

**Appendix 1: Scope of Work with Minutes of Meeting on the Scope of Work**

**MINUTES OF MEETING  
ON  
THE SCOPE OF WORK  
FOR**

**THE STUDY ON IMPROVEMENTS OF OPPORTUNITIES AND OBSTACLES  
TO DEVELOPMENT (O&OD) PLANNING PROCESS  
IN THE UNITED REPUBLIC OF TANZANIA**


**AGREED UPON BETWEEN**

**THE PRIME MINISTER'S OFFICE  
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT**

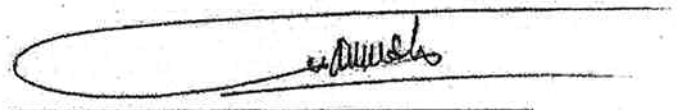
**AND**

**JAPAN INTERNATIONAL COOPERATION AGENCY**

**Dar es Salaam, April 20, 2006**

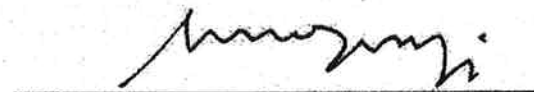


Mr. Toshihiro Obata  
Resident Representative  
Japan International Cooperation Agency  
Tanzania Office



Ms. M.K. Tarishi  
Permanent Secretary  
Prime Minister's Office  
Regional Administration and Local  
Government

Witness:



Mr. G. S. Mgonja  
Permanent Secretary  
Ministry of Finance

In response to the request of the Government of the United Republic of Tanzania (hereinafter referred to as "Tanzania"), the Japan International Cooperation Agency (hereinafter referred to as "JICA") had a series of meetings with Prime Minister's Office Regional Administration and Local Government and other stakeholders in Tanzania to discuss the Scope of Work (hereinafter referred to as "S/W") for "The Study on Improvements in Opportunities and Obstacles to Development (O&OD) Planning Process" (hereinafter referred to as "the Study").

As a result of the discussions, both sides came to an agreement on S/W, which was signed on April 20, 2006.

This Minutes of Meetings have been prepared for the better understanding of the S/W. Both sides agreed and confirmed the following points for the smooth implementation of the study.

### **1. Title of the Study**

Both sides agreed that the title of the Study would be "The Study on Improvements of Opportunities and Obstacles to Development (O&OD) Planning Process" instead of "Improvements of Opportunities and Obstacles to Development Planning Process" initially proposed by Prime Minister's Office Regional Administration and Local Government (hereinafter referred to as "PMO-RALG"). The "Planning Process" includes roll out, implementation, review and backstop of O&OD.

### **2. Organization of the Study**

(1) For smooth and effective implementation of the Study, both sides agreed upon the need for establishment of a Steering Committee chaired by the Permanent Secretary, PMO-RALG. The members of the Steering Committee are composed of the representatives from Ministry of Finance and Ministry of Planning, Economy and Empowerment, and the Resident Representative of JICA Tanzania. Tentative functions and members of the steering committee are shown in ANNEX I.

(2) Both sides agreed upon the need for establishment of a Technical Working Group chaired by the Director of Local Government, PMO-RALG, with members from other divisions of PMO-RALG and related organizations. Tentative functions and members of the technical working group are shown in ANNEX II.

### **3. Responsibility of the Counterpart Organization**

(1) Both sides confirmed that PMO-RALG shall be responsible for coordinating and implementing the Study with the assistance from JICA, and PMO-RALG should take responsibility for assigning necessary number of qualified counterpart personnel prior to the arrival of the JICA Study Team.

(2) Regarding the coordination within PMO-RALG, both sides confirmed that Local Government Division is responsible for the Study and it shall closely coordinate with

3 1

other related divisions such as Sector Coordination Division and Organizational Development Division.

#### **4. Ownership and Utilization of the Study Output**

Both sides agreed that PMO-RALG shall own the final output of the Study, which is the proposal for improvements of O&OD planning process, and that PMO-RALG shall take necessary measures to implement the proposal timely after the completion of the Study including allocating necessary budget and personnel with close coordination with relevant Ministries and all Regional Secretariats and Local Government Authorities (hereinafter referred to as "LGAs").

#### **5. Coverage of the Study**

(1) Both sides agreed that the Study shall assist the O&OD roll out in approximately 10 to 16 LGAs among the following candidate LGAs, within JICA's budget for the Study.

- The LGAs in Tanga Region
- The LGAs in Arusha Region
- The LGAs in Kilimanjaro Region

(2) The Study shall assist in piloting the review and backstop of O&OD in some LGAs.

(3) For the cost of roll out, both sides agreed that JICA shall undertake the cost for the following items and PMO-RALG or LGAs shall undertake the other necessary cost.

- Daily Substance Allowance
- Transportation expenses (Fare and Fuel)

#### **6. Reports**

Both sides agreed that reports of the Study would be opened to the public.

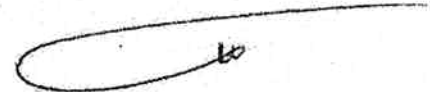
#### **7. Equipment and Facilities**

(1) Tanzanian side agreed to provide the Study Team with suitable office space.

(2) JICA will prepare personal computers and a vehicle necessary for the Study. After the completion of the Study, these items will be used to follow up the study results.

#### **8. Counterpart Training**

Considering the importance of capacity development in the Study, both sides agreed that the training activities for counterpart personnel, such as participating training courses in Japan should be implemented.



**STEERING COMMITTEE****1. Function**

The Steering Committee will meet at least once a year and whenever the necessity arises; and functions as follows:

- (1) To discuss and approve the Work Plan of the Study;
- (2) To review the overall progress of the Study as well as the achievement of the Work Plan mentioned above;
- (3) To review and make decisions on major issues arising from or in connection with the Study; and
- (4) To authorize the final output of the Study.

**2. Composition****(1) Chairperson**

Permanent Secretary, Prime Minister's Office Regional Administration and Local Government

**(2) Tentative Members : representatives from following organizations**

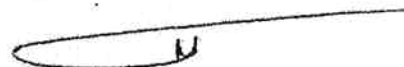
- 1) Prime Minister's Office Regional Administration and Local Government
- 2) Ministry of Planning, Economy and Empowerment
- 3) Ministry of Finance
- 4) JICA Study Team
- 5) JICA Tanzania
- 6) Persons the Chairperson may nominate if necessary

**(3) Secretariat**

PMO-RALG and JICA Study Team will jointly provide necessary human resources for secretariat of the meetings.

