

**BUSHENYI DISTRICT LOCAL GOVERNMENT**

**MANUAL FOR PARISH DEVELOPMENT PLANNING**

**Draft 5: final**

**8 February 2002**

**ACKNOWLEDGEMENTS**

Bushenyi Local Government is grateful to the Integrated Lake Management Project through Dr. Jo Abbot and CARE through Mr. Tom Blomley for the financial and technical support that enabled the district to hold a two days workshop in Kampala to develop a framework for this parish development planning manual.

In the workshop, select district team members together with Ministry of Local Government (PMU) officials, ILM and CARE developed the parish planning guidelines<sup>1</sup>.

The Integrated Lake Management (ILM) and Conserve Biodiversity for Sustainable Development (COBS) have funded the development of this manual as a strategy to enhance knowledge and skills in Community Based Planning and development of integrated and poverty focused Parish plans. The partners in this parish planning process are: Line Ministries, District council, Lower councils, the people of Bushenyi District, and other key stakeholders, including ILM, COBS and CARE.

---

<sup>1</sup> This manual is based on a community planning manual, developed under a project on action-research on community-based planning and lead by Khanya – managing rural change. The partners in this project are from Uganda, Zimbabwe, Ghana and South Africa, including partners at national level, development facilitators, and local authorities themselves. The community planning manual represents the collective work and experience from this broad group. The community planning project, and the Integrated Lake Management project, are funded by DFID.

---

## TABLE OF CONTENTS

<b>Acknowledgements .....</b>	<b>i</b>
<b>Acronyms.....</b>	<b>iii</b>
<b>1 Introduction .....</b>	<b>1-1</b>
1.1 Why community-based planning? .....	1-1
1.2 Principles on which community-based planning is based .....	1-1
1.3 About this manual.....	1-2
1.41 General facilitation issues.....	1-2
1.4.1 Who are the facilitators? .....	1-2
1.4.2 What skills do the core facilitators need? .....	1-3
1.4.3 Who should be included in the planning process?.....	1-3
1.4.4 When should we involve technical staff? .....	1-4
1.4.5 How should we plan our sessions? .....	1-4
1.4.6 What should be discussed in planning sessions?.....	1-5
1.4.7 What is a visioning approach to planning?.....	1-4
1.4.8 Learning.....	1-5
<b>2 Content of the community-based plan.....</b>	<b>2-1</b>
2.1 The main parts of the plan.....	2-1
2.2 Sections of the Parish plan in detail.....	2-2
<b>3 The planning cycle.....</b>	<b>3-1</b>
<b>4 Schedule for the intensive planning phase.....</b>	<b>4-1</b>
<b>5 Facilitation notes to support the INTENSIVE planning sessions.....</b>	<b>5-1</b>
Event 1 Pre-planning meeting.....	5-2
Event 2 Compiling background information.....	5-5
Event 3 Service provider interviews .....	5-9
Event 4 Parish planning launch meeting.....	5-11
Event 5 Timeline.....	5-13
Event 6 Venn diagram (optional).....	5-14
Event 7 Livelihoods analysis .....	5-15
Event 8 Well being analysis (optional).....	5-17
Event 9 Mapping.....	5-19
Event 10 Transect walk (optional).....	5-20
Event 11 Parish feedback meeting.....	5-19
Event 12 Parish SWOT (strengths, weaknesses, opportunities, threats).....	5-22
Event 13 Parish Visioning exercise.....	5-24
Event 14 Strategy and project development.....	5-26
Event 15 Plan documentation .....	5-29
Event 16 LCII Council plan review meeting .....	5-32
Event 17 Regular monitoring meetings.....	5-32
<b>Annexes            Formats for documenting the planning process</b>	
Annex 1 Recording attendance at village and parish meetings	A-1
Annex 2 Parish chief's report on project identification process	A-2
Annex 3 Parish chief's summary on project progress	A-4
Annex 4 Project Monitoring Committee's Workplan, budget and progress report	A-5
Annex 5 Parish chief's Project Completion Report	A-7

**ACRONYMS**

CBP	Community-based planning
LC	Local Council
PDC	Parish Development Committee
PRA	Participatory Rural Appraisal
SWOT	Strengths, Weaknesses, Opportunities, Threats

## 1 INTRODUCTION

### 1.1 Why community-based planning?

Current decentralisation processes emphasise the role of different levels of local government. Many countries, including Uganda, now have processes of decentralised planning, which usually emphasise district/local government levels. Many countries also now have an explicit objective of poverty eradication and there is increasing commitment to bottom-up, participatory or community-based planning (CBP) as a way of identifying locally appropriate poverty reduction interventions. Uganda is one of the leading countries in Africa in terms of its participatory and decentralised decision-making structures and processes and its focus on poverty eradication as a strategic national objective.

The planning system is a key system for resource allocation. District, subcounty and parish development plans provide the means by which Local Councils can respond to their electorate, and deliver services and activities to meet local needs. However, unless poor people can influence the resource allocation system, the ability to promote sustainable livelihoods for poor people is limited, as is the degree of local democracy. Recent planning attempts at planning in Uganda have often focused on lists of items (based on problems or needs) developed at LC1 (village level) which are then prioritised at LCII (Parish level). The lists are often infrastructural and do not make clear links between the proposed investment and poverty eradication. In response to this, Bushenyi District recognised the need to make planning more poverty focused in their district. Additionally, environment and development planning had been carried out separately in the past, and the district was keen to harmonise the planning processes and develop integrated development plans. Hence the need to develop this manual and promote participatory, poverty focused and integrated planning.

### 1.2 Principles on which community-based planning is based

The approach to planning developed in this manual is based on the sustainable livelihood principles (see Box 1). Work in applying this in Africa has suggested that one of the key elements is ensuring that “people are active and involved in managing their own development”. Community-based planning (CBP) linked to the local government system provides an opportunity to make this a reality. Hence the focus of this manual is on developing a planning methodology for the lowest administrative levels in Uganda, the village and parish.

Key principles that this approach to CBP are based on include:

- we need to ensure that poor people are included in planning
- systems need to be realistic and practical, and the planning process must be implementable using available resources within the district/local government, and must link in and integrate with existing processes, particularly local government planning
- planning must be linked to a legitimate structure that can take funds
- planning should not be a once off exercise, but should be part of longer process
- plan must be people focused and empowering
- we must plan from vision and strength/opportunities not problems
- plans must be holistic and cover all sectors
- must be learning oriented
- planning should promote mutual accountability between community and officials
- systems should be flexible and simple
- there must be commitment by councillors and officials and there must be someone responsible to ensure it gets done

The clients of the planning are communities/interest groups/individuals, local politicians as well as technical staff of local governments, service providers (including national and provincial Departments, NGOs).

#### Box 1. Principles of the sustainable livelihoods approach

For effective pro-poor development interventions must be:

- People focused
- Participatory and responsive
- Based on strengths not needs
- Holistic
- Based on partnerships
- Sustainable (economic, social environmental, and institutional )
- Flexible and dynamic

### 1.3 About this manual

This manual has been developed as part of a project aiming to develop systems for community-based planning that can be applied countrywide. It has been adapted to the Uganda context, and specifically for Bushenyi District Local Government, to develop a field methodology for developing parish development plans. There are commonly four different types of reasons why community-based planning is advocated:

- To improve the quality of plans
- To improve the quality and responsiveness of services
- To hand over responsibility for services, e.g. where government is withdrawing, perhaps due to expenditure constraints
- As part of an empowerment process

The manual is based on a combination of these: community planning must be empowering for communities, but must also lead to improved local government plans and services. This approach assumes that many stakeholders need to be included in the planning process, including clients, district, sub county and parish councillors and the Councils and Council Executives, members of community structures such as Parish Development Committees, service providers, traditional leaders, local interest groups and business.

This manual is intended to provide close guidance for intensive planning of a Parish Development Plan<sup>2</sup>. It is divided into 6 parts:

- this *Introduction* to the manual itself and some general points about community based planning and facilitation;
- the *Outline Content* of a parish development plan;
- a *Schedule showing how the community-based plan links into local government planning processes in Uganda*;
- a *Schedule for the intensive planning process* at parish level to develop the plan;
- *Detailed facilitation notes* for conducting community-planning sessions to develop the parish plan.
- *Annexes*, outlining LGDP compatible formats for plan reporting and documentation.

### 1.4 General facilitation issues

Facilitation is about assisting people to achieve their objectives. It is assumed that the plan must be locally owned, and be about local issues and priorities. The task of the facilitators is to assist communities to express what they would like to happen in their community, and not to impose external views. It is important that a plan is produced, and one that can be linked with the local government plan. But the process of developing the plan is also important, it should be both inspiring and empowering for those involved and lead to local action for plan implementation. As the objective is to develop both a locally owned plan and process, the facilitator will have to balance these process and product objectives.

#### 1.4.1 Who are the facilitators?

The facilitators are likely to be a mix of:

- Technical local government staff, usually extension officers from the lower levels of local government (Sub County, parish etc) with some experience of planning;
- Elected officials from the community, for purposes of accountability, local ownership and lobbying;

---

<sup>2</sup> The terms community and community plan are used interchangeably in this report with the terms parish and parish (development) plan. In all cases, the community is referring to the parish (LCII) administrative unit.

- Community facilitators – can be politicians, volunteers, religious and opinion leaders, community resource persons (retired civil servants, teachers, women’s group leader etc) who have the depth of experience of the community and the energy to help develop and implement the planning process.

A core facilitation team is required for supporting the development of the plan throughout the intensive planning phase. In Bushenyi, the core facilitation team will comprise the Parish executive, of whom the parish chief is an ex-officio member, supported by sub county and district extension staff. Where available, the Parish Development Committee may also be involved, particularly in developing implementation plans and parish work plans.

The skills base of these individuals, as well as their social characteristics (age, gender, ethnic background), should be considered in selecting a core team that has broad experience but also the ability to relate to different sections of the community.

#### **1.4.2 What skills do the core facilitators need?**

Facilitation skills improve with practice. However as a minimum, facilitators should have some knowledge and experience in the following areas:

- Basic principles of communication and facilitation;
- Use of participatory methods that promote collective analysis, development of a shared vision and promote ownership of the planning process;
- People’s livelihoods, and what makes secure and vulnerable;
- Developing a plan and implementing a planning process within the local government structures;
- Social inclusion and power relations (particularly to do with wealth, gender, age etc) and how this affects participation and non-participation in ‘community’ events and plans;
- Conflict resolution, within a group, or between groups in developing community action plans.
- Ability to document a planning process;
- Project management skills, able to develop project proposals and implementing and monitoring community based projects

#### **1.4.3 Who should be included in the planning process?**

It is important to think about who in the community will participate in the planning process. Full and total participation is not realistic, particularly for a parish plan, but facilitators should try to maximise the number of different interest groups participating. Participation should not be limited to local leaders or those who normally attend or run community meetings.

To maximise participation, think about timing planning sessions at times convenient to the community (whether mornings, afternoons, evenings, or weekends) and in different locations that are accessible to the villages/cells that make up the parish. A pre-planning meeting provides an opportunity to think about when and where to meet with different groups of people and also identify the best time for parish meetings, when broad participation is encouraged.

It can help to discuss with people why they might like to participate and think about what might motivate them to contribute to the planning process, including:

- *Ownership*, this is a community plan, not that of any particular interest group or local government;
- Improved *quality* of product, the more ideas and contributions we have, the better the plan will be;
- Emphasise the *action* nature of the plan, which will lead to change in the community;
- Emphasise that the plan will be *realistic*, and that short term interventions will be identified so there can be rapid follow-up (if possible linked to guaranteed basic funding);
- Emphasise that the planning process is intensive in the first year to get the 3-year rolling plan developed, but is quicker in subsequent years in a plan review process;

- Emphasise that people don't have to be involved for the whole planning cycle but can rather participate at strategic points in the week.

#### ***1.4.4 When should we involve technical staff?***

At key stages, it is important to bring in technical advisers/service providers from higher levels of local government, NGOs or the private sector. It is important to get the right balance so these people can input into the process but don't dictate or determine the outcomes. Typically the right time would be when communities are selecting strategies and projects to achieve their goals, ie on the second day in the intensive planning phase.

#### ***1.4.5 How should we plan our sessions?***

It is usually difficult to meet with a group for longer than 2-3 hours, especially a large group. Therefore the day needs to be broken up into about two sessions, perhaps one in the morning and one in the afternoon. By working with different groups in each session, 'participation fatigue' can be reduced.

