach the construction site and for them, it was difficult to contribute their labour force after such a long travel each time. Based on this experience, the community decided to change their approach to organize their construction activities at the kitongoji level, which enabled the community people to succeed in adding more and more cleared roads around Matema Village

### 4. Take Off: Another turning point to a more professional road construction in 2013

#### 4-1) Obtaining technical know-how through ATTI training

After successfully adjusting their strategy to a more effective arrangement

based on the kitongoji level, the people of Matema faced another challenge. The roads cleared and repaired by each kitongoji kept on being destroyed due to rain. Lack of professional knowledge on road construction was increasingly being recognized by the people as a bottleneck standing in their way.

When the village expressed this concern, they were given an opportunity to participate in the road rehabilitation training by Appropriate Technology Training Institute (ATTI) in 2013. 3 youths were selected by the community



Village Engineers. They are locomotive for development in Matema.

to be sent to the training organized at Matema Village, to which 3 representatives from 12 villages around Tanzania were invited to learn theoretical and practical know-how on how to build and rehabilitate the roads in a professional manner, but only using local materials. All trainees were instructed to transfer their know-how to other villagers when they return to their respective village after the training. The 3 trainees of Matema Village took this instruction very seriously and

trained 3 more villagers to become village engineers.

Through these 6 village engineers, the level of construction work in each kitongoji improved significantly, with these engineers always supervising and providing professional consultations on site whenever each kitongoji conducts road construction/rehabilitation.

Technical inputs from ATTI helped Matema Village overcome their bottleneck.

#### 4-2) Technical support as a reward for past achievements

One thing to be highlighted here is that Matema Village was given an opportunity to participate in this training because of their achievement in the past. The external actor decided to provide them with this opportunity because they were impressed not only with their tangible achievements in road construction, but also with a high level of willingness, ownership and organizational capacity. In another words, without these achievements, the village's request would not have been considered.

#### 4-3) Willingness and Ownership as the basis of effective knowledge utilization

Another point to be noted here is that not all villages who sent their representatives to the same training succeeded in utilizing the gained know-how in their village like Matema Village did. What was Matema's reason of success?



Culvert constructed during the training in 2013

When asked about Matema's secret of success, the community leaders of Matema answered: "We live in a remote area and we are far from necessary infrastructure and social services. Therefore there is a high degree of urgency and necessity (uhitaji). That is why we do not wait for someone to help us, and the participation from the people is high."

When asked why Matema Village successfully continue to utilize the knowledge of the village engineers, one of the village engineers of Matema responded: "The village does not have to pay us. We are happy to work as village engineers because it means that we are contributing to the village's development. We feel respected from the villagers and the trust from the people is our reward."

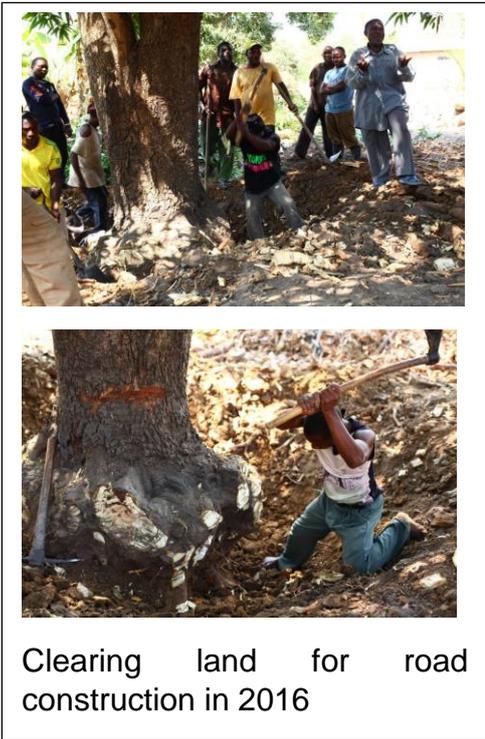
The District Engineer shared his analysis by stating that: "Matema Village already had readiness (utayari) and passion (ari) to tackle their own issue by themselves even before receiving the training. These community people are so different from other villages. That is why they managed to effectively use the knowledge gained through training to continue to build and rehabilitate their roads."

#### 5. Blooming Period: Continuous and systematic kitongoji-based road construction after 2013

Matema Village has sustained their systematic way of organizing road construction/rehabilitation at the kitongoji level and continued active participation until today.