**3. Minutes of Meeting**

The discussion made in the meeting shall be recorded in the Minutes of Meeting, which shall be circulated to each participant to confirm the content prior to authorization by the Chairperson.



**TECHNICAL WORKING GROUP****1. Function**

The Technical Working Group will meet occasionally, and functions as follows:

- (1) To discuss the Work Plan of the Study before submitting to the Steering Committee to approval;
- (2) To monitor and report the progress of the Study as well as the achievement to the Steering Committee; and
- (3) To provide technical advices on major issues arising from or in connection with the Study for decision making by the Steering Committee.

**2. Composition****(1) Chairperson**

Director of Local Government, Prime Minister's Office Regional Administration and Local Government

**(2) Tentative Members : representatives from following organizations**

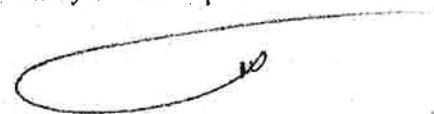
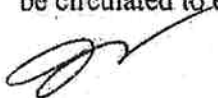
- 1) Local Government Division, PMO-RALG
- 2) Sector Coordination Division, PMO-RALG
- 3) Organizational Development Division, PMO-RALG
- 4) Ministry of Planning, Economy and Empowerment.
- 5) Ministry of Finance
- 6) JICA Study Team
- 7) JICA Advisor in PMO-RALG
- 8) JICA Tanzania
- 9) Persons the Chairperson may nominate if necessary

**(3) Secretariat**

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TO DEVELOPMENT (O&OD) PLANNING PROCESS  
IN THE UNITED REPUBLIC OF TANZANIA

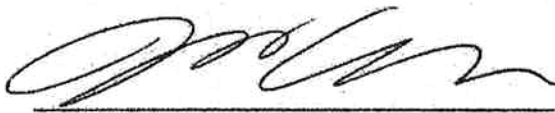
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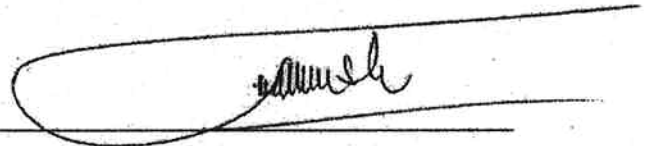
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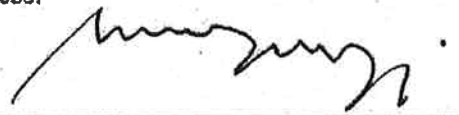


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## I. INTRODUCTION

In response to the official request of the Government of the United Republic of Tanzania (hereinafter referred to as "the Government of Tanzania"), the Government of Japan decided to conduct "The Study on Improvements in Opportunities and Obstacles to Development (O&OD) Planning Process" (hereinafter referred to as "the Study") in accordance with the relevant laws and regulations in force in Japan.

Accordingly, the Japan International Cooperation Agency (hereinafter referred to as "JICA"), the official agency responsible for the implementation of the technical cooperation programs of the Government of Japan, will undertake the Study in close cooperation with the authorities concerned of the Government of Tanzania.

The present document sets forth the Scope of Work with regard to the Study.

## II. OBJECTIVES OF THE STUDY

The objectives of the Study are:

To provide comprehensive and concrete proposals on the improvements of the O&OD process particularly on (1) the improvement of roll out and (2) review and backstop mechanism, based on the findings from the actual implementation of the O&OD roll out and pilot activities.

## III. ORGANIZATION OF THE STUDY

Local Government Division, Prime Minister's Office Regional Administration and Local Government (hereinafter referred to as "PMO-RALG") shall act as a counterpart agency to the Japanese Study Team and also as a coordinating body in relation with other governmental and non-governmental organizations concerned for the smooth implementation of the Study.

## IV. SCOPE OF THE STUDY

In order to achieve the objectives mentioned above, the Study shall cover the following items:

<Task 1>

Study the status quo of O&OD process from the document survey and interviews with stakeholders.

1-1. Review the planning and budgeting system in the central and local level and



actual situation of their linkage with each other.

- 1-2. Review the O&OD roll out and its latest progress.
- 1-3. Identify the challenges on the review and backstop mechanism in the Local Government Authorities (hereinafter referred to as "LGAs") which has already rolled out O&OD.
- 1-4. Study the on-going/planned initiatives that could lead to the improvement of O&OD process.
- 1-5. Study the observation of the Sector Ministries and Development Partners for O&OD process.

<Task 2>

Support implementing the O&OD roll out in some LGAs and monitoring of the process.

- 2-1. Fix the LGAs to be covered.
- 2-2. Assist PMO-RALG and LGAs to roll out the O&OD.
- 2-3. Make a close monitoring of the process.

<Task 3>

Make a tentative proposal on improvements on O&OD process based on the analysis of the findings in Task1 and 2.

- 3-1. Analyze the whole O&OD process from its methodological aspects.
- 3-2. Draft a tentative proposal on the review and backstop mechanism.
- 3-3. Draft a tentative proposal on the improvements of the O&OD roll out.

<Task 4>

Pilot the tentative proposals made in Task 3 in some LGAs and confirm the validity of those proposals.

- 4-1. Assist PMO-RALG and some LGAs to pilot the review and backstop mechanism to test the validity of the proposals.
- 4-2. Assist PMO-RALG and some LGAs to roll out the O&OD to test the validity of the proposals on roll out considering the result of 4-1.

<Task 5>

Make a final and comprehensive proposal on improvements of O&OD process with elaborated action plans together with PMO-RALG.

- 5-1. Draft the proposals and action plans with PMO-RALG that includes the improvements on its roll out and introduction of the effective and sustainable review and backstop mechanism.
- 5-2. Assist PMO-RALG to develop the necessary tools for the implementation of the proposals and action plans.

- 5-3. Consult with the public including LGAs, Sector Ministries, Civil Society Organizations and Development Partners and elaborate the proposals and action plans.
- 5-4. Finalize the proposals and action plans.

## V. SCHEDULE OF THE STUDY

The Study will be carried out in accordance with the tentative schedule shown in the Attachment.