Given the intensity of planning sessions in developing the first community plan, it is best to plan ahead by booking groups, times and venues in advance. This is the reason for having a pre-planning meeting, which is held at least one week before the planning starts, and is when a timetable is drawn up for the week. The timetable should be displayed on a flip chart in a public space, such as the parish social hall or LCII offices.

However good the planning is, facilitators must be able to adapt to the inevitable no-shows, late starts, etc. Best use must be made of the time available, by meeting other people, spontaneously deciding to use another tool, reducing the tasks etc. With increasing confidence, facilitators can use any times and groups in a creative way.

#### ***1.4.6 What should be discussed in planning sessions?***

Often communities develop priorities related to health or education, and typically they see the solution as about infrastructure (e.g. build a clinic). As a facilitator, it is important to encourage communities to think broadly about planning issues including:

- **all sectors** - economic, social, natural resource based and the environment (agriculture, forestry, fisheries etc), health, infrastructural;
- **cross-cutting issues** which influence people's capacity to develop e.g. HIV/AIDS and the impacts of chronic illness, environment and natural resources that underpin development;
- **'soft' issues** around governance, how people are organised and the sustainability of and management within community based institutions (leadership, record keeping, book keeping, conflict resolution);
- **avoiding the solution as being an (often expensive) item of infrastructure** - often underlying problems may not be solved just by building a clinic, instead a community health worker, or home-based worker for HIV may be a better solution. For this reason it is important for the goal to be broad (eg improved health for under 5s), and not just immediately about building a clinic.

#### ***1.4.7 What is a visioning approach to planning?***

A vision- and strengths-based approach moves away from problem-based planning, which focuses on constraints, to a more visionary approach looking at where a community desires to be and how to get there. Although visioning is like dreaming, the dreams should be realistic, about what the community can achieve in the time period stated. It is important to link visions to the resources available, and to think carefully about when to introduce the resource envelope (indicative planning figures) – too early and people may be constrained by what's on offer, too late – and the plans can be unrealistic.

The words vision, goal, objective, strategy, are often interchangeable. In this manual we have three levels for planning: GOAL, STRATEGY AND PROJECTS, and the way we use these terms is as follows:

- Goal**               Where the community wants to be in, for example, 5 years time. Note the timeframe is a bit longer than the lifespan of the plan, which is 3 years. The goal should convey a picture which people can identify with as important to achieve. This is achieved by taking a Visioning approach. For example *“By 2006 we will be a vibrant community where people like to live and work, people are well-fed, able to access health and education services...”*.
- Strategy**           There will typically be several strategies, perhaps around 3- 5, and they should take the different elements of the vision and give a concrete picture of how the community will achieve the goal. The strategies should be the main things we need to do to achieve the goal. For example, extracting from the goal above, one of the strategies to “improve health may be “eradicate malaria”, “improve nutrition for schoolchildren” etc.
- Projects**           Projects are the key things (the ‘actions’) that need to be done to achieve the strategy. For example, if the strategy is to eradicate malaria, the key projects/activities might be “ensure people are using bed-nets”, “ensure the local chemist stocks chloroquine” etc. Some of these may be large and require outside funding (especially if infrastructure or services are involved), some of them may be within local control (e.g. persuading the chemist to stock chloroquine). Remember that a project does not have to be tangible output (such as a protected spring). It can also be a training, for example in conflict resolution, leadership skills or bookkeeping, where the output is improved knowledge and ways of doing something.

Note that parish plans in Uganda have usually been compiled from lists of village priorities, which are sorted and re-prioritised at the parish level to make the parish plan. This can cause problems as some villages feel they lose out as the plans move upwards in the local government system (see Synthesis Report on CBP Experiences in Uganda, 2001). The visioning approach in this manual starts with a goal for the parish and then looks at what needs to be done in the parish and its villages (strategies and then projects) to achieve this vision. Thus, it is *after* developing the vision, that the parish begins to think through the different types of intervention needed in the different village contexts. By starting with a parish vision, it can help to avoid the problem of wish-lists or shopping lists of (largely infrastructural) and possibly competing village projects. It also helps to ensure that there is a coherent overarching, parish plan, in which different village priorities sit.

However, remember that village consultations should be undertaken during the pre-planning phase, so that the parish goal really reflects the priorities and issues raised in different villages.

#### **1.4.8 Learning**

In this planning exercise it is important to listen and be open to acknowledging one’s own limitations and lack of knowledge, continually asking questions to understand what is required to achieve what the community wants. Facilitation is a continual process of listening and learning. There is no better way to learn than by doing.

---

**2 CONTENT OF THE COMMUNITY-BASED PLAN****2.1 The main parts of the plan**

Documentation of the plan is a key issue. All the meetings and discussions need to be documented in some way and included in the plan. The plan should include the following sections:- foreword, introduction, action plan, implementation plans, parish workplans and M&E Plan (see Box 2.1).

The plan should act as the community record book, enabling decisions to be reviewed and information to be updated. It is a tool for monitoring progress in plan implementation and can be updated annually as projects move forward and new priorities emerge.

Remember that a plan written in only one language will have only limited readership and use in the community. When the plan is developed, ownership can be improved by considering how else the contents can be communicated to a broad range of community groups, including local language summaries, poster/flip chart displays, drama. This should be discussed at the community finalisation meeting.

**Box 2.1 The main sections to the parish plan**

- 1 Foreword** (endorsement, acknowledgement, and process of developing plan)
- 2 Introduction** (background description to parish, livelihood groups, services, SWOT)
- 3 The Action Plan** (the goal, strategies and projects)
- 4 Implementation plans** (project profile, budgets)
- 5 Parish 3 year and annual workplans** (who will do what and when)
- 6 Monitoring and Evaluation Plan** (to check progress in implementing the plan)

## 2.2 Sections of the parish plan in detail

In this section, we look in detail at which kinds of information are included in each section, plus indicate which tools and methods can be used to generate the information needed. The sections of the parish plan are summarised in Table 2.1 and described in more detail in the following pages. Facilitators notes for executing the major planning events are found in Section 5.

**Table 2.1 Format for the Parish Development Plan**, together with suggested tools for generating the information (there are Facilitators Notes for those activities highlighted in **bold**).

SECTION OF PLAN	TOOL/ACTIVITY	BY WHO?
<b>1) Foreword</b>		
<ul style="list-style-type: none"> <li>• Endorsement by LC II Chairperson</li> <li>• Acknowledgement by Parish Chief</li> </ul>	<i>Review plan and sign</i>	Parish executive
<ul style="list-style-type: none"> <li>• Process of developing plan.</li> </ul>	<i>Description of the planning process</i>	Parish chief
<b>2) Introduction</b>		
2.1 Objectives of the plan: poverty focussed and environmentally sound	<b>Pre-planning parish meeting</b>	Facilitators with parish executive
2.2. Parish profile		
2.2.1 Population and health statistics	<b>Compiling background information</b> (Sub county and parish records)	Parish Chief
2.2.2 Social infrastructure (schools, springs etc.)	<b>Compiling background information</b> Parish meeting	Parish Chief Parish chief
2.2.3 Recent changes in the parish (political, social, economic, environmental)	<b>Timeline</b> , completed during parish planning launch meeting	Parish Chief
2.2.4 Analysis of service providers supporting the parish	<b>Parish planning launch meeting</b> <b>Service provider interviews</b>	Parish Chief and facilitators
2.2.5 Livelihood groups/socio-economic analysis	Parish executive to stratify parish by livelihood groups in pre-planning meeting <b>Livelihoods analysis</b> for each livelihood groups (focus group discussion: SWOT, development of goal, strategies, projects)	Parish executive to facilitate focus group discussions
2.2.6 SWOT of the parish as a unit.	<b>Parish feedback meeting:</b> <b>Parish SWOT</b> bringing together the livelihood groups analyses	Parish executive
<b>3) The Action Plan:</b>		
3.1 Where do we want to be in 5 years (Goal)	<b>Visioning exercise</b>	Parish executive
3.2 How are we going to get there? (strategies)	<b>Strategy and project development</b>	Parish executive
3.3 What do we need to do? (projects)	<b>Strategy and project development</b>	Parish executive
<b>4) Implementation plans</b>		
Parish project profile	Small meeting amongst agreed Planning Secretariat members	Parish Chief (with Executive/PDC members/Livelihood group reps)
Budget for each project	Small meeting amongst agreed Planning Secretariat members	Parish Chief (with Executive/PDC members/Livelihood group reps)
<b>5) Parish Work Plans</b>		
	Small meeting amongst agreed Planning Secretariat members	Parish Chief (with Executive/PDC members/Livelihood group reps)
<b>6) Monitoring and Evaluation Plan.</b>		
	Small meeting amongst agreed Planning Secretariat members	LCII Chairperson, Parish Chief, PDC with Project Management Committees

**1) Foreword:**

- Endorsement by Chairperson [*is a statement of approval and commitment by the parish leadership to implement the plan*].
- Acknowledgement by the parish chief [*is a statement of appreciation recognising all efforts put in to develop the plan*]
- Process of developing the plan [*this part records what was done to develop this plan and who was involved, both from the village/cell (LCI) and parish (LCII) levels. List the meetings held and number of participants by sex and age (ie youth or adult) and note the facilitators. Draw from Secretaries minutes, community records and facilitators notes*].

Formats for registering attendance at village and parish meetings are included in Annex 1. There is also a summary format in Annex 2.

**2) Introduction:**

2.1 Objectives of the plan. [*In a pre-planning meeting, the Facilitator should assign the parish Executive to develop objectives of the plan, that among others must include that the plan has a poverty focus and is environmentally sound*].

2.2 Parish profile [*compiling background information on population, health statistics and social – economic infrastructure by the parish chief*]

Issues to cover	Source of information
2.2.1 Population and health statistics. Describe the community (administrative units - LC1/LCII, tribal/ethnic make-up, statistics on people, numbers, employment)	Background information compilation. Village record books and parish register.
2.2.2 Social infrastructure: schools, springs and other water sources, health facilities, latrines etc. and % of people who have access to them. List all organisations / institutions operating in or providing services to the community.	Background information compilation. Village record books and parish register
2.2.3 Recent changes in the parish (political, social, economic, environmental). Describe the major events or trends that have happened in the parish over the last 10 years	Timeline, background information compilation
2.2.4 Analysis of service providers supporting the parish. List all organisations / institutions operating in or providing services to the community, together with any notes on how good the services are .	Background information collection. Service provider interviews
2.2.5 Livelihoods analysis. List the different socio-economic/livelihoods groups in the parish.  For each livelihood group, describe its livelihood. SWOT analysis for each livelihood group should be included here: <ul style="list-style-type: none"> <li>• What are the main assets of the livelihood group (strengths)?</li> <li>• what do people in this livelihood group lack (weaknesses)?</li> <li>• What are the opportunities the group has identified?</li> <li>• What are the main threats to the livelihoods of people in each group?</li> </ul>	Livelihoods analysis
2.2.6 SWOT of the parish. <ul style="list-style-type: none"> <li>• What are the main assets the parish has (strengths)?</li> <li>• what does it lack (weaknesses)?</li> <li>• What are the opportunities you can identify?</li> <li>• What are the main threats to the community?</li> </ul> You could include a map of the parish in this section	Parish feedback meeting Parish SWOT leading to an opportunity matrix  Mapping

**3) The Action Plan:**

3.1 GOAL. Where do we want to be in 5 years time? (there should only be ONE goal for the parish)

Issues to cover	Source of information
What do we want to see happen – what are our realistic hopes for the future for our community / Parish? For example: <i>By 2006 we will be a vibrant parish where people like to live and work, people are well-fed, able to access health and</i>	Visioning exercise

education services...	
-----------------------	--

3.2 STRATEGIES: How are we going to get to where we want to be? (typically there will be several strategies, perhaps 3-5 to help us achieve the goal)

Issues to cover	Source of information
<u>List of strategies</u> What strategies shall we adopt to achieve the goal? (e.g. Reduction of malaria incidence, Provision of safe drinking water) List them all here.	Strategy and project development.
What are the priority strategies? Show the strategy matrix and how priority strategies were selected.	Prioritisation of strategies using the strategy matrix.

3.3 PROJECTS. What activities will we do for these priority strategies? Will we do these in all LC1s or only in some of them? (Typically there will be several projects, perhaps 1-3, to help us achieve each strategy)

For each strategy, list the proposed projects and their location. This should be a summary as the details of the projects will appear in the next section.