##### 5-1) Systematic kitongoji-based road construction

This is how the community people of Matema organize themselves to construct/rehabilitate their roads, as of November 2016. Everything related to construction work is organized at the kitongoji level. Every year, before May, each kitongoji collectively agree on their own target of how many kilometers of roads to complete that year. This decision of the target at the



kitongoji meeting is reported to Village Council through the road construction committee.

Starting from May 2 each year, all kitongoji commence their construction work on Mondays and Thursdays every week, in which all population of working age are required to participate. This schedule of work continues until each kitongoji meets their annual target. Therefore the timing of completion depends on each kitongoji's speed of progress and target.

#### 5-2) Competent and committed village engineers

The group of village engineers are the crucial driving force of the construction work. The 3 original trainees play the role as the group leaders who arrange the schedule to send village engineers to the construction site of each kitongoji. They do not receive any allowance for their supervision and

consultations, but they have a strong sense of responsibility to utilize their know-how to assist each kitongoji in meeting their targets.

#### 5-2) Role of road construction committee

Road construction committee also plays an important role in ensuring active participation of the community members to the construction work according to the village bylaws, which set the fine of Tsh 5,000 for each non-participation or 6 months in jail. The attendance of the community members' participation is closely monitored by the committee members coming from each kitongoji. Absentees are reported from the kitongoji and the committee is responsible of taking further actions. For example, in year 2016, 8 violators were reported to the village level and were sent to the police. 3 people agreed to obey the by-law and pay the fine, while 5 people are sent to the primary court through the police.

#### 5-3) External support and encouragement

Another important factor that helped people to continue their efforts for a long period of time, is the external support from the government. Soon after the ATTI training, based a continuous monitoring of the village activities, without any request from the village, LGA decided to provide Tsh 7 million to the village account of Matema for building a culvert. Another financial support of Tsh 7 million for another culvert from Kilombero District Council followed in 2014. The District Engineer emphasized that Matema

was selected to be supported among the numerous villages in Kilombero District Council that are in need of culverts, because they already have a reliable knowledge on how to maintain and improve the roads, and also because the readiness and the passion to continue working is confirmed.

In addition, after visiting Matema Village and observing remarkable achievement on the ground, the Permanent Secretary of TAMISEMI decided to extend the support of over Tsh 40 million to the village through the district account, which were used to construct 5 culverts.

These support not only helped the communities of Matema to improve their roads in financial or technical terms, but also motivated them psychologically to continue their good work, because those supports were provided in appreciation of their high performance.



Road with strong shoulders. Result of community initiatives and competent village engineers

## 6. Expanding Impact of Matema's Continuous Road Construction

### 6-1) Improvement of Living Condition of Matema

During the period of 5 years after 2011, community people of Matema Village succeeded in clearing the land for close to 70 km of roads and constructing the embankment of more than 30km of road. Villagers of Matema confirmed that their daily transportation inside and outside the village has become increasingly smooth. The farmers can now carry their products on motorcycles or cars, rather than bicycles or on their heads. Sending patients to the hospital or children to schools have become easier than before. It used to take 2 hours to reach Kamwene, but currently, the traveling time can be as short as 30 minutes by car.

### 6-2) Stronger kitongoji for more community initiatives

Through many years of experience of active and continuous road construction at the kitongoji level, all kitongoji in Matema Village have

become very strong, in terms of willingness, ownership and organizational capacity to implement community initiatives. For instance, construction of



Wooden part was renewed by the community in 2016.



Primary School with two classrooms.

primary school classrooms, a bridge and community playground were initiated and managed at the kitongoji level. Through strong kitongoji, Matema Village is now capable to tackling various felt-problems that exist in the village.

### 6-3) Spill-over impact and horizontal learning of other villages

Spill-over impact of Matema road construction is huge. Many villages are inspired by the achievements of Matema and have started road construction following Matema's example. For instance, Viwanja Sitini Village, which is another village in Kamwene Ward, has built 18 km of road and some culverts without the help of LGA. In Kamwene Ward, Kamwene Village had also started road construction. This impact is expanding to even outside the Ward. Villagers of Ikule Village in Mngeta Ward, which is located 80 km away from Matema, visited Matema and have built 5 km of road. Villages of Mlimba A and B of Mlimba Ward, as well as Kalengakelu Village of Kalengakelu Ward also followed their example.