## VI. REPORTS

The Study Team shall submit the following reports to the Government of Tanzania.

1. Inception Report

Twenty (20) copies at the commencement of the Study. This report will contain the schedule and methodology of the Study.

2. Progress Report

Twenty (20) copies at the completion of the Task 3, which includes the tentative proposal.

3. Interim Report

Twenty (20) copies during a work of the Task 4, after the implementation of the pilot activities on review and backstop mechanism.

4. Draft Final Report

Ten (20) copies after the Task 5; Government of Tanzania shall submit its comments to JICA Tanzania within one (1) month after the receipt of the Draft Final Report.

5. Final Report

Twenty (20) copies of the Final Report within one (1) month after the receipt of the comments on the Draft Final Report.

## VII. UNDERTAKINGS OF THE GOVERNMENT OF TANZANIA

1. To facilitate the smooth conduct of the Study; the Government of Tanzania shall take necessary measures:

- (1) To permit the members of the Study Team to enter, leave and sojourn in the United Republic of Tanzania for the duration of their assignments therein and exempt them from foreign registration requirements and consular fees;

- (2) To exempt the members of the Study Team from taxes, duties and any other charges on equipment, machinery and other material brought into the United Republic of Tanzania for the implementation of the Study;
- (3) To exempt the members of the Study Team from income tax and charges of any kind imposed on or in connection with any emoluments or allowances paid to the members of the Team for their services in connection with the implementation of the Study; and
- (4) To provide necessary facilities to the Study Team for the remittance as well as utilization of the funds introduced into the United Republic of Tanzania from Japan in connection with the implementation of the Study.

2. The Government of Tanzania shall bear claims, if any arises, against the members of the Study Team resulting from, occurring in the course of, or otherwise connected with, the discharge of their duties in the implementation of the Study, except when such claims arise from gross negligence or willful misconduct on the part of the Study Team.

3. PMO-RALG shall, at its own expense, provide the Study Team with the following, in cooperation with other organizations concerned:

- (1) Security-related information on as well as measures to ensure the safety of the Study Team;
- (2) Information on as well as support in obtaining medical service;
- (3) Available data (including maps and photographs) and information related to the Study;
- (4) Counterpart personnel;
- (5) Suitable office space with necessary service; and
- (6) Credentials or identification cards.

#### **VIII. UNDERTAKINGS OF JICA**

For the implementation of the Study, JICA shall take the following measures:




1. To dispatch, at its own expense, a Study Team to Tanzania; and
2. To pursue technology and skills transfer to the Tanzanian counterpart personnel as well as the communities in the course of the Study.

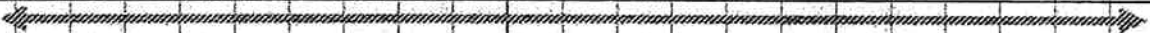











#### **IX. CONSULTATION**

JICA and PMO-RALG shall consult with each other in respect of any matter that may arise from or in connection with the Study.

The Study on Improvements of Opportunities and Obstacles to Development (O&OD) Planning Process

PLAN OF OPERATION (PO)

-  Scheduled activity (Roll out)
-  Scheduled activity (Review and backstop mechanism)
-  Scheduled activity (Both of above)

Year	1st Year (2006/07)												2nd Year (2007/08)											
	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3
Project Period																								
Activities																								
<Task 1> Study the status quo of O&OD process from the document survey and interviews with stakeholders.																								
- Roll out																								
- Review and backstop mechanism																								
<Task 2> Support implementing the O&OD roll out in some LGAs and monitoring of the process.																								
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Submission of the Report	 <span style="margin-left: 20px;">* inception</span> <span style="margin-left: 100px;">* progress</span> <span style="margin-left: 20px;">* interim</span> <span style="margin-left: 100px;">* draft final</span> <span style="margin-left: 20px;">* final</span>																							
Steering Committee	 <span style="margin-left: 100px;">*</span> <span style="margin-left: 100px;">*</span> <span style="margin-left: 100px;">*</span> <span style="margin-left: 100px;">*</span>																							
Technical Working Group	 <span style="margin-left: 100px;">*</span> <span style="margin-left: 100px;">*</span> <span style="margin-left: 100px;">*</span> <span style="margin-left: 100px;">*</span>																							
Stakeholder Workshop	 <span style="margin-left: 100px;">*</span> <span style="margin-left: 100px;">*</span> <span style="margin-left: 100px;">*</span> <span style="margin-left: 100px;">*</span>																							

 - FY (Tanzania & Japanese Fiscal Year end)

**Appendix 2: Minutes of 1<sup>st</sup> Technical Working Group**

**MINUTES OF TECHNICAL WORKING GROUP MEETING  
ON  
THE STUDY ON IMPROVEMENTS OF OPPORTUNITIES AND  
OBSTACLES TO DEVELOPMENT (O&OD) PLANNING PROCESS  
HELD ON 11 JULY 2006  
AT PMO-RALG CONFERENCE ROOM, DODOMA**

**7.1 Attendance**

The meeting was chaired by Mr. O. P. Mtei, Assistant Director, LGA Service Delivery, PMO-RALG. Those who were present in the meeting are listed below.

Name	Position/Organization	Station
O. P. Mtei	Assistant Director, LGA Service Delivery Local Government Division, PMO-RALG	Dodoma
Richard Musingi	Director, Sector Coordination Division PMO-RALG	Dodoma
Assey Jerome Simon	Senior Economist, MPEE	DSM
Sanford Kway	Senior Forest Officer, Local Government Division PMO-RALG	Dodoma
Mwanakombo Ngingite	Ag. Assist Commissioner Bilateral and Japan Desk Officer, MOF	DSM
Ali Mlupilo	O&OD Coordinator, Local Government Division PMO-RALG	Dodoma
Takeshi Oikawa	Assistant Resident Representative, JICA	DSM
Yoshio Aizawa	JICA Study Team (Team Leader/Local Governance)	DSM
Masami Watanabe	JICA Study Team (Participatory Development)	DSM
Chiaki Shiga	JICA Study Team (Capacity Building 2/Project Administration)	DSM

## **7.2 Agenda**

The agenda of the meeting is as follows.