Strategy	Proposed projects	Location
Strategy 1 Encourage use of pit latrines	1. Do demonstration on pit latrines	Demonstration to be located at Kabira B (LC1), close to parish hall.
	2. Distribute materials (slabs and iron sheets) for pit latrine construction to 20 female-headed households with 4 or more children.	10 households to be selected in Kabira A and 10 households to be selected in Kabira B.
Strategy 2: Develop safe drinking water	1. Protected spring at Kabira Hill	Kabira A (LC1)

#### 4) **Implementation Plans:**

##### 4.1 Parish profiles

For each project, there is need to develop a parish project profile and budget using the formats detailed here below. The parish project profile helps us to think through how the project will contribute to poverty eradication and so all sections MUST be filled. If the parish cannot describe how a project contributes to poverty reduction or if a project will only benefit a few households, then the parish needs to decide if this is the most appropriate project to be developing. The budget is designed to help the parish think through all the costs of each project and how each project can be funded. Remember to consider both capital costs (inputs) as well as recurrent (maintenance) costs.

The parish project profiles should be completed by a small committee, the Planning Secretariat, composed of the Parish Chief, LC II Executive, representatives of all the livelihood groups, and some PDC members. The profiles and budgets must be completed within one week of the planning week.

##### **Format for parish profiles:**

1. Name of the Investment
2. Location: Where is the project located? (LC1)
3. Process of identification (attendance at meetings: Men, Women, Youth, see Summary format in Annex 1)
4. Implementation. Who is responsible for the project?

5. Project Objective

- a. What is the objective of the project?
- b. How will the project contribute to poverty reduction?
- c. What impact will the project have on the environment?

6. Time frame

- a. Start date
- b. End date

7. Benefits and beneficiaries

- a. What are the benefits of the project for the parish?
- b. Who will benefit from the project?
- c. How does the project help the most vulnerable groups that have been identified in the parish?
- d. How many households will benefit?

8. Resource mobilisation.

- a. Source of funding.
- b. Funding secured
- c. Funding gap.

9. Implementation and management

- a. Who will implement which activities so the project can be achieved?
- b. Who will inspect, monitor and supervise the project?
- c. Who will maintain the completed work and how?
- d. Who will meet the operating costs and how?
- e. Who will meet the annual operating costs and how?
- f. Who will meet the annual maintenance costs and how?

**4.2 Parish Work Plans**

A detailed work plan to be developed by a small committee, the Planning Secretariat, composed of the Parish Chief, LC II Executive and some PDC members using the following format:

**FORMAT FOR THE PARISH ANNUAL WORK PLAN**

Project name/ Description	Location	Activities	Time Frame				Responsible persons	Inputs	Budget	Source of Funding
			Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun				
Protection of a spring at Kabira Hill	Kabira A	Community mobilisation	X				Parish Chief C/Man LC II	Allowance	150,000	Parish
		Procurement of construction materials		X			Parish chief			
		Construction of a spring		X	X		Contracter			

**4.3 Format for the budget**

For each project, a budget must be developed using the format shown below. This should be developed by a small committee, the Planning Secretariat, composed of the Parish Chief, LC II Executive and some PDC members.

### **Format for Project budget: example of Protection of Kabira TC spring**

Activity/Item	Unit of measurement	Quantity	Unit cost	Total Cost	Source of funding
E.g. <i>protecting a Spring:</i>					
• Cement	Bags	20	15,000=	300,000=	LDG
• Sand	Lorries	5	25,000=	125,000=	Sub County
• Aggregates	Lorries	5	30,000=	150,000=	Parish
• Stones	Lorries	2	30,000=	60,000=	Community
•					
Total					

In case there is a project running for more than one year, then sub divide the Quantity and Total cost columns to provide for the different years (Year 1, Year 2, Year 3). The unit cost may remain constant or changed depending on circumstances.

### **4.3 Three year rolling development plans**

The parish development plan must cover a period of three years and be based on the amount of resources each Parish collects/receives over a three-year period. The following steps outline how a Parish can prepare its three-year action plan:

- Step 1** List the projects (activities) in order of priority with the most important projects (those that contribute most to poverty eradication and achieving the vision) at the top and the least important (have the least direct link with poverty eradication and achieving the vision) at the bottom, with their approximate cost alongside.
- Step 2** Estimate the amount of resources that will be available to the Parish over the three year period. This is done by adding up the estimated revenue of the Parish from all the sources. This should include what is expected from local revenue, community contribution, central government contribution and contribution from NGOs where there is commitment.
- Step 3** Add up the cost of the proposed projects starting at the top and working down. When your entire budget (total estimated revenue over the three year period) is spent—draw a line. This is the zero-base where the money available over the three-year period approximately equals the money to be spent. This process can be done looking at projects for each of the implementation strategies that will help the vision be realised – make sure that you don't select all projects within one implementation strategy. Try and balance different types of projects.
- Step 4** In order of priority and based on the estimated resources, determine the targets that will be achieved for every activity for each of the three years. Remember the amount of money available may not be the same every year. Normally, the projected revenue of a Parish should increase year by year. But avoid making unrealistic estimates.
- Step 6** For each of the three years, the total estimated cost of achieving the proposed targets must be calculated and provided.

**Format for 3 year rolling development plan**

Project name	Location	Outcome	Time Frame			Responsible persons	Budget				Source of Funding
			Yr 1	Yr 2	Yr 3		Yr 1	Yr 2	Yr 3	Total	
Protection of a spring at Kabira Hill	Kabira A	Safe water for Kabira A	X			Parish Chief C/Man LC II	650000				Parish and subcounty, LGDP,
Update village record books	All LCIs	Planning information in villages and for parish	X	X	X	Parish chief	20000	20000	20 000		Village
Equip offices for LCII and parish chief	Parish headquarters	Organised office, with proper record storage facilities	X	X	X	Parish Chief, LCII		150000	100 000		NGO Y Parish
							Total Year 1 budget	Total Year 2 budget	Total Year 3 budget	Total 3-year budget	

**5) Monitoring and Evaluation Plan (M & E)**

The M&E Plan helps us to know whether we are on track with the implementation of our work-plans. Through M & E we shall be able to make corrective measures intended to achieve our set objectives. This will be prepared by a small group composed by the Parish Chief, LC II Chairperson, some Parish Development Committee & Project Management Committee (PMC) members.

**Format for M & E Plan**

What is to be monitored	Purpose of monitoring	Indicators	Who monitors	When to monitor	How to monitor	When to submit reports	Submit to who
Planning process	To capture level of community participation	Number of people attending by gender and age	-The Parish executive -Parish Chief	Jan-March	Counting participants at planning meeting. Formats on attendance (Annex 1)	March	Sub-County Chief
Project implementation process	To check whether the project is on schedule or not	Project infrastructure in place	Parish chief PDCs Parish executive	Quarterly (Sept, Dec, March, June)	PMC formats (Annex 4)	Quarterly Formats on project monitoring (see Annex)	“

After each monitoring event, a mini-workplan of what needs to be done should be developed. This will help make sure that follow-up actions are taken by the right people at the right time.

**Suggested Action planning format to be reviewed and updated at each monitoring meeting**

What we need to do in the next 3 months	Who will do it?	When?
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		

### 3 THE PLANNING CYCLE

The parish planning process is part of the local government planning process. The table shows the local government planning steps as provided in guidelines issued by the Ministry of Local Government (MoLG). It shows how and when the parish development plan is integrated into higher level planning processes at sub county and district levels. The steps in **bold** are those covered by this manual.

Note that the planning cycle has been changed as Local Government Budget Framework Papers need to be submitted on 31<sup>st</sup> December. Thus, this planning cycle may change for next FY.

**Table 3.1 Local government planning process in Uganda.**

ACTIVITIES FOR PREPARATION OF PLANS	MONTH
<i>1. Information Dissemination</i>	
a) Lower Local Governments are informed about decentralisation, roles of various levels of Local Councils and LDG allocation	September
b) Sub-county informs parishes about decentralisation, roles of various levels of Local Councils and Indicative Planning Figures (IPF) allocation	October
c) Parish Informs Communities about IPF	Nov - Dec.
<i>2. Needs Identification</i>	
<b>a) Parishes undertake planning process</b>	<b>Jan – Feb</b>
<b>b) Parish documents plan</b>	<b>February</b>
c) Sub-county general planning and budget conference	February
d) Sub-county Sector Committees prepare proposals for 3 year investment projects	February
<b>e) Parish prioritises and forwards proposals to the sub-county</b>	<b>March</b>
f) Sub-county Investment Committee reviews projects: design and costs	March
<i>3. Appraisal And Allocation</i>	
a) Sub-county Technical Committee appraises proposals	April
b) Finance Committee costs recurrent budgets and make revenue budget	April
c) Sub-county council reviews appraisals and decides on investment projects to be financed	May
<i>4. Formulation Of Three Year Investment/Development Plan</i>	
a) Technical Committee compiles background data	Feb - April
b) Technical Committee compile situational analysis, sectoral workplans and approved investment plans into a complete plan	March – May
c) Sub-county Council reviews plans as well as budget and approves	June
<i>5. Feedback</i>	
<b>a) Sub-county informs parishes about project appraisals &amp; sub-county decisions</b>	<b>July</b>
b) Three Year plan is publicised	July
c) Project Management Committees are checked and new ones formed	June
d) Parish advises the PMCs of approvals	July- August
<i>6. Implementation</i>	
a) Tendering of contracts	February
b) Contract awards	July
c) Contract supervision	On-going
d) Contract payments	On-going
<i>7. Review, M &amp; E</i>	
a) Local Councils submit final accounts	October
b) District reviews performance of sub-counties	May
c) MoLG assessment of Local Governments	May – June
d) Final allocation of LDG	

Source: Synthesis report on community based planning (CBP) projects in Uganda (2001), Prepared for Khanya/DFID Community based planning project.

#### **4 SCHEDULE FOR PARISH PLANNING**

An intensive planning exercise is planned for the parish. It is targeting the parish community livelihood groups that will help in formulating concrete proposals that will be integrated and incorporated into the parish development plan. This planning process is scheduled to include:

- 1) Pre – planning meeting, to take a half a day (and be scheduled a week before the planning phase).
- 2) Planning phase (situational analysis + planning), to take 2 days.
- 3) Plan documentation, to be completed within 7 days of planning phase.
- 4) Plan Finalisation and approval, within 7 days of plan documentation.
- 5) Regular Plan Review, meetings every 3 months lasting for half a day. To review progress in plan implementation. One of the first plan review meetings will be when the subcounty has reviewed the plan, to feedback its' views on the project profiles and its decisions on funding allocations.

Suggested activities for each of the planning steps listed above are shown in Table 4.1.

Certain logistics are required for the parish planning to run smoothly. These include

- Transport and allowances for district and sub county staff, during the planning and to assist in documentation.
- Lunch or soda for participants on Day 2 of the planning phase, which requires broad parish participation. This could be provided by the community or from local revenue.
- Stationery, including flip charts, note books, pens and markers.

Table 4.1. Schedule for parish planning

Day	Activities	By whom?
<b>Pre Planning</b> (up to 1 day)		
0.5 days	<p><b>Pre-planning meeting</b> (briefing parish leadership: LCII council and PDC). Agenda:</p> <ol style="list-style-type: none"> <li>1) Sensitisation on planning process</li> <li>2) Introduce background information (Population and health statistics, Social infrastructure, existing plans): identify who will collect what information. Update register</li> <li>3) Identify service providers supporting the parish: allocate a person to compile a list with some assessment of the quality of their services.</li> <li>4) Brief LC1s to undertake consultations within their villages</li> <li>5) Identify key livelihood groups in the parish</li> </ol>	Sub county chief, parish chief
<b>Planning</b> (up to 2 days)		
Day 1 (situation analysis)	<p><b>Morning/Afternoon session: Parish planning launch meeting</b></p> <ol style="list-style-type: none"> <li>1) Introduction to the planning process</li> <li>2) Feedback on background information</li> <li>3) Presentation and analysis of service providers</li> <li>4) Presentation of LC1 key issues.</li> <li>5) Timeline (recent changes in the parish)</li> <li>6) Introduction and verification of livelihood groups</li> </ol>	Broad parish meeting
Day 2 (situation analysis and planning)	<p><b>Morning session: Livelihood analysis</b> Focus group discussions with the different Livelihood groups that have been identified.</p> <ul style="list-style-type: none"> <li>• SWOT analysis of each livelihood group</li> <li>• Visioning (for each livelihood group to develop a goal, up to 3 strategies and up to 3 projects)</li> </ul>	Livelihood groups: these meetings will run concurrently, each lead by a different facilitator.
	<p><b>Afternoon session: Parish feedback meeting</b></p> <ul style="list-style-type: none"> <li>• <b>Parish SWOT leading to opportunity matrix</b></li> <li>• <b>Parish visioning exercise, Strategy and Project Development, with strategy matrix</b> (to develop parish goals, strategies and projects)</li> <li>• Way forward: Selection of Planning Secretariat, not exceeding 5 members including Parish Chief to document plan and develop Implementation Plans, Work plans, M&amp;E Plans</li> </ul>	Broad parish meeting (with all livelihood groups represented)
<b>Plan documentation</b> (to be finished within one week after the planning phase)		
Within 7 days	Writing up the plan: Implementation plans, Work plans, M&E Plans.	Planning Secretariat, supported by sub county facilitators (for technical appraisal)
<b>Plan finalisation and approval</b> (to be completed within one week of plan documentation)		
Within 7 days	<ul style="list-style-type: none"> <li>• Parish Executive reviews draft plan and submits to LCII Council for approval.</li> <li>• Editing and submission of the plan by the Council and then submission to the sub county by the Parish Chief</li> </ul>	Planning Secretariat, Parish Executive and Parish Council
<b>Review meetings</b> (0.5 day every 3 months)		
	Regular meetings to review plan and roll action plan, particularly after subcounty has feedback its review of the plans and decisions on funding.	Executive meetings