## Analysis on Community Initiatives in Matema Village

### 1. Willingness and Ownership

- 1-1. Spontaneous initiation of the actions:** Historically, the community people of Matema always initiated their efforts on road construction and rehabilitation themselves, based on their strong felt-needs. Whenever they felt the necessity to add more roads or repair the roads that they have constructed, they were the ones to plan, implement and monitor the progress, without being instructed or suggested by others. Strong willingness and ownership of the community to take full responsibility to address their problems are confirmed.
- 1-2. Continuity:** The most impressive aspect of Matema's community initiative regarding is not only that they have not stopped their efforts on road construction/rehabilitation for many years, but also the fact that the process of planning and implementing in each kitongoji has been established as a regular annual activity of the community people. Each year, starting from May 2, each kitongoji commence road construction/rehabilitation based on their agreed target and time table. This activity has already become a natural habit of the people as a part of their life.
- 1-3. Volunteerism:** A strong spirit of volunteerism can be observed in the behaviors of the village engineers. The engineers are devoting their time supervising the community people whenever the kitongoji conducts construction work, share their professional knowledge, without receiving any payment. They say they are happy and proud to be serving as village engineers and trust and respect of the people are their rewards. This shows that in Matema, a sense of collective willingness and ownership to their development is prevailing over individualistic thinking.

### 2. Organizational Capacity

- 2-1. Agreed and enforced bylaws:** Participation of all village members in road construction/rehabilitation work is ensured through well-enforced bylaws. The bylaws agreed and established in 2011 through village general assembly on treatment of non-participation is strictly enforced by road construction committee. The committee members execute their duties of monitoring the attendance of people and of treating the violators according to the bylaw. A high level of competence and performance of the committee to enforce the bylaws can be observed by the fact that recently in 2016, they have a record of identifying 8 violators, of which the committee received payment of fine from 3 and sent 5 to jail.
- 2-2. Planning skills:** The community of Matema has already developed skills accumulated experience of developing an effective and feasible action plans with timetable to reach the agreed target each year.
- 2-3. M&E skills:** There are two turning points which can confirm Matema people's ability to monitor and review their actions and to adjust their plans strategically. In 2011, when the village realized that the approach to involve the whole village to one construction site was not working well,

they immediately decided to change their strategy to kitongoji-based constructions. Also in 2013, they were able to identify the lack of professional knowledge as the main reason behind the challenges that they were facing, and they eventually were able to overcome this challenge by obtaining knowledge input to village engineers. These experiences show that the people are able to effectively monitor and review their own activities, identify the reason behind the challenges, and strategically find solutions.

**2-4. Utilization of local engineers:** The village of Matema is able to effectively and continuously utilize the professional knowledge of the local engineers not only because of the engineers' strong sense of volunteerism as explained above in 1-3, but also because of good coordination between the group of engineers and each kitongoji, as well as among the engineers themselves, to arrange the schedule of local engineers to supervise and support the construction work at each kitongoji.

### **3. Appropriate Support Provided by LGA**

Kilombero District Council provided the following financial, technical and moral support:

- (1) In 2004, LGA provided Tsh 5 million to improve the wood bridge constructed by the village into a proper culvert. In 2013 and 2014, LGA provided a total of Tsh 14 million (twice, Tsh 7 million each) to construct culverts.
- (2) When LGA provided financial support to construct converts, district engineers were sent to provide technical assistance.
- (3) LGA, in collaboration with O&OD team, provided training on roles and responsibilities to the members of village council, which promoted awareness building of the community leaders towards the village's development.
- (4) Encouragement through monitoring and recognition/appreciation of the village's performance. Kilombero District Council has provided financial support 4 times, to construct several culverts.

Financial support from LGA did not bring a sense of dependency of the people towards the government because those supports were provided as an appreciation or acknowledgement of the people's efforts and achievements to construct/rehabilitate the roads.

Through close monitoring of the village activities, DPLO and district engineers were aware of the high level of willingness and ownership, as well as the organizational and technical capability that Matema Village possesses. That is why the District decided to provide financial and technical support for culverts, even before the village's request.

LGA did not support the road construction itself, because the village already has the capacity to do that. Rather, LGA only supported the part where the village lacks capacity, namely the construction of culverts, which encouraged the village to continue to do whatever they can do by themselves.