- 1) Introductory Remarks
- 2) Background of the Study
- 3) Presentation of the draft IC/R
- 4) Comments and Suggestions to the draft IC/R and the Study
- 5) Closing Remarks

## **7.3 Introductory Remarks**

The Chairperson declared the opening of the Technical Working Group (hereinafter the TWG) on the Study on Improvements of Opportunities and Obstacles to Development (O&OD) Planning Process (hereinafter the Study) at 16:30 hours by welcoming the members to the venue.

Subsequently, the O&OD Study Team (hereinafter the Study Team) and its members were introduced to the TWG. It was noted that the Study Team work in collaboration with the counterparts from PMO-RALG.

The function of TWG was defined as the advisory body to the Study Team and approves the reports to be submitted to the Steering Committee (hereinafter the SC) as per designated in the Scope of Work (hereinafter SW).

## **7.4 Background of O&OD**

Mr. Ali Mlupilo, O&OD Coordinator at PMO-RALG and the counterpart of the Study Team, introduced the background of the support from Japan International Cooperation Agency (hereinafter JICA) for O&OD to the members. It was also noted that 81 LGAs have already completed their O&OD roll out.

## **7.5 Presentation of the draft IC/R**

The presentation of the IC/R was given by Mr Yoshio Aizawa, Team Leader of the Study Team, on the following issues.

- 1) Objective of the Study
- 2) Review of the O&OD Process
- 3) Outcome of the Study
- 4) Duration of the Study
- 5) Basic Approach
- 6) Activities by Task

## 7) Organizational Set-up

### 7.6 Comments and Suggestions to the draft IC/R and the Study

It was the agreed notion that the draft IC/R is well written, and there was no objection for the draft IC/R as well as the presentation itself. Accordingly, the members approved the draft IC/R to be presented to the SC on 13 July 2006.

When the selection of three target regions, namely, Tanga, Kilimanjaro and Arusha, for O&OD roll out raised a concern of a member, Mr. Musingi explained that they are the regions where the roll out of O&OD has been delayed compared to other regions and logistically feasible for the support.

Being asked about the progress of the Study, the Study Team replied that the Team is currently undertaking Task 1 (Task 1-1, 1-2, and 1-3 have been undertaken). Under Task 1-1 and 1-2, the Team has collected related data. As for Task 1-3, the Team will conduct the field visit in Bagamoyo, Kibaha, Hai, and Rombo, which have already rolled out O&OD, starting on 17 July 2006. It was also added that Mkuranga DC was visited to observe the actual process of roll out at the village level.

It was mentioned that one of the challenges for O&OD is the implementation of the village plans. In many cases, the outcome of O&OD is currently not put into practice and may discourage the commitment of the people for O&OD. Therefore, the result of the study on R&B will be the key factor for better utilization of O&OD. In this regard, it should be observed how different types of funding resources (e.g. LGCDG and TASAF) can be utilized to meet the need of the villagers identified through O&OD.

It was suggested that since O&OD is multisectoral, the study should include other aspects of O&OD other than R&B. In response to the suggestion, it was mentioned that the study should not be extended beyond the scope of work designated in the draft IC/R considering the timeframe of the study.

Mr. Takeshi Oikawa, JICA Assistant Representative, appreciated the information and arrangement provided for this study by PMO-RALG since the first request for the Study was submitted in 2004. Subsequently, Mr. Oikawa asked the members from Ministry of Finance (hereinafter MOF) and Ministry of Planning, Economy and Empowerment (hereinafter MPEE) about the perception of O&OD as the national planning process. Ms. Mwanakombo Ngingite, from MOF, responded that as far as the government is concerned, O&OD is recognized by the line ministries as the national priority and utilized for the participatory planning.



It was also noted that the coordination between the national policies and the bottom-up approach is crucial in light of budgeting and planning at the LGA level.

Mr. Musingi emphasized the mainstreaming of Logical Framework (LF) into O&OD for setting up fundable projects. The study was done under the facilitation of IFAD.

### 7.7 AOB

#### *a. Preparation of the agenda of the Steering committee*

It was announced that the SC will be held at 10 A.M. on 13 July 2006. Opening Remarks will be made by the Permanent Secretary (hereinafter PS) of PMO-RALG, and the Deputy Resident Representative of JICA will make remarks on the agency's commitment for this study.

#### *b. Time schedule for TWG meeting*

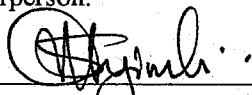
It was suggested that the TWG will have meetings on a regular basis, and that a meeting should be held prior to the Stakeholder Workshop to examine the tentative proposal which will be presented to the participants.

### 7.8 Closing Remarks

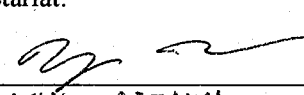
The chairperson thanked all participants on behalf of the Director of Local Government Division for their attendance and closed the meeting at 18:50.

Minutes Approved

Chairperson:

  
S. Nyimbi

Secretariat:

  
YOSHIO ATZAWA

Date:

5 / 12 / 2006

**Appendix 3: Minutes of 1<sup>st</sup> Steering Committee**

**MINUTES OF STEERING COMMITTEE**  
**ON**  
**THE STUDY ON IMPROVEMENTS OF OPPORTUNITIES AND**  
**OBSTACLES TO DEVELOPMENT (O&OD) PLANNING PROCESS**  
**HELD ON 13 JULY 2006**  
**AT PMO-RALG CONFERENCE ROOM, DODOMA**

**1. In Attendance**

Name	Organization	Position	Station
M. K. Tarishi (Ms.)	PMO-RALG	Permanent Secretary	Dodoma
Naoki Takahashi (Mr.)	JICA	Deputy Resident Representative	DSM
E. Ndauka (Mr.)	MPEE	Director	DSM
O. P. Mtei (Mr.)	LGA Service Delivery Local Government Division PMO-RALG	Assistant Director	Dodoma
D. Lyakinana (Mr.)	Policy and Planning Division PMO-RALG	Economist	Dodoma
Takeshi Oikawa (Mr.)	JICA	Assistant Resident Representative	DSM
Yoshio Aizawa (Mr.)	JICA Study Team	Team Leader / Local Governance	DSM

Secretariat

Ali Mlupilo (Mr.)
Masami Watanabe (Ms.)
Chiaki Shiga (Mr.)