## **5 FACILITATION NOTES TO SUPPORT THE INTENSIVE PLANNING SESSIONS**

This section includes facilitation notes for each of the planning sessions detailed in the intensive planning schedule. These sessions include:

### Event

1. Pre-planning meeting
2. Compiling background information
3. Service provider interviews
4. Parish planning launch meeting
5. Timeline
6. Venn diagram (optional)
7. Livelihoods analysis
8. Well-being analysis (optional)
9. Mapping
10. Transect walk (optional)
11. Parish feedback meeting
12. Parish SWOT
13. Visioning exercise
14. Strategy and project development
15. Plan documentation
16. LCII Council plan review meeting
17. Regular monitoring meetings

**EVENT 1 PRE-PLANNING MEETING (4 HOURS)****1 Background**

This meeting is held at least one week prior to the main planning week, initially just with the Parish Council and Parish Development Committee, followed by a broader session with opinion leaders (such as teachers, clinic staff, religious leaders, youth leaders, leaders of unemployed groups, trade union, womens groups etc). The aim is to mobilise the leaders of many different sections of the community. The aim is to get broad ownership of the plan so that people realise that this is about their process, that one of the outputs needs to be local action and not just demands for resources from others. Given that a parish is comprised of a number of villages/cells, it is important that representatives of all LCIs attend the first meeting – if not they may fail to own the parish plan that is developed.

**2 Objective**

By the end of this meeting:

- Local leaders understand the planning process and outputs (a poverty focused plan that integrates environment and development plans)
- Local leaders are committed to supporting an inclusive planning process (which prioritizes the needs of marginalized groups). They will be prepared to mobilize their constituencies ready for the planning phase
- Local leaders will have defined the main livelihood groups to take forward the planning process
- Local leaders will have identified the background information that needs to be collected or updated in the next week, and identified who is responsible for collecting it. This information will be presented to the parish at the parish planning launch meeting.
- LCIs will be committed to undertaking consultations within their villages (with different livelihood groups) so that their ideas will be properly represented in the parish planning meetings and ultimately in the plan.
- Local leaders will have developed a timetable for the planning week and the first meetings will have been scheduled

**3 What part of the plan does this feed into?**

Use in Section 1 on “Process of developing the plan”.

<b>4</b>	<b>Tool/method</b>	Group discussion
<b>5</b>	<b>Timing</b>	4 hours (2 hours + 2 hours) or 2 meetings of 2 hours each
<b>6</b>	<b>Facilitators</b>	Core facilitation team
<b>7</b>	<b>Participants</b>	First part of meeting, eg for 2 hours, elected leaders eg LCI Chairpersons, Parish Council and Parish Development Committee, then joined by opinion leaders, traditional leaders, interest groups etc. OR all leaders can be met together.

**8 Process**

Part one – Parish Council and Parish Development Committee

*Introductions and ensuring elected leaders understand planning process*

- 8.1 Introduce facilitation team and elected leaders
- 8.2 Discuss overall local government planning process within which the parish development plan fits – and how all the villages (LCIs) must feel ownership of the parish plan. Introduce constraints of previous plans (problem-based and not poverty focused).
- 8.3 Discuss expectations and concerns
- 8.4 Discuss overall shape of the week

*Roles*

- 8.5 Discuss role of elected leaders in facilitation and the benefits for them (eg training, resource mobilisation etc)
- 8.6 Talk about the following part of the meeting, and what role they are expected to play

Part two – broader meeting with elected and other leaders

*Introductions*

- 8.7 Parish Council/PDC representative introduces team, leads introductions for others and outlines purpose of meeting and agenda

*Background to planning*

- 8.8 Discuss overall local government planning process within which the parish development plan fits (and how relates to LCIs)
- 8.9 Discuss content of the plan (use flip chart which is left with the committee)
- 8.10 Discuss overall shape of the week
- 8.11 Discuss availability of any existing information (see Facilitation Notes No. 2 Compiling Background Information) that can be used to help with the plan.
- 8.12 Identify all the background information that needs to be collected or updated from the parish or the subcounty (e.g existing plans such as PEAPs, village record books, parish register, health statistics) and assign people to collect this information ready for the first planning meeting.
- 8.13 Assign someone to make a list of the different service providers that support the village and for them to visit some of the key ones and talk to people about the quality of their services (see Facilitation Notes No. 3 Service provider interviews)

*LCI consultations*

- 8.14 Emphasise that LC1 chairpersons should lead consultations in their villages over the next week to clarify the issues for their village. Each village should bring a prioritised list of issues to the next parish meeting for sharing. A suggested format for recording this information is shown below:

Rank	List of priorities in order of importance *	To be implemented by the village	Forwarded to parish
1	Spring Protection	No	Yes
2	Food security (cassava garden)	Yes	No
3	Clearing village path	Yes	No
4	Building household latrines	Yes	No
5	Vermin control	No	Yes
6	Updating village record book	Yes	No

\* 'Importance' should be considered in terms of those priorities/issues which directly impact on poor people and vulnerable groups.

*Roles*

- 8.15 Discuss who is the core facilitation team and who is supplementary, and what are their roles (including that some committee members/councillors will become trainers)

*Social analysis and organising the week*

- 8.16 Discuss what are the livelihood groups in the area, using the question "what are the different groups that you recognise in the area who have different levels of wellbeing". Give one or two examples (eg youth who have dropped out of school, fishermen, baristas, teapickers, small scale mixed farmers, large scale dairy famers, firewood sellers....).
- 8.17 Tell people that we would like to meet representatives from these groups, and that all these groups need to participate in the broad community meetings
- 8.18 Arrange a detailed timetable for the 2 day planning process.
- 8.19 Agree how we obtain the participants for first community meeting and who will organise them (do we have some meetings in different villages to promote broad ownership of the parish plan etc.)

**9 Resources needed**

Flip chart with contents of the plan. Flip chart with table showing the week

**10 Comments/tips**

If access to the community is easy, the two parts of the meeting can be held on separate days, allowing time for elected leaders to mobilize other leaders. If the community is inaccessible, the two meetings can be held on the same day with the local leaders meeting following the elected leaders meeting. If so, non-elected leaders need to be mobilized in advance. Don't forget to discuss with leaders when is a good time for particular groups to meet, and build this into the timetable for the planning week. Be careful that the timetable and venues for meetings respond to the specific needs of the different villages/cells that make up the parish.

In some parishes, it may be appropriate to have all the leaders in one meeting, rather than separate. This is for the facilitators to decide.

Don't forget to record how many people attended the meeting (including the number of men, women, youth etc). You will need this information in Foreword to the Plan. A format is included in Annex 1.

The livelihood groups are a way of stratifying the parish or dividing it up to get the views of different groups of people. As the number of facilitators are limited, there will probably only be time to meet with 3-6 different livelihood groups, but remember to think about poverty and gender issues when selecting groups. Think about the levels of well-being of different livelihood groups and don't only select livelihood groups that are associated with the better off, such as matooke and coffee growing. For example, "firewood sellers" may be a key livelihood group as it is an activity that is undertaken by poorer women, and these women may not come to meetings unless they are specifically targeted in their own group.

**EVENT 2 COMPILING BACKGROUND INFORMATION****1 Background**

Information is recordable facts and figures. There is always background information about a community and stored within a community that can help inform the planning process. This information can be stored in a Village Record Book or Parish Register. Background information should be compiled between the pre-planning meeting and the beginning of the planning phase, it can be presented to the community in the first parish planning launch meeting for validation. It can also be updated in the planning sessions or any gaps in it identified and filled. It is also an efficient way of working to first compile the information that is readily available, as it means that we do not tire or annoy people by asking for information that they may have already provided.

Additionally, you can collect specific information when the goal, strategies and projects are being developed. This should be more focused information to help support the project/activity that you are developing.

**2 Objective**

To collect background information about the community that will assist in the planning process

**3 What part of the plan does this feed into?**

Use in Section 2.2 on "Parish profile".

<b>4</b>	<b>Tool/method</b>	Interviews
<b>5</b>	<b>Timing</b>	Variable - depends on types of data and sources
<b>6</b>	<b>Facilitators</b>	Core facilitation team, particularly parish chief
<b>7</b>	<b>Participants</b>	

**8 Process**

8.1 Start by discussing the types of information that could inform the planning process and then thinking about who would have this information. Look at Section 2 Content of the Community Plan in this manual (specifically Section 2.2 Sections of the Parish Plan) to see the kinds of information that should be included in the Introduction Section of the Plan (as part of the parish profile). This can be done in the pre-planning meeting. Examples of useful information include:

- Compilation of existing plans that have been developed. These could be for one group (such as a women's group) or just in one sector (e.g. an parish environmental action plan or PEAP);
- Basic statistics on the people who live in the community (number of people, number of households, number of people in different age groups, different ethnic groups). This may be held by the community leader or religious groups. If there is a village record book this should be updated ready for planning and the summary figures calculated ready for presentation (e.g. percentage of households with access to safe water, percentage of households using pit latrines etc.). These summary data help shape the plans as they show progress. The formats used in Village Record Books and Parish Registers are shown below;
- Social Infrastructure information: number and location of boreholes, number of houses with and without pit latrines etc. This may be held by the community health worker or the community leader or in the village record book;
- Health records. Disease patterns, understanding the main diseases/illnesses that people suffer from and when (e.g. malaria, rainy season and the under 5s). This information may be held by the community health worker, a school teacher, clinic staff or even the shop keepers who run a drug store/pharmacy;
- Agricultural records. Understanding soils and land capabilities, understanding the main crops and varieties that people grow and the diseases they suffer from. This information may be held by the agricultural extension worker or leader of a farmers group.

8.2 Collect background information and include in the plan in a summary format showing the information, the source and the year it was collected. For example, you could include data on

the number of people/households in the following format: 212 households, Source: census, Year: 1999.

**9 Resources needed**

Notebook and pen

**10 Comments**

You may find that you don't need to collect all the information at the beginning, but rather leave more specific health/veterinary/environment information to when the strategies and projects are being developed. The information-gathered can then help inform how strategies are chosen and prioritised.

The District Population Officer can support parishes in developing village record books and parish registers – don't be afraid to ask for help.

Suggested formats for Village Record Books and Parish Registers are included on the next two pages.



**Suggested format for Parish Register**

Information from the Village Record Books can be summarised into a parish register as shown in the following two tables. Where possible, data should be presented as percentages to help with comparisons across villages. For example, in the second table, access to safe water can be calculated as a percentage of households with access to safe water to see if there are big differences between villages. Where one village has much lower access to safe water, provision of safe water for that village could become a development priority.

No	Name of Village	Number of households	No. people in the village			No. aged 0-11 month		No. aged 1-5		No. aged 6-14		No. aged 15-17		No. aged 18-30		No. aged 31-49		No. aged 50-64		No. aged 65+		Orphans 0-17 years	PWDs		
			M	F	T	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F		M	F	
1																									
2																									
3																									
etc																									
	Totals																								

No	Name of village	Pupils in primary school		Pupils in secondary schools		Pupils In higher education		Access to safe water		Access to pit latrine		Etc.....	
		M	F	M	F	M	F	No.	%	No.	%		
1			No. or %										
2													
3													
4													
	Totals												

**EVENT 3 SERVICE PROVIDER INTERVIEWS****1 Background**

It is important to know what organisations are operating in the parish and its surrounds. These organisations could play a role in developing plans and future service provision and it is therefore important to understand their capacity to contribute to the implementation as well as to get them on board the planning process so as it is more realistic and achievable. Information about service providers should be collected during the pre-planning phase, so it can be used during the planning phase.