Absentee

Name	Organization	Position	Reason
Richard Musingi (Mr.)	Sector Coordination Division PMO-RALG	Director	Pressing commitment
Salock S. Musese (Ms.)	Organizational Development PMO-RALG	Deputy Resident Representative	Attending college
Akira Sugimoto (Ph.D.)	Technical Advisor PMO-RALG/JICA	Director	On leave
Member from MOF	MOF	Unknown	Unknown

## 2. Agenda

The agenda of the meeting is as follows.

- 1) Introductory Remarks
  - a) Opening Speech by the Chairperson
  - b) Speech by the Deputy Resident Representative of JICA
- 2) Briefing on the Technical Working Group (TWG)
- 3) Presentation of the Inception Report
- 4) Comments and Suggestions to the IC/R and the Study
- 5) Closing Remarks

## 3. Introductory Remarks

### a) Opening Speech by the Chairperson

The meeting was opened at 10:00 AM by the Chairperson. As this was the first meeting, she welcomed all the members to Dodoma and thanked them for attending the meeting. In addition, she thanked the Government of Japan for the timely support. She emphasized the significance of O&OD Planning process in achieving the goals of MKUKUTA and Tanzania Development Vision 2025. She also pointed out the close link between O&OD and the Local Government Capital Development Grant (LGCDG), which enables LGAs to be in charge of their own fiscal operation at their discretion. Finally, she reaffirmed the Government's commitment to the Study and the internalization of its result.

### b) Speech by the Deputy Resident Representative of JICA

In response to the speech of Chairperson, the Deputy Resident Representative of JICA made a speech and appreciated the partnership and ownership presented by the Government of Tanzania during the preparation period of the Study. He stressed the significance of O&OD in the context of Local Government Reform and reaffirmed JICA's continuous support for the reform.

#### **4. Briefing on the Technical Working Group (TWG)**

The chairperson of the Technical Working Group (TWG) gave a brief on the progress of the Study to date and the discussion made in the meeting. He added that the TWG presents the IC/R to the meeting for approval and guidance.

#### **5. Presentation of the Inception Report**

After the brief of the chairperson of TWG, the leader of the Study Team gave a presentation with Microsoft Powerpoint to the Steering Commitment (SC) members on the following issues.

- 1) Objective of the Study
- 2) Review of the O&OD Process
- 3) Outcome of the Study
- 4) Duration of the Study
- 5) Basic Approach
- 6) Activities by Task
- 7) Organizational Set-up

#### **6. Comments and Suggestions to the IC/R and the Study**

It was acknowledged that O&OD is the approved methodology by the government for participatory planning process, which is the starting point of the whole national planning and budgeting process. O & OD should link national priorities and bottom-up approach for development and therefore, the importance of R&B and hence for the study to be done is significant because it will enable the process to be owned by the community. It was also mentioned that O&OD will be more important because the budgeting process of next fiscal year will be cluster-based instead of sector-based.

It was agreed that O&OD should not be transient but continuous process. To achieve this objective, O&OD should be linked to LGCDG and other financial resources as well as the budgeting system in Tanzania.

The Criteria of selecting LGAs for Roll out was discussed, and it was understood that the proposed LGAs were adequate for the Study.

It was clarified that the roll out will be done in all LGAs, and various source of funds including JICA should be utilized for completing the roll out in remaining LGAs.

It was noted that O&OD is multisectoral rather than sector specific. Therefore, the village plans developed through O&OD could cover different sector issues. Accordingly, the community can compare and prioritize their specific objectives in the process.

It was suggested that the effective ways of applying good practice resulting from the study should be shared to other LGAs and partners.

It was agreed that policies made by the government (e.g. TDV 2025, Mkukuta and Millennium Development Goals) should be disseminated in simple and clear language to the people, so that the village plans developed through O&OD are in liaison with national strategies.

The members observe the IC/R was well written and well presented. Accordingly, the members approved the IC/R and directed the Study Team to continue with it.

#### 7. Closing Remarks

Offering full support for the Study Team, the Chairperson closed the meeting at 12:30 PM. In her closing remarks, the Chairperson reaffirmed total support and commitment to the Study and that she welcomed the Team for consultation with her anytime. Having said that, she thanked all members for active participation during the discussion. The meeting was closed at 12:00 noon. The members were offered to lunch by the Chairperson.

Attached:

1. Opening Speech by the Chairperson
2. Speech by the Deputy Resident Representative of JICA

Minutes Certified

Chairperson

Secretariat

  
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24<sup>th</sup> September, 2007

**OPENNING SPEECH ON  
THE STUDY ON IMPROVEMENTS OF OPPORTUNITIES AND OBSTACLES TO  
DEVELOPMENT PLANNING PROCESS  
DELIVERED BY THE PERMANENT SECRETARY, PMO-RALG  
MS. M.K.TARISHI  
13<sup>TH</sup> JULY 2006**

Your excellency, Mr. Naoki Takahashi, the Deputy Resident Representative of JICA.

JICA Study Team  
Members of the Steering Committee  
Invited participants  
Ladies and Gentlemen.

May I take this opportunity to invite you to Dodoma and to PMO-RALG for all those who have never been here before or who have come for the second or third time. I wish you all a pleasant stay in Dodoma.

Let me now outline the background of this meeting.

The Government of Tanzania has approved the use of the Opportunities and Obstacles to Development planning process at the community level thus reversing the planning process from the former top-down to bottom-up approach. This is in line with ongoing initiatives of the Local Government Reforms whereby the Government has devolved powers to the people (D by D).

Rolling out of the O&OD in the LGA's structures started in the Year 2002 and as of now 81 LGAs out of 121 LGAs have been facilitated to roll out. Whereas, the roll out has so far gone smoothly, Review and Backstop mechanism is not in place. The Government feels that the absence of R&B guidelines may make the communities forget easily the O&OD process hence causing waste of spent resources.

In lieu of the above, the Government, in the Year 2004, requested the Government of Japan for support in this area as well as overall improvement of the O&OD process whenever seen necessary. The importance of this requested intervention can not be overemphasized. The O&OD planning process enables the communities to rid themselves from poverty and therefore, facilitate Mukukuta to implement the goals of the Tanzania Development Vision 2025. Also, O&OD is in line with Millennium Development Goals.