**2 Objective**

By the end of these interviews we want to have:

- A list of all the service providers that support the parish
- An understanding of the capacity of individual service providers to contribute to and implement the parish plan; and
- Created ownership and commitment to the community based plans among individual service providers

**3 What part of the plan does this feed into?**

Use in Section 2.2.4 on “Analysis of service providers supporting the parish”.

<b>4</b>	<b>Tool/method</b>	Semi-structured interviews
<b>5</b>	<b>Timing</b>	1-1.5 hours
<b>6</b>	<b>Facilitators</b>	Core facilitation team as interviewer
<b>7</b>	<b>Participants</b>	individual or group representing a service provider

**8 Process**

- 8.1 Personal introductions of individuals in the group
- 8.2 Explain the objectives of the interview
- 8.3 Engage in a discussion with the representative(s) using the checklist (see overleaf) to ensure all issues are covered
- 8.4 Write-up the interview in a standard format.

**9 Resources needed**

Paper and pen, service provider checklist

**10 Comments/tips**

- Engage service providers in the process so as to create enthusiasm to assist with the development and implementation of the community-based plans.
- Write up the interview in a standard format to ensure easy comparison between and among service providers.
- The checklist is merely a guide to assist the interviewer to cover all the necessary issues, however it can be shortened, simplified and should be adapted to the local context and scope of work of the service provider being interviewed.
- If you don't have time to interview all the service providers, at least make a list of all the services that the parish receives and be prepared to present this to the parish planning launch meeting. Interview those that are locally based and for others that are located outside the parish, talk to people in the parish about the level or quality of services. You can feed this information back in the Parish Planning Launch meeting to get a broad view on the services in the parish.

---

**Checklist for service providers operating in the ward/parish**

**Introduction**

- 1 Do you have any written material on your organisation. Are their any reports available?

**Clients – poor people**

- 2 Who are your clients, who do you serve at parish level?
- 3 Have you done some client needs analysis and their strengths?
- 4 Who do you see as the poor? And do your services reach them?

**Policy and programmes**

- 5 What is the vision, goal and objectives of the organisation?
- 6 What are the key programmes in place?
- 7 What has worked/what didn't and why?
- 8 What impact have they had? Any statistics?
- 9 Who are the main beneficiaries of services/programmes so far?
- 10 How could delivery systems be improved?
- 11 How do you see the appropriate role of government especially local government?
- 12 What about other stakeholders?

**Planning**

- 13 Are beneficiaries involved in planning implementing, evaluation? What about stakeholders in other departments (multi-sectoral) and outside government? Give examples.
- 14 What coordination at district level? How could it be improved?
- 15 How are resources channelled to the district? To who exactly? Is this effective and how could it be improved?
- 16 How have financial allocations changed and how has this affected service delivery?
- 17 Is there a development planning office? How is development-planning functions carried out?

**Accountability and coordination**

- 18 In what way are you accountable to your clients? How? Do you think client needs and views are adequately represented? How could it be improved?
- 19 What monitoring & evaluation systems are in place? Are clients involved?

**Sustainability and learning**

- 20 How do you ensure that beneficiaries can use the resources effectively and that projects or activities are sustainable? (eg capacity-building)
- 21 Is there evidence of a learning approach to make the services/programmes more relevant to clients?

**EVENT 4 PARISH PLANNING LAUNCH MEETING****1 Background**

It is important that the planning phase should be launched with a meeting which has broad participation, particularly emphasising representatives of the different LCIs, livelihood groups and interest groups within the community (these will have been identified at the pre-planning meeting). The meeting provides an opportunity to get people to think about the product (the 'plan'), as well as the process, which should be empowering and inclusive.

The outputs of the pre-planning meeting should be presented to this wider group for validation, particularly the timetable for the week (which should be displayed in a public place) and the livelihood groupings. This should be built on to develop an inventory of service providers, which will be included in the timetable for follow-up interviews.

**2 Objective**

By the end of this session, the community will :

- Have understood the planning process and outputs
- Have provided feedback on the background data (population, social infrastructure, existing plans) and the list of service providers, that have been compiled;
- Have had a short presentation from each LC1 on the key issues for their village
- Have drawn a timeline of recent changes (political, social, economic, environmental) in the parish (see Facilitators Notes 5 Timeline).
- Have reviewed and finalised the different livelihood groups who need to be included in the planning phase
- Have reviewed and finalised the timetable for the two days, particularly detailing which livelihood groups will be met with and when

**3 What part of the plan does this feed into?**

Use the list of the different livelihood groups in Section 2.2.1 (Population and health statistics)

Use the inventory of service providers/CBOs/projects in Section 2.2.4 (Activities and services in the community)

<b>4</b>	<b>Tool/method</b>	Group discussion
<b>5</b>	<b>Timing</b>	3 hours
<b>6</b>	<b>Facilitators</b>	Core facilitation team
<b>7</b>	<b>Participants</b>	Broad based group of community members, including representatives of all LCIs, major livelihood and interest groups.

**8 Process***Introductions and ensuring community understands planning process*

- 8.1 Introduce facilitation team and their roles, purpose of the meeting and the agenda
- 8.2 Discuss overall local government planning process within which the parish development plans will fit
- 8.3 Discuss the general content of the plan (use flip chart which is left with the committee)
- 8.4 Discuss overall schedule for the 2 days (although this will be finalised later in the session)
- 8.5 Check for community expectations and concerns and respond to any questions

*Background information and services in the community*

- 8.6 Present the background data that has been collected (population data, social infrastructure). This should be compiled in the Village Record Books and Parish Register.
- 8.7 Present the activities that are on-going in the community (CBOs, projects) as well as the services that are provided to the community. These should be listed and clustered around themes, such as agriculture related, health related etc.
- 8.8 Get the participants to update or gap fill this information.
- 8.9 Ask each LC1 to make a short presentation of the 3 key issues for their village, those that are being dealt with at the village level and those which are being forwarded to the parish. This

helps people understand the diversity of the parish that must be taken into account when planning for the parish. Record these on a sheet, in a format such as the following, so you can see where priorities are different or similar between villages:

Priority forwarded to parish	Village 1	Village 2	Village 3 etc
Safe water provision	yes	no	No
Vermin control	no	no	Yes
Primary school extension	yes	yes	Yes

### *Livelihood groups*

8.10 Present the findings of the pre-planning meeting concerning the different livelihood groups identified in the community. Discuss and amend groups to develop a final list.

### *Finalising the timetable for the planning week*

8.11 Go back to the broad timetable developed for the two days.

8.12 Add in the meetings with the different livelihood groups that have been identified.

8.13 Add in any meetings with CBOs/projects/activities that may have been missed.

8.14 Highlight the planning events in the timetable that require broad community participation and ask people to attend them if possible.

## **9 Resources needed**

Flipcharts

Prepared flipchart with draft timetable

## **10 Comments/tips**

This is a key meeting that will set the pace and content of the planning. As well as trying to maximise participation, use the opportunity to outline to the community the benefits of community based planning. You can find these in the Introduction section to this manual.

Don't forget to go on and make a timeline as part of this meeting (see next page for facilitators notes). This is a good way of energising people and getting them to think from the past to the future, as to how they got to where they are now.

Note that the meetings with the livelihood groups will have to be undertaken concurrently the next day. Make sure you have enough facilitators to lead the different sessions and are well organised so that you can meet with all of them within the hours available. This meeting should make very clear the timings of meetings with the different livelihood groups.

**EVENT 5      TIMELINE****1      Background**

It is important in developing plans to first have some understanding of the where the community has come from – its basic history. This can be done by creating a timeline where the community members develop a sequence of events in a joint manner. In this way the community and facilitators gain an understanding of what has worked and not in the community and the general trends over the years which will contribute to better plans. The timeline can be carried out as part of the first parish planning launch meeting.

**2      Objective**

By the end of this session we want to:

- have an understanding of the history of the parish in terms of its development including the major events, and
- have used the activity as an icebreaker for the planning group

**3      What part of the plan does this feed into?**

Section 2.2.3 Recent changes in the parish (political, social, economic)

<b>4      Tool/method</b>	Timeline with key informant group
<b>5      Timing</b>	1-2 hours
<b>6      Facilitators</b>	One or two of the core facilitation team
<b>7      Participants</b>	Group of 12-15 people – including the aged

**8      Process**

- 8.1 Personal introductions of individuals in the group
- 8.2 Explain the objectives of the exercise
- 8.3 Establish the earliest event that is memorised
- 8.4 Decide a framework for the exercise in terms of time
- 8.5 Mark it with cards indicating time (eg decades)
- 8.6 People write events on cards – facilitator can write if participants are illiterate. Remember to look at different types of changes: political, environmental, economic, demographic (ie population changes) etc.
- 8.7 Written cards are read out and verified by the group before they are put on the timeline
- 8.8 The timeline should remain displayed for additions and as a community record

**9      Resources needed**      Paper, scissors, tape, pens

**10      Comments/tips**

- The development of timelines is an excellent method to develop enthusiasm among the community as it reinforces a sense of pride among members in their community.
- Use cards so that the events can be adjusted/corrected, as well as new events added to the timeline.
- The timeline is a valuable way in which the older members of the community can be involved in the planning process.
- The younger members of the community can learn much from the timeline.

**EVENT 6 VENN DIAGRAM (OPTIONAL)****1 Background**

It is important to understand the role played by different organisations in the community, especially service organisations. These organisations can both assist with technical inputs into the plans as well as the implementation of them. The Venn diagram is a good method to understand the relationships between the community and different organisations in the community.

**2 Objective**

By the end of this session we want to have an understanding of:

- The different organisations that are operating in the community;
- The importance of their services to the people; and
- How accessible their services are to the community.

**3 What part of the plan does this feed into**

Use in Section 2.2.4 on “Service providers”.

<b>4</b>	<b>Tool/method</b>	Group discussion to create a Venn diagram
<b>5</b>	<b>Timing</b>	1-2 hours
<b>6</b>	<b>Facilitators</b>	Core facilitation team
<b>7</b>	<b>Participants</b>	Broader community group

**8 Process**

- 8.1 People introduce themselves
- 8.2 Discuss the objectives of the session
- 8.3 Brainstorm a list of the service providers that operate in the community
- 8.4 Get the group to cut out circles (with paper and scissors) to represent the importance of the service/organisation. The larger the circle the more important the service/organisation to the community.
- 8.5 Make a mark on the ground or a flipchart to represent the community.
- 8.6 Get the group to arrange the circles around the mark in such a manner that the more accessible the service/organisation is or the better the relationship with the community, the closer the circle is placed to the mark/community. In other words, the distance between the community and the circle is NOT geographic distance but reflects the degree of contact between the community and the service provider.
- 8.7 Discuss the diagram created in terms of the quality of services delivered.

<b>9</b>	<b>Resources needed</b>	Paper, scissors, tape, pens
----------	-------------------------	-----------------------------

**10 Comments/tips**

- Give clear instructions so the tasks are well understood, and allow the group to do the exercise itself.
- Make sure the group understand the difference between “importance” (size of the circle) and “contact” (distance between the circle and the community) in this case
- Ensure that all participate and that decisions are participatory – don’t allow certain members to dominate.

**EVENT 7 LIVELIHOODS ANALYSIS****1 Background**

We need to understand livelihoods of different livelihoods groups ie where they are at now (SWOT) and where they want to go (through a visioning process) which they have defined themselves. The process should be empowering, as it focuses on what people already have and gets them thinking about how they can direct their own development. The analysis avoids people developing a wish list and gets people to think about how to link opportunities with their existing assets.

**2 Objective**

By the end of this meeting we understand the livelihoods of different socio-economic groups, including their:

- strengths (what people have including financial, social, physical, human and natural assets);
- weaknesses (the constraints that the group faces. These can be *internal*, perhaps because of its own capacity or because of *external* factors, such as poor quality services etc)
- opportunities (that are available in the environment, often not recognised by the people themselves); and
- threats (the stresses and shocks that people are subjected to in the external environment);
- vision (including a goal, where the group wants to be in 5 years time, and up to 3 strategies and projects on how they plan to get there).

**3 What part of the plan does this feed into?**

Use SWOT in Section 2.2.5 on “Livelihoods analysis (SWOT and goal, strategies and projects for each livelihood group) The goals, strategies and projects will be used to develop the parish action plan in Section 3.

<b>4 Tool/method</b>	Focus group discussions with livelihood groups
<b>5 Timing</b>	2-3 hours
<b>6 Facilitators</b>	Core facilitation team
<b>7 Participants</b>	Livelihood groups

**8 Process**

8.1 The group introduce themselves and objectives of the session are discussed.

*SWOT*

8.2 Use a SWOT analysis (Strengths, Weaknesses, Opportunities, Constraints) to engage people in semi-structured discussion about their livelihoods.