The Government of Japan responded positively for the request submitted by the Government of Tanzania. However, in the Year 2005, a mission team dispatched from Japan to Tanzania for further discussion on this request. Agreement was realized. Toward the end of January this year, another team from Japan came to Tanzania for preliminary study of the proposed project. Among the other things undertaken was a trip to Liwale where roll out was ongoing. This enabled the team to understand the methodology and later used the experience gained to draw the Scope of the Work.

During their stay in Tanzania, the first draft minutes were signed between JICA and PMO-RALG and later in April 2006 the agreement was signed by the two Governments to signal the start of the Study.

The agreement specifies clearly that the Technical Working Group has to be established as well as the Steering Committee to oversee the implementation of the Study, give the guidance, and approve the work of the Study Team.

We are here today to launch the Study process which we have been eagerly waiting for.

The Government of Tanzania appreciates the support extended by the Government of Japan in meeting the cost of the Study and the roll out. It is our hope that this partnership will continue in this area and the other areas as well. On behalf of the Government of Tanzania, I take this opportunity to thank the Government of Japan for this timely intervention. Again, thank you so much.

#### Government Commitment

The recent reforms in Tanzania have been remarkable and showing prominent achievements to a large extent. Those achievements include for instance enhanced capacity of human resources and promotion of fiscal decentralization.

Particular attention should be paid to establishment of Local Government Capital Development Grant (LGCDG). LGCDG was among others the most important achievements ensuring the future direction for LGAs to be in charge of their own fiscal operation at their discretion for betterment of village or Mtaa life.

Accordingly, the importance of Opportunities and Obstacles to Development (O&OD) is rising. This is because O&OD is substantially going to be the central function at village or mtaa level to facilitate community activities in a substantial manner. In conformity with this context, LGCDG is going to be one of the main funding channels for community people to promote the betterment of their community life.



In this respect, this Study for O&OD improvements is so timely and the Government is strongly committed to this Study. On behalf of the Government of Tanzania, we will ensure that the result of the Study is going to be internalized and utilized at most for promotion of community initiatives so as to enable the communities to fight poverty.

Ladies and Gentlemen.

May I now take this opportunity to declare that the meeting is opened.

Thank you for your attention.

**SPEECH BY THE DEPUTY RESIDENT REPRESENTATIVE OF JICA,  
MR NAOKI TAKAHASHI AT THE 1<sup>st</sup> STEERING COMMITTEE IN 2006  
FOR THE STUDY ON IMPROVEMENTS OF OPPORTUNITIES AND OBSTACLES TO  
DEVELOPMENT (O&OD) PLANNING PROCESS  
AT CONFERENCE ROOM, PMO-RALG, 13rd JULY 2006**

Honourable Ms. Maimua K. Tarishi, Permanent Secretary, Prime Minister's Office, Regional Administration and Local Governments (PMO-RALG),

Distinguished members of Steering Committee,

Invited Participants,

Ladies and Gentlemen,

Habari za Asubuhi  
(Good morning)

Kwanza kabisa napenda kuchukua nafasi hii kujitambulisha  
(First of all, I would like to take this opportunity to introduce myself.)

Jina langu ni Naoki TAKAHASHI, na ni Naibu Mwakilishi Mkazi wa JAIKA  
(My name is Naoki Takahashi and I am the Deputy Resident Representative of JICA)

Nimefurahi sana kuwepo na nyie hapa leo asubuhi katika shughuli hii.  
(I am extremely delighted to be with you here this morning and at this function.)

Natamani sana kuendelea kutoa hotuba yangu kwa Kiswahili lakini kwa vile sijui Kiswahili vizuri naomba nitoe hotuba hii kwa Kiingereza.  
(I would very much have liked to continue making my speech in Kiswahili however because I am still a Swahili beginner, I kindly request you to permit me to do so in English.)

It gives me great pleasure to be here with you this morning on behalf of the Government of Japan, and Japan International Co-operation Agency, JICA. I am also obliged to recognise the priority all present participants have accorded to this Study, despite your other tight schedules. Your coming to this event in Dodoma is a clear testimony of your commitment to this Study.

As all of you are well aware, the Local Government Reform in Tanzania has been accelerated since late 90's. With the tremendous efforts by the central government and local government authorities, considerable achievements have been made so far and various initiatives and new systems have been introduced as outputs of the Reform.

JICA, as one of the Development Partners, has assisted this strong initiative toward D by D by the Government of Tanzania in various ways, especially for the human resource development for Central and Local Government. A training programme in Japan, which is known as "OSAKA Training," where participants are exposed to Japanese Local Government System, and the induction training course for grassroots leaders such as WEOs and VEOs are part of JICA's assistance. We do believe that those assistances have

contributed to the current remarkable progress of Tanzania's Local Government Reform.  
Ms. Chairperson,

One of the most important aspects in Tanzania's Local Government Reform is the introduction and institutionalization of its own participatory planning methodology, that is "O&OD." O&OD is the starting point of the whole planning and budgeting process for the country, and its significance has been increasingly emphasized with the progress of D by D, especially with the fiscal decentralization which is represented by the introduction of LGCDG, the discretionary capital grant to Local Government. Since 2002, continuous efforts have been made to roll out O&OD in quite a few LGAs, and at the same time Government of Tanzania has come to realize that O&OD is also facing some challenges.

With that background, JICA has decided to support the study to improve the O&OD planning process, recognizing that facing some challenges during the initial stage of reform is quite natural and healthy.

Now, we are greatly pleased to have this First Steering Committee today with distinguished participants. I, on behalf of JICA, would like to show the appreciation for the partnership and ownership shown by Government of Tanzania during the preparation period of this Study. And with the strong commitment just shown by the Permanent Secretary, I am confident that this Study will lead to successful outputs and those outputs will be fully utilized after the completion of the Study.

Ms. Chairperson,

This Steering Committee is defined as the highest mechanism to make a decision for the Study, and is required to be held at least once a year. I am expecting that today we shall share the basis of the Study and through intensive discussions we shall make substantial inputs for the coming period.

Ms. Chairperson,

To conclude my remarks, I would like to thank you and honourable members of Steering Committee for your commitment and various forms of support extended to the Study. Moreover, I thank you, all related people for preparing this session.

The results of the discussion today will encourage us for the coming period of the Study to work together to ensure that the Study is one of the successful cases in our history of cooperation between Tanzania and Japan.

Thank you very much for your attention.

Asanteni sana.

**Appendix 4: Minutes of 2<sup>nd</sup> Technical Working Group**

**MINUTES OF TECHNICAL WORKING GROUP MEETING  
ON  
THE STUDY ON IMPROVEMENTS OF OPPORTUNITIES AND  
OBSTACLES TO DEVELOPMENT (O&OD) PLANNING PROCESS  
HELD ON 05 DECEMBER 2006  
AT PMO-RALG LGRP CONFERENCE ROOM, DAR ES SALAAM**

**1 Attendance**

The meeting was chaired by Mr. S. Nyimbi, Director, Local Government Division, PMO-RALG. Those who were present in the meeting are listed below.

Name	Position/Organization	Station
Mr. S. Nyimbi	Director, Local Government Division, PMO-RALG	Dodoma
Mr. C.W.M.Wambura	M&E Officer, MAFC	DSM
Mr. J.J.R.Bureta	AG Assistant Commissioner, Treasury	DSM
Mr. Takeshi Oikawa	Assistant Resident Representative, JICA	DSM
Mr. Akira Sugimoto	Technical Advisor, PMO-RALG	DSM
Mr. Yoshio Aizawa	JICA Study Team (Team Leader/Local Governance)	DSM

\*In addition to the above, Ms. A. Kinabo from MPEE arrived at the venue after the TWG meeting ended.

**Secretariat**

Mr. Ali Mlupilo	O&OD Coordinator, Local Government Division PMO-RALG	Dodoma
Ms. Masami Watanabe	JICA Study Team (Participatory Development)	DSM
Ms. Dinah Nkya	JICA Study Team (Assistant Researcher)	DSM

**2 Agenda**

The agenda of the meeting is as follows.

- 1) Opening
- 2) Approving the Previous Minutes of TWG
- 3) The Findings of the Field Studies
- 4) Tentative Proposals
- 5) Way Forward
- 6) Closing

**3 Opening**

The Chairperson conveyed apologies from Mr. Musingi and Mr. Mbonde from PMO-RALG and a representative from UNICEF for their absence. The Chairperson noted the importance of input from other ministries and asked the secretariat to note invitees' cell phone numbers for easy contact. He then declared the opening of the Technical Working Group (hereinafter the TWG) on the Study on Improvements of Opportunities and Obstacles to Development (O&OD) Planning Process (hereinafter the Study) at 09:35

hours and asked each participants to introduce themselves.

#### **4 Approving the Minutes of Previous TWG**

The chairperson asked the participants if there is any need of amendments of the Minutes, which was sent to each invitee beforehand. The chairperson went through the Minutes page by page. As no one raised objections on the content, the Minutes was signed by the Chairperson Mr. S. Nyimbi and Mr. Aizawa, the Team Leader of the Study.

One participant suggested adding honorific titles such as Mr. Mrs, Miss, etc. in front of participants' names in the future.

#### **5 Presentation of Progress Report**

The presentation of Progress Report was given by Mr Yoshio Aizawa, Team Leader of the Study Team, on the following issues.

- 1) Objective of the Study
- 2) Coverage of the Study
- 3) Flow of the Study
- 4) Findings from Field Study on Status-quo of O&OD
- 5) Tentative Proposals for Improvements of O&OD
- 6) Way Forward to the Study

After the presentation, the chairperson thanked Mr. Aizawa for his informative presentation and appreciated the Study Team's work and accepted the Progress Report.

#### **6 Comments and Suggestions to the Progress Report and the Study**

The chairperson invited the participants for any clarifications and comments on the Progress Report and the Study.

Dr. Sugimoto commented that it is important to define acceptable quality of facilitators as the O&OD involves hundreds of people of different background and experiences. He also suggested the proposals include incorporation of the new 6-level administrative structure in the O&OD process.

Mr. Mlupilo responded that it is indeed sometimes a challenge in assuring quality of District and Ward Facilitators in some areas and he clarified that the low quality of District Facilitators (DFs) mentioned in the Report does not imply the DFs in general but this particular finding derives from 2 LGAs which were monitored during the field study. He also mentioned that the findings at this point are not conclusive and the Study Team will further verify and refine the proposals during the course of the Study.

Mr. Nyimbi, the Chairperson, raised an issue of governance, especially transparency at community level. He mentioned that financial information such as revenue and expenditures is not displayed and statutory meetings are not held in some villages, which should be addressed and rectified. He also discussed that the allocation of LGCDG should basically in line with the priorities expressed community plans although there

are some national policies such as current expansion of secondary education which may affect the allocation of LGCDG temporarily. He also noted the importance of agriculture activities in the community so as to improve livelihood of the community.

Mr. Bureta from Treasury asked the reason why O&OD has not been rolled out in the remaining 35 LGAs. He also discussed the importance of transparency and how can it be ensured at village level when financial transparency is not always evident even at LGA level. He also expressed a danger of failing D by D unless capacity is built in financial accountability at local level. In his view O&OD can address and enhance governance at community level.

Mr. Wambura from MAFC shared his experience in Sinyanga where he observed O&OD roll-out and observed some villagers question the usefulness of O&OD when resources are not guaranteed to implement the plan.

Mr. Bureta expressed that the budgeting process and budget guidelines should be disseminated to the community level so that village would prepare a realistic plan knowing the budget ceiling.

Mr. Mlupilo responded to the question raised by Mr. Bureta regarding the LGAs where O&OD has not been rolled-out. He assured that O&OD roll-out will continue to cover all LGAs; some LGAs are covered even under this Study and the government is also allocating budget for roll-out. He also explained that O&OD focuses on self-reliance and does not make community dependent on external resources only, and he also reminded that some communities are implementing activities without external resources.

Mr. Takeshi Oikawa, from JICA Tanzania Office, thanked the Study Team for the presentation and raised several issues including: importance of social preparation which allows community appreciate the self-reliant nature of O&OD planning process; how ward can play more prominent role in terms of planning; importance of technical backstopping capacity; harmonization of sector plans. Mr. Oikawa also asked Mr. Nyimbi about actual timing of planning and budgeting at LGA. He also requested Mr. Nyimbi to allocate necessary budget for review and backstop of O&OD.

Mr. Sugimoto expressed the need of assessing degree of institutionalization of O&OD at LGA and PMO-RALG level before going into sector harmonization. He also mentioned the pros and cons of involving ward in planning process.