8.3 Record the discussion on flipcharts in the group, with Strengths on one sheet, Weaknesses on another, etc. To be positive, focus on strengths (e.g the assets of the group, such as unity, as well as physical assets) and opportunities. Probe for those that the group may not have thought about before. This will aid feedback in the parish meeting in the afternoon.

*Visioning*

8.4 To develop a vision for the group, ask the group where they would like to be in 5 years time. This should generate a lot of discussion! You need to be a good facilitator to pull out the main elements of the vision.

8.5 From the discussions, develop an overall statement which expresses what people want to see happen over the next 5 years – our (realistic) hopes and dreams for the future for our livelihood group. of what people want that addresses e.g. Firewood sellers could develop a vision such as: “By 2006, women who sell firewood who will have negotiated free access to the forest reserve to collect dead wood so that we are not harassed, will have fuel efficient stoves in our own homes, will have planted trees on our land, and will be part of an active savings group that will help us start up new income generating activities’ This is the goal for this livelihood group.

8.6 Ask the group to look at the goal and think about each of the statements and how they are going to get to that situation. For each statement, develop a strategy for how they would achieve that goal within 5 years. An easy way of developing strategies is to look at the opportunities that were developed in the SWOT as these should indicate the practical and

- available options that the group could take e.g. an opportunity of being near a forest reserve could be turned into a strategy of “Gain legal access to the forest reserve”, or an opportunity that there is an existing savings group could be turned into a strategy of: “Revitalising the Nakoma Savings Group that collapsed last year” . They should develop up to 3 strategies to help you achieve their goal.
- 8.7 For each strategy, then develop one or more projects that you could do. These should be small actions and steps that could be taken. For example, a project could be to call a meeting of the existing members of Nakoma Savings Group and develop a proposal on how to revitalise the group. For getting legal access to the forest, you could start with a meeting with the Secretary for Production and Environment at parish level and then a follow up meeting at the subcounty. If a strategy is to have fuel efficient stoves, then a first project could be to arrange a study tour to a neighbouring parish where they have them, and then a second project could be to develop a proposal for funds for materials from the parish. Remember to only develop 1-3 projects for each strategy.
- 8.8 In the parish feedback meeting, the SWOT, goal and strategies (and also the projects) of the livelihood group will be presented to the whole parish. So now select who will present the discussions to the parish meeting
- 8.9 Write up group discussion on the SWOT, Goal, Strategies and Projects, on a flipchart, ready for presentation in the afternoon to the parish meeting.

## 9 Resources needed

Flipcharts and pens to record discussions

## 10 Comments/tips

- It is important to establish the livelihood groups in the community. A distinction needs to be made from social groups and projects in the community;
  - **Social groups** are those in relation to social criteria such as age, wealth, gender, class, etc. These may include for example: unemployed young men, landless people, unmarried women with children, etc.
  - **Interest groups** are people who are pursuing a similar interest or economic livelihood such as bee keeping, fishing, etc and are considered a
  - **Community project** once well organised and mutually serving such as a revolving fund group or beekeepers that have formed a cooperative.
- Livelihood groups need to be people of similar levels of wellbeing – ie differentiating groups that have differing access to resources, vulnerabilities, livelihood strategies, (eg salaried employees, elderly with pensions, youth, etc). If you have a group of cattle keepers, for example, you may need to split the group into large scale and small scale, as analysis of the strengths, weaknesses, opportunities and threats will be very different for those with many animals to those with only a few.;
- The community should be encouraged by the facilitators to divide themselves into their livelihood groups (this should have been done at the Parish planning launch meeting). This should be done by presenting livelihood groups (identified at the pre-planning meeting) and prompting the meeting for feedback to finalise the list;
- The discussion should be carried out in such a manner that the people raise issues about their livelihoods. The role of the facilitator is to prompt the group and ensure that the information given by the group is recorded in an ordered manner;
- In discussing people’s livelihoods, the discussion should begin with what people have, ie their strengths and opportunities, before looking at weaknesses and threats.

**EVENT 8 WELL BEING ANALYSIS (OPTIONAL)****1 Background**

It is important to understand who is our community, in terms of who is doing well and who is not doing so well. It helps the community to better understand the local power structures, decision-making processes, as well as access to and control over resources. We use this information to think about our plans might affect people of different levels of well-being.

**2 Objective**

By the end of this session the community will have understand how the community perceives 'well-being' and the different wealth/poor categories in the area

**3 What part of the plan does this feed into**

Use in Section 2.2 on "Parish profile".

<b>4 Tool/method</b>	Sub-Group of the broad community group
<b>5 Timing</b>	1-2 hours
<b>6 Facilitators</b>	Core facilitation team
<b>7 Participants</b>	Small community group with broad representation of different socio-economic groups.

**8 Process**

- 8.1 Start by asking people to think about all the different people who live in the community, then ask:
- Who are doing well in the community?
  - Who are not doing so well in the community?
  - Who are the poorest?
  - Who are doing the best?
- 8.2 Come up with up to 3-5 different categories of well being. This could be very poor, poor, average, and OK (4 categories). Or Destitute, poor, average, comfortable and v. rich (5 categories).
- 8.3 Ask how you would know which category a person belonged to. This will help generate some indicators or signs of different wealth categories.
- 8.4 Look back at the socio-economic groups identified at the beginning of the week. See how they are spread across the categories. Some groups, such as young women, are unlikely to fit in any one category! But other groups, e.g. unemployed, or coffee growers, may be in one particular wealth rank. Allocate the different socio-economic groups to the wellbeing classes.
- 8.5 Finally, probe for how people perceive development. Start by asking, "How would we know if these groups are doing better?" This is a way of getting indicators of livelihood improvement. Some of these may already have been discussed, but it is important to get local people to think about their own indicators of improved livelihoods, increased livelihood security or more well being.
- 8.6 Ask people to look back over the planning events and think who was involved. Were some well-being categories over or under represented? If the poorer wealth categories were under-represented or other groups over-represented, ask for strategies on how these people can get involved in planning. Make follow-up actions to encourage non-participants to contribute.

**9 Resources needed**

Flipcharts

**10 Comments/tips**

Wealth ranking can be a sensitive topic, remind people that the discussions are based on relative not actual wealth. Remember that you do not need to name which people fit into each category but rather discuss the types of livelihoods of people in each group. It is a good idea to talk about well-being

rather than wealth, as well-being covers not only the financial resources associated with wealth but also a range of other factors, such as people's family situations.

**EVENT 9      MAPPING****1      Background**

All development plans will have a spatial component. Methods of gaining a community perspective of the current spatial layout of the community, as well as how it came about and possible future options is through the use of both a mapping exercise and a transect walk.

**2      Objective**

By the end of this session we want to have and understanding of:

- The spatial layout of the physical infrastructure according to the community; and
- Where new infrastructure could be placed/built.

**3      What part of the plan does this feed into**

Use in Section 1 on “Background to our community”.

<b>4      Tool/method</b>	Group exercise
<b>5      Timing</b>	1-2 hours
<b>6      Facilitators</b>	Core facilitation team
<b>7      Participants</b>	Broader community group

**8      Process**

- 8.1 Personal introductions of individuals in the group
- 8.2 Explain the objectives of the exercise
- 8.3 Give the materials to community members and allow them to construct a map of their parish as they perceive it, remember to include the whole parish area including all the villages/cells. Cover environmental assets, as well as infrastructure, social issues etc.
- 8.4 The group can develop another map consisting of how they would like to see their ward/parish in the future (planning horizon).

**9      Resources needed**

Paper, scissors, tape, pens (natural resources if the community is to build a model)

**10      Comments/tips**

- The community may want to develop a more permanent model of the ward/parish at the community centre that could be used as a planning tool in the future.
- Technicians/service providers should engage in discussions with community members about future infrastructure once the map is developed. This will ensure that they do not dominate the process.
- The development of a map of possible future infrastructure often results in a “wish-list”, however valuable information can be derived from it.
- Remember, a map can be used to fill time if people are delayed in coming to a meeting and a few people are waiting around. It’s a good way of mobilising people as others will be interested to see what is going on and will quickly join the meeting.

**Event 10      TRANSECT WALK (OPTIONAL)****1      Background**

All development plans will have a spatial component. Methods of gaining a community perspective of the current spatial layout of the community, as well as how it came about and possible future options is through the use of either a mapping exercise and/or a transect walk.

**2      Objective**

By the end of this session we want to have an understanding:

- Spatial layout of the parish, and how it relates to the villages/cells of the development issues in the parish

**3      What part of the plan does this feed into**

Use in Section 2 on “Parish profile”.

<b>4      Tool/method</b>	Transect walk – facilitator with 3-6 key informants
<b>5      Timing</b>	1-2 hours
<b>6      Facilitators</b>	One or two facilitators
<b>7      Participants</b>	+6 key informants from the community

**8      Process**

- 8.1 Select key informants from the community meeting
- 8.2 Decide route
- 8.3 Plan the route you will walk through the parish noting the major features
- 8.4 Walk and discuss with the key informant group about issues they feel are important
- 8.5 record the information

**9      Resources needed**

Paper and pen

**10      Comments**

- In selecting informants, try to get one person from each of the socio-economic groups identified.
- Don't talk much, rather listen to what people say – prompt.
- “Transect” implies a direct line through the parish, however it is better to embark on a zigzag route through the area to cover the main features.
- You may not be able to visit all the villages/cells, but draw out the main differences and similarities between them as you walk.
- The information from the transect walk should be used to complement the mapping exercise.

**EVENT 11 PARISH FEEDBACK MEETING****1 Background**

This meeting provides an opportunity for the community to review, crosscheck and validate the information that has been gathered, analysed and discussed in smaller groups. Specifically it brings together the livelihood analyses (SWOTs, goal and strategies and projects) developed with different livelihood groups. Note that this meeting includes the development of a SWOT for the parish as a whole, as well as visioning and strategy development. There is a lot to cover in this afternoon, so make you start in a timely manner and break up the sessions with energisers.

**2 Objective**

By the end of this session:

- the community will have reviewed progress in the planning and understood what is left to be done
- Developed a parish SWOT from the SWOTS of different livelihood groups (Facilitation Notes 12)
- Developed a goal for the parish in a visioning exercise, based on goals of different livelihood groups (Facilitation Notes 13)
- Prioritised strategies and projects to help us reach the goal, thinking about vulnerable groups (Facilitation Notes 14)

**3 What part of the plan does this feed into**

Use Parish SWOT in Sections 2.2.6 (SWOT of the parish as a unit)

Use Goal, strategies and projects in Section 3 (The Action Plan)

<b>4</b>	<b>Tool/method</b>	Group discussion
<b>5</b>	<b>Timing</b>	15 minutes
<b>6</b>	<b>Facilitators</b>	Core facilitation team
<b>7</b>	<b>Participants</b>	Broad parish group

**8 Process**

- 8.1 Start by presenting the timetable for the planning week and note which sessions have been completed
- 8.2 This part of the meeting is to introduce the different activities that are going to be undertaken: parish SWOT, Visioning, and Strategy Development.
- 8.3 Check the group understand what has been done so far and what has to be achieved within this meeting. Then move straight into the Parish SWOT.

**9 Resources needed**

Flipcharts

**10 Comments/tips**

- As this meeting is held on the second day of the planning week, it is important that planning sessions are documented on an on-going basis – or the facilitation team will find it difficult to get the information synthesised in time to present at this meeting.

---

**EVENT 12 PARISH SWOT ANALYSIS (STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS)**
**1 Background**

The SWOT analysis builds on the Livelihoods Analysis to complete the situational analysis for the community. It is a main component of the feedback meeting. The SWOT analysis takes the strengths, weaknesses, opportunities and threats that were developed by the different livelihood groups and builds them up to the community as a whole. The opportunities are compared across the different socio-economic groups in a matrix to see how similar or different they are. This matrix will feed into the planning and help to develop the community-based plan, reflecting the opportunities identified by different groups.

**2 Objective**

By the end of this session we will have an overview of the strengths, weaknesses, opportunities, threats for the community as a whole.

**3 What part of the plan does this feed into**

Use in Section 2.2.6 on “SWOT of the parish as a unit”.

<b>4</b>	<b>Tool/method</b>	Group discussion and opportunities matrix
<b>5</b>	<b>Timing</b>	1.5 hours
<b>6</b>	<b>Facilitators</b>	Core facilitation team
<b>7</b>	<b>Participants</b>	Broad parish meeting, including people from each of the livelihood groupings that completed the livelihoods analysis.

**8 Process**

- 8.1 Have strengths from the livelihood analysis with different livelihood groups on the walls on flip charts. Get someone to read them out.
- 8.2 Ask people to come up with strengths of the parish. They can start by using the strengths from individual groups, and add to these. Write on flip chart.
- 8.3 Repeat for weaknesses.
- 8.4 Repeat for threats.
- 8.5 For opportunities, draw up the matrix as below, and ask one of the livelihood groups to come up with their opportunities and list them on the matrix.
- 8.6 The next livelihood group should then list their opportunities, which are ticked if similar to the previous group, or added to the list. Cluster opportunities if they are similar (e.g. pit latrines in school and improved sanitation in houses)
- 8.7 Then ask – have we missed any opportunities for the area as a whole, e.g. cross-cutting issues such as environment, dealing with HIV/AIDS, geographical issues etc. and fill these in the matrix.
- 8.8 The SWOT should close by reviewing the opportunity matrix and noting which opportunities have more broad support and which are favoured by particular groups of people. Remind people, it’s not only the number of groups that favour a particular opportunity. If you want to eradicate poverty, you must think about the opportunities favoured by the most vulnerable groups. In the example on the next page, the parish may want to prioritise opportunities favoured by landless women and firewood sellers (such as getting access to a forest reserve) as these are the may be the most vulnerable groups in the parish.
- 8.9 The meeting should now go on to make the vision for the parish (see Facilitators Notes 13).

Opportunity	Bee-keepers	Firewood sellers	Cattle keepers	Landless women	Dairy farmers	Coffee growers
Improve sanitation in people's houses	✓	✓		✓	✓	
Getting access to forest reserve for fuelwood, wild food and medicines.		✓		✓		
Add classroom block to school	✓	✓	✓	✓		✓
Repair the bridge	✓		✓		✓	✓
Develop savings/credit schemes for CBOs	✓	✓	✓	✓	✓	✓
Get extension support for dealing with coffee wilt disease						✓

### 9 Resources needed

Flip charts for each groups strengths, weaknesses, threats

Blank matrix for opportunities

### 10 Comments/tips

Remember to group similar opportunities that emerge which can form the basis of a project – which will be developed later in the planning phase.

We will use the groups' opportunities in the next community meeting to help develop the goal and strategies for the community based plan.

Remember to think about poverty issues when reviewing the matrix! Repairing a bridge may favour those people with products to market (such as honey, milk, coffee) but getting legal access to a forest will help those people who don't have land, as it is a source of wild foods and medicines. The parish needs to balance the opportunities of powerful and vulnerable groups when making its plans, in the next session.

**EVENT 13 VISIONING EXERCISE****1 Background**

Visioning can be a powerful tool to help people look to the future and articulate where they would like to go in terms of the development of their community. It is particularly powerful when it follows on from a review of people's assets and existing services, as it encourages people to develop a realistic, achievable goal, as well as the steps they need to take to reach the goal. Further, by not focusing on constraints and looking to opportunities, it helps the community to build on the strengths of its current situation.

**2 Objective**

By the end of this session we want a negotiated shared goal for the development of the parish.

**3 What part of the plan does this feed into**

Use in Section 3.1 on "Where do we want to be in 5 years (Goal)".

<b>4</b>	<b>Tool/method</b>	Group discussion
<b>5</b>	<b>Timing</b>	1 hour
<b>6</b>	<b>Facilitators</b>	Core facilitation team
<b>7</b>	<b>Participants</b>	Broad parish meeting

**8 Process***Developing the goal*

8.1 Having compared the SWOT analysis of the different livelihood groups in the previous exercise, it's now time to turn to the different goals. The livelihoods analysis have generated a number of different goals, one for each group.

8.2 In turn, ask a representative from each livelihood group to read out their goal.

8.3 Put the goals from each of the livelihood groups up on the wall so they are near each other.

8.4 Pull out the common elements "key words" and note any differences between the goals, or any statements that are unique to a group.

8.5 Use the key words in a discussion to develop a realistic statement which expresses what people want to see happen over the next 5 years: our (realistic) hopes and dreams for the future for our parish? e.g. *"By 2006 we will be a vibrant parish where people like to live and work, people are well-fed, able to access health and education services, as well as have a sustainable supply of natural resources"*. This is the goal for the parish as a whole unit.

8.6 Now move into the final exercise of the Parish feedback meeting, Strategy Development (Event 14).

<b>9</b>	<b>Resources needed</b>	Flip chart
----------	-------------------------	------------

**10 Comments/tips**

It may happen that people have different goals for the development of the community. Sometimes consensus can be achieved by emphasising the long term timeframe (5 years) and general nature of the goal. Additionally, it is important to stress that many different ideas can go into the vision as there is no prioritisation at this stage (e.g. health opportunities more urgent than infrastructure etc). However, where there are contradictory visions, then it can be important to explore the underlying causes of the difference in order to negotiate one common vision.

Try not to make the Goal too general, such as 'Rich and happy parish' or you will find it difficult to develop strategies. Make it a long statement that captures the ideas from each of the livelihood groups.

During this meeting, facilitators may like to introduce the resource envelope (budget/indicative planning figures) that is immediately available for implementing the plan. This can guide the development of realistic and achievable goals, and later strategies and projects, to help deliver on the vision. It can also assist in motivating people and maintaining participation throughout the planning week. Technical advisers from the sub county should be invited to this meeting to introduce these

figures, and also outline the National Priority Programme Areas, for which other sources of funding may be available for compatible projects.

*Energiser!!*

You may need an energiser before you start this activity or the next one. Get people to stand up and stretch as there are many sessions in a row and it is important to keep people focused. A good energiser is to get people to ‘write’ the name of their parish with their bodies, moving their bodies to spell the letters – this gets people laughing and the blood flowing after sitting for a long time.

**EVENT 14 STRATEGY AND PROJECT DEVELOPMENT****1 Background**

Having compared opportunities and developed a goal, the parish now needs to look at how they are going to realise their goal (strategies) and the small steps or actions they can take (projects). Technical staff can be brought in at this stage as resource persons, but make sure they are appraising and adding value to the ideas of the community rather than inserting their own objectives.

**2 Objective**

By the end of this session we will have:

- prioritised the strategies and projects for each goal;
- reviewed how the strategies and projects address the needs of different groups;
- identified those projects/activities for submission to council or departmental plans.

**3 What part of the plan does this feed into**

Use in Section 3 (The Action Plan), Section 4 (Implementation Plan)

<b>4</b>	<b>Tool/method</b>	Group discussion
<b>5</b>	<b>Timing</b>	1 hour
<b>6</b>	<b>Facilitators</b>	Core facilitation team
<b>7</b>	<b>Participants</b>	Broad group.

**8 Process**

The Visioning Exercise (Facilitation Notes no. 13) has generated one goal for the parish. The livelihood groups have previously each developed a number of strategies which now need to be harmonised to make strategies for the parish.

8.1 To develop strategies, draw up the matrix as below, and ask one of the livelihood groups to come up with their strategies (they should list about no more than 3 strategies per livelihood group) and list them on the matrix.

8.2 The next livelihood group should then list their strategies. Cluster strategies if they are similar (e.g. improve roads and repair bridge)

8.3 Then ask – have we missed any strategies for the parish as a whole, e.g. cross-cutting issues such as environment, dealing with HIV/AIDS, soft issues around leadership or record keeping, geographical issues (have the priorities identified by each of the villages been considered?) etc. and fill these in the matrix. You should review the opportunity matrix developed in the Parish SWOT to check that all the opportunities are covered by strategies in the strategy matrix.

8.4 When you have all the strategies in place, do a matrix like below based on the following criteria:

- **Importance** (how important is it that something is done on this to achieve your goal)
- **Benefits** (does it benefit the whole parish or only certain villages?)
- **Easy to do** (how easy will it be to do this, e.g. low cost, quick to do etc)
- **Relevance to wealth categories** that have been identified

8.5 As a group review the matrix to see what is most important, who benefits, what is most easy to do and what helps poor people the most.

Strategies	Importance			Benefits			Easy to do			Relevance to			
	Essential	Ideal	Would be good	Whole parish	Many LCIs	A few LCIs	Yes	Partially	No	Everyone	Well-off	poor	Very poor
1 Revitalise savings group													
2 lobby Forestry Dept for legal forest access													
3													

8.6 From all the strategies that have been identified, the parish must now choose a few strategies (say 3-5), which they think are important, benefit a range of villages or the whole parish, are easy, will help eradicate poverty and achievable within 5 years (including with help from outside). This should generate a lot of debate, but by thinking about strategies that help different groups of people, it should be possible to develop a list which all the parish supports. You may take one or two strategies which are general for the whole parish (such as expanding school, improving the road), one or two which help vulnerable groups (support for orphans, getting legal access to the forest for firewood and medicinal plants) and one which helps a better off livelihood group (such as increasing number of fish ponds in the parish).

8.7 For the final part of the meeting, take each strategy in turn. For each livelihood group who has identified the strategy, ask them to list the projects they had identified to make this strategy happen. List them on the flipchart and prioritise these or sequence them into logical steps. Prioritising the projects should not be difficult as people can usually quickly agree on projects once the strategies have been decided.

8.8 Later a project profile will be developed for each of projects/activities, and certainly for those being submitted to Council, NGOs or departments (see Plan Documentation Event no. 15). This will be developed by the Planning Secretariat.

8.9 To close the meeting, introduce the Planning Secretariat, a temporary body of people who will document the plan (including all the discussions at parish level) and pass it to the Executive to pass to Council. Make sure that the Planning Secretariat has representation from each of the livelihoods groups on it, so that strategies and projects can be properly documented. But it should be no more than 5 people to ensure it can do its work effectively.

8.10 Make sure the people at the meeting understand the process of documenting the plan (within 7 days of this meeting) and passing to the LCII Council and Executive for review and approval (within 7 days of the plan being documented). Explain that the Planning Secretariat is charged with keeping the parish informed about the documentation and planning process. Thank them for their patience in attending a long meeting.

## 9 Resources needed

Blank matrix with criteria

## 10 Comments/tips

- Remember to keep the strategies and projects realistic, looking at the available local revenue for implementation. Try and identify projects that can be implemented by the parish without the need for support from the subcounty. By doing this, there is a higher chance that the plans can be implemented.
- For these parish projects, remember to think about which villages/cells will benefit and make sure that each village/cell is included in the parish plan.

- Think clearly about projects that need higher level support (e.g. from subcounty, district). Ask the technical advisers from the subcounty about how these can be funded, and explore funding opportunities for projects within the National Priority Programme Areas (such as PMA, PAF, LGDP etc).
- As facilitators, you need to be prepared to deal with the feedback on the priorities that were selected. Some members of the community may feel frustrated if some of their key priorities have not been selected for funding. Remember to review the service providers with the community (Section 2.3) to explore other avenues for sourcing funds, and be prepared to scale down proposals in order to capitalise on funding opportunities. Remember you can also make recommendations for strategies to be prioritised in year 2 of the plan as a way of reaching a compromise on strategies, as you have to make a 3-year plan.

**EVENT 15 WRITING UP THE PLAN****1 Background**

Documentation of an intensive planning process is always problematic, but it is essential if plans are to be developed in a standard way that can be used by the parish, the subcounty and other service providers. A time period of one week has been allocated to enable the Planning Secretariat, together with subcounty staff, to document the plan and follow up any loose ends to complete the plan. It is also used for developing project profiles (see Facilitation Notes no 17)

**2 Objective**

By the end of this session the community has:

- Pulled together all the information generated in the planning week into a standard format for a community plan (as shown in Table 2.1);
- Finalised the plan ready for submission to the subcounty, through the parish executive who will pass to council.

**3 What part of the plan does this feed into?**

Developing the parish development plan

<b>4</b>	<b>Tool/method</b>	Writing
<b>5</b>	<b>Timing</b>	Variable
<b>6</b>	<b>Facilitators</b>	Core facilitation team
<b>7</b>	<b>Participants</b>	Planning Secretariat

**8 Process**

- 8.1 The facilitation team should review the information already collected and how it relates to the different sections of the community plan (see Section 2 of this manual for how the community plan is developed from different tools used in the planning week). Table 2.1 in Section 2 of this manual specifically shows how each section can be developed from each of the different planning events.
- 8.2 Much of the work has been done in the community meetings, and so Sections 1 - 3 of the plan should be easy to document by writing up what was discussed and agreed in the parish meetings. Remember to use the formats included in Annex 1.
- 8.3 In Section 3 The Action Plan, don't forget to describe how the strategies and projects were prioritised by the community – include the opportunity and strategy matrixes that were developed in the meetings.
- 8.4 Sections 4 - 6 (Section 4 Implementation plan, including profiles for each parish projects and budgets), Section 5 (developing the parish annual and 3-year workplans) and Section 6 (M&E Plan) will provide new work for the Planning Secretariat, where recommendations from the community are developed further. Remember that the Planning Secretariat cannot change the priorities that were agreed upon, but is charged with developing the priorities into project profiles with budgets. This is where you should ask for support from the subcounty if you are having difficulty compiling the plan.
- 8.5 After having the contents of the plan reviewed by different stakeholders at the community level, submit through to the Parish Executive.

**9 Resources needed**

Pens and paper, rulers for drawing matrixes

**10 Comments/tips**

- Training in documentation should be a key part of the capacity building of facilitators. As much as possible, facilitators should write around a given format (such as that in Section 2) to provide a focus to people's writing.

- Include subcounty technical advisers in the documentation as they can help the parish understand which projects have a chance of being funded as subcounty projects. They can also help think through other service providers and actors who can help implement the plan.

**EVENT 15 LCII COUNCIL PLAN REVIEW MEETING****1 Background**

On behalf of the parish, the Planning Secretariat has documented all the discussions and developed the prioritised strategies and projects into project profiles, budgets, together with workplans and M&E plans. Now the parish development plan is in draft form and must be given to the parish Executive, most of whom have been on the Planning Secretariat, to pass to the Parish Council for review and approval.

**2 Objective**

By the end of this session the parish council will have:

- Been presented the draft parish development plan
- Reviewed and validated/modified the plan,
- Approved the plan and recommended the parish chief to pass the final version of the plan to the subcounty
- Agreed the workplans for implementing the plan,

**3 What part of the plan does this feed into**

This meeting will be included in the Foreword, as the Chairperson LCII will have endorsed the plan.

<b>4</b>	<b>Tool/method</b>	Council Meeting
<b>5</b>	<b>Timing</b>	as required
<b>6</b>	<b>Facilitators</b>	Core facilitation team
<b>7</b>	<b>Participants</b>	Council members

**8 Process**

- 8.1 Someone who is knowledgeable with the planning process should present the plan, explaining the objectives, the process taken to develop the plan, how the goal, strategies and projects were identified and prioritised, and finally how the plan was documented.
- 8.2 The Council will then review the plan contents, make any suggestions for changes
- 8.3 Ultimately, it is hoped that Council will endorse the final product.

**9 Resources needed**

Copies of the plan or the plan written out on a flipchart

**10 Comments/tips**

- As this is the last stage of the planning process, it is important that the whole process of developing the plan is described. Many of the councillors will have been involved in the planning process, but it's a good idea to review the hard work that has gone into developing the plan.
- Communicating the plan to a broader range of community stakeholders could be in the form of drama, radio, local language summaries/posters for example. At the minimum, the plans should be summarised on flip charts and displayed in the community social hall can help keep the community updated about the contents of the plan or progress in implementation.

**EVENT 19 REGULAR MONITORING MEETINGS**

**1 Background**

Once the plan is in place, the parish together with technical and/or political staff from the subcounty/district should regularly review the plan. This could happen on a quarterly basis, and more frequently if there is an intensive period of plan implementation. Remember that a monitoring meeting should happen after the subcounty have reviewed the plan, made comments on the project profiles and made decisions on funding allocations. But remember, plan implementation can begin as soon as the Parish Council have endorsed the plan, the parish does not have to wait for subcounty inputs, particularly on local projects which do not need external support. The more quickly the plans begins to be implemented, the more people will have faith in the planning process.

**2 Objective**

To review progress in plan implementation

**3 What part of the plan does this feed into?**

Section 6 M&E Plans

- 4 **Tool/method** Group discussion
- 5 **Timing** 1-2 hours
- 6 **Facilitators** Community and local authority facilitators
- 7 **Participants** Broad community meeting and/or subgroups (including representatives of Parish Council and Parish Development Committee)

**8 Process**

- 8.1 Review the implementation plans in Section 4 of the community plan against the progress made.
- 8.2 Identify any constraints or emerging opportunities, and think how to deal with them
- 8.3 Update the 3 month action plan for the community.
- 8.4 Remember that the results of the monitoring meetings must be communicated to the broader parish community. You may want to do this through writing the minutes on a flipchart and presenting on the wall of the parish hall. Or you can think of other ways, e.g. through presentations at other meetings and gatherings in the parish.

What we need to do in the next 3 months	Who will do it?	When?
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		

8.4 Remember that you will need a special monitoring meeting when the subcounty has reviewed your plan and decided which projects it has agreed to support. In this meeting the longer list of projects which has been suggested may be reduced, and you can decide what you want to do about projects which have not been agreed by the subcounty at this stage, either drop them, take them to someone else etc.

**10 Comments/tips**

Monthly monitoring meetings may be appropriate after the plan has been developed as a way of mobilising people around plan implementation and holding people accountable for progress. Later, quarterly meetings may be a more appropriate period of time for monitoring implementation progress.

Don't forget that a wider meeting, perhaps even a parish meeting, will need to be called when the subcounty has given its feedback on the plan.

Minutes of the regular monitoring meetings should be kept. These will assist in developing a more realistic plan in the next annual planning cycle.

Annexes 3, 4 and 5 have formats for monitoring the implementation and completion of projects, by Parish Chiefs and Project Management Committees.

**Annexes: Formats for parish and village record keeping**

**Annex 1 Suggested format for recording attendance at each village or parish planning meeting**

Date:

Location:

Purpose of meeting:

Facilitator(s):

Expected attendance (adult population of the village or parish)	Total number of participants at the meeting	No. adult men (over 30 years)	No. adult women (over 30 years)	No. male youth (aged 18 - 30 years)	No female youth (aged 18-30 years)
194	80	12	28	4	1

**Annex 2****Summary format for recording planning process and outcomes****Form: ME – P – 01      PARISH CHIEF'S SUMMARY REPORT ON PROJECT IDENTIFICATION PROCESS**

**Purpose:** To summarise all projects identified in villages and those forwarded to the Parish Council. this report also captures the level of participation in villages during project identification. This information will help the Chief and or PDC to get an impression of the views held by the people about their development and the extent to which they are involved in finding solutions to the problems that stand in their way of development.

**Frequency / Date of Submission:** Once a year in March

**Predecessor Document:** Documentation of village prioritisation process. Format in guide

**Successor Document:** Sub-County Chief / Town Clerk report summary on project identification (ME – S – 02)

**Prepared by:** Parish Chief  
**Submitted by:** Parish Chief  
**Submitted to:** Sub-county Chief / Town Clerk

**Form filling Instructions:**

1. Write the name of Parish and Number of villages
2. Indicate the number of project identification meetings held and reported (this would be equivalent to the number of reports)
3. a) Add up all attendance by sex and age (ie child, youth or adult) and divide by number of meetings in (2) above. Indicate the expected attendance (Parish Adult Population)  
b) Add up all expected attendance by sex and age group and divide it by number of meetings
4. In Column 1, list all projects identified / proposed in the prioritisation processes in village. For each project indicate whether or not it was adopted by the village council by ticking either column 2 for YES and 3 for NO.
5. From the village reports, indicate the number of villages falling under each category of participation.

**ME – P – 01**

**PARISH CHIEF’S REPORT ON PROJECT IDENTIFICATION PROCESS**

Date.....

1. Parish.....No of Villages.....
2. Number of village project prioritisation meetings held and reported on
3. a) Average attendance:           Adult Males .....  
   Adult Females.....  
   Male Youth.....  
   Female Youth.....
4. b) Average expected attendance: Adult Males .....  
   Adult Females.....  
   Male Youth.....  
   Female Youth .....
5. Summary of village Priorities

PROJECT PROPOSED	ADOPTED	NOT ADOPTED
1	2	3

6. Level of Participation

Number of villages with active participation:  
 .....

Number of villages with little or no participation:  
 .....

Number of villages with at least 30% women participation:  
 .....

Number of village with at least 30% youth (male and female) participation  
 .....

Parish Chief’s Name..... Signature.....

**Annex 3: Format for monitoring project progress by Parish Chief**

**ME – P – 02 PARISH CHIEF’S SUMMARY OF PROJECT PROGRESS**

Purpose: To summarise the status of progress of projects in the parish. It also facilitates the assessment of whether projects are being implemented on target and assists in determining whether there are functional Project Management Committees.

Frequency: Quarterly

Predecessor: Project Management Committee progress reports (ME – PMC - 01)

Successor Document: a complete Sub-county’s summary of completed and on going projects (ME – S – 04) and Parish Performance assessment form ( ME – S – 03)

Prepared by : Parish Chief  
 Submitted by : Parish Chief  
 Submitted to : Sub-County Chief

Form Filling Instructions:

- Column 1 : list name of the project.
- Column 2: Tick if progress is on schedule
- Column 3 : Tick if progress in not on schedule
- Column 4 : Write YES if Project Management Committee is in place and functional
- Column 5 : Indicate reasons for progress being behind schedule
- Column 6 : State action proposed or taken

**ME – P – 02 PARISH CHIEF’S SUMMARY OF PROJECT PROGRESS**

PROJECT	PROGRESS ON SCHEDULE	PROGRESS BEHIND SCHEDULE	FUNCTIONAL PMC	REASONS FOR DELAYS	PROPOSED ACTION
( 1 )	( 2 )	( 3 )	( 4 )	( 5 )	( 6 )

Parish Chief ..... Signature

**Annex 4: Format for monitoring project progress by Project Monitoring Committee****PROJECT WORK PLAN, BUDGET AND PROGRESS REPORT**

Code:	ME-PMC-01
Purpose	To schedule the activities the PMC will undertake to accomplish a project indicating funding by sources to determine the percentages of community contributions. It provides a basis upon which to monitor project progress overtime
Frequency/ date Of Submission:	Quarterly (September, December, March and June)
Predecessor Document:	Project proposals (Guidelines in Planning and Investment Guide)
Successor Document:	Parish chief's summary of project re[ports (ME-P-02), sub-county Chief's report on completed and on-going projects (ME-S-04) and parish performance assessment form (ME-S-03)
Prepared by:	Secretary PMC
Submitted by:	Chairman PMC
Submitted to:	Parish Chief and Sub-county Chief (for sub-county level projects)

**Form filling Instructions:**

In column (1) write the activity that will be carried out. In column (2) indicate when you anticipate to accomplish the activity and what you have actually achieved during progress reporting.

In column (3) spread the budget by source indicating what will be contributed by LDF, community and other sources for each activity. Add contributions for each source and calculate percentages. The current quarter's figure is the sum of the current quarters expenditure and the previous quarter report figure. Submit a copy of this work plan to supervisor of the respective levels.

In column (4) write reasons for under achievement or overspending.

**1.4.9 Format: ME-PMC-01: PROJECT WORKPLAN, BUDGET AND PROGRESS SREPORT**

(a) Project.....(b) Date..... (c) code.....

(d) Location.....

ACTIVITY (1)	PERIOD (in quarters) (2)				FUNDING BY SOURCE (3)			REMARKS (4)
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	LDF	Community	Other sources	
ACTIVITY ACHIEVEMENT								
<b>1.4.10 TOTAL</b>								

Is the overall progress on schedule? Y/N  
 General problems encountered and or expected:  
 Action taken or proposed:

Secretary ..... PMC.....

**Annex 5: Format for project completion**

**1. PROJECT COMPLETION REPORT.**

Code: ME-PMC-02

Purpose: The form helps to determine the percentage of projects being implemented on scheduled and within budget.

Frequency/Date Of Submission: Once depending on date of completion

Predecessor Document: Project workplan, budget and progress report (ME-PM-01)

Successor Document: Sub-county Chief's report on completed and on going projects (ME-S-04)

Prepared by: PMC

Submitted by: Parish Chief/sub-county Chief

Submitted by: Sub-County Chief/Investment Committee

**Form filling Instructions:**

**1.4.11 ME-PMC-02 PROJECT COMPLETION REPORT**

Date report completed.....

Project name.....Project code.....

Sub-county.....Parish.....Village.....

Actual start date.....completion date.....

Was implemented on target? Yes/No (Use the work plan to judge)

Give reasons if project implementation is not on schedule.

**ME-PMC-02 PROJECT COMPLETION REPORT**

(Continued)

**1.4.12 Was the implementation in budget?**

Activity (1)	Budget and source (2)		Other sources	Actual expenditure and source (3)		Reasons
	LDF	Community		LDF	Community	

Lesson learnt

Recommendations:

Project manager's Signature-----Date-----

Parish/Sub-county chief-----Date-----