Mr. Mlupilo responded that if the roles of central and local government authorities are well understood there is no contradiction except current transitional parallel projects and programs led by the central government, which will phase out soon. He also noted that mainstreaming of planning process to O&OD is well on the way such as DADP, TASAF, DASIP, EPM, etc.

Mr. Wambura expressed his concern on the fact that agriculture is not well captured in the community plan despite implementation of initiatives. He, however, confirmed that PADEP uses O&OD at community level planning.

Mr. Mlupilo responded to Mr. Wambura that the unprioritized community plan includes more activities concerning agriculture and agriculture extension officers should look at these plans to capture community need in terms of agriculture.

Responding to Mr. Oikawa's earlier questions and comments, Mr. Nyimbi discussed the following matters: the government stance is that O&OD is the recognized planning methodology at LGA and LLGA level and all sectors and initiatives should follow this methodology as a starting point; the government recognizes shortages of technical staff at district and ward levels and has addressed all technical ministries to reduce the gap; the national budget guidelines are currently prepared and it will hopefully be out by the end of the month; he also recognized the need of allocating budget for review and backstop of O&OD.

Mr. Sugimoto raised an issue of competency as well as political influence of the councilor at ward level in planning and budgeting process. He stressed the need of setting a standard for competency.

Concluding the lively discussions, Mr. Nyimbi asked Mr. Aizawa to explain the way forward of the study.

#### **7 Way Forward**

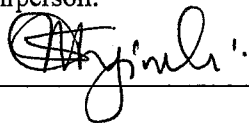
Mr. Aizawa briefly explained that based on the tentative proposals pilot activities for review and backstop will be carried out probably in Bagamoyo during January-March, and roll-out in three LGAs in May-June, before coming up to final proposals and action plans.

#### **8 Closing Remarks**

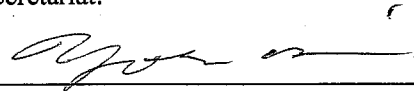
The chairperson thanked all participants for their attendance and closed the meeting at 12:20.

Minutes Approved

Chairperson:



Secretariat:



Date: 21 September 2007



**Appendix 5: Minutes of 3<sup>rd</sup> Technical Working Group**

**MINUTES OF TECHNICAL WORKING GROUP MEETING  
ON  
THE STUDY ON IMPROVEMENTS OF OPPORTUNITIES AND  
OBSTACLES TO DEVELOPMENT (O&OD) PLANNING PROCESS  
HELD ON 21 SEPTEMBER 2007  
AT PMO-RALG LGRP CONFERENCE ROOM, DAR ES SALAAM**

**1. Attendance**

The meeting was chaired by Mr. S. Nyimbi, Director of Local Government Division, PMO-RALG. Those who were present in the meeting are listed below.

Members

Name	Position/Organization	Station
Mr. S. M. Nyimbi	Director, Local Government Division (LGD), PMO-RALG	Dodoma
Mr. J.J.R. Bureta	AG Assistant Commissioner, MOF	DSM
Ms. Evodia Pangani	Principal Economist, MPEE	DSM
Mr. Takeshi Oikawa	Assistant Resident Representative, JICA	DSM
Mr. Akira Sugimoto	Technical Advisor, PMO-RALG	DSM
Mr. Yoshio Aizawa	JICA Study Team (Team Leader)	DSM
Ms. Grace Mwalemba	UNICEF	DSM

Invitees

Mr. Apolinary Tamayamali	Assistant Director, LGD, PMO-RALG	Dodoma
Ms. Dorothy Mwanyika	UNICEF	DSM

Secretariat

Mr. Ally Mlupilo	O&OD Coordinator, LGD, PMO-RALG	Dodoma
Ms. Masami Watanabe	JICA Study Team (Participatory Development)	DSM
Mr. Tatsuya Nakai	JICA Study Team (Capacity Building 1)	DSM
Mr. Prosper Charle	JICA Study Team (Capacity Building 2)	DSM

**2. Agenda**

The agenda of the meeting is as follows.

- 1) Opening
- 2) Approving the Previous Minutes of TWG
- 3) Matters Arising
- 4) The Results of the Study
- 5) Final Proposals
- 6) A.O.B.
- 7) Closing

### **3. Opening**

The Chairperson welcomed the participants and officially opened the Technical Working Group (hereinafter the TWG) on the Study on Improvements of Opportunities and Obstacles to Development (O&OD) Planning Process (hereinafter the Study) at 10:30 hours. The chairperson asked if the participants agree to proceed according to the agenda, which was agreed anonymously

### **4. Approving the Minutes of Previous TWG**

The chairperson asked the participants to point out if any amendments are needed with the Minutes, which was sent to each invitee beforehand.

A participant asked to amend the sentence in his comment noted on the second paragraph of point six as he does not recollect if he used "the new 6-level administrative structure". All the participants agreed to amend this sentence to "a new consultative structure amended by the law".

Another member pointed out that names should be removed from comments and suggestions in the Minutes so as to be in conformity with Government procedures.

### **5. Matters Arising**

A member requested the chairperson to discuss the issue concerning the government's allocation of budget for R&B, which was discussed in the last TWG in December. Another member also suggested discussing sustainable institutional set-up at the same time. The chairperson agreed to discuss the issues at the end of the meeting.

A member asked to report the activities in Bagamoyo DC which were mentioned as planned activities in the Way Forward in the Minutes. The chairperson assured that these activities would be mentioned in the following presentation and asked the team leader of the Study Team to present the Results of the Study.

### **6. Presentation of the Results of the Study**

The presentation of the Results of the Study was given by Team Leader of the Study Team, on the following issues.

- 1) Objective of the Study
- 2) Coverage of the Study
- 3) Flow and Progress of the Study
- 4) Results of Field Studies on Status-quo
- 5) Tentative Proposals
- 6) Results of Testing of Tentative Proposals

The chairperson invited the participants for questions and comments over the study results

before going to the next presentation on Final Proposals. The following are the main points discussed:

#### Post roll-out Status:

The first point discussed was over the post roll-out status at the community level. In case of Bagamoyo DC where the R&B testing was carried out, little follow up were made over the community plans since the O&OD roll-out 5 years ago. However, communities have been carrying out activities such as school and clinic construction, which are in their original community plans. Therefore, it can be said that community plans are being implemented without the community being aware of it.

After R&B testing in 12 communities in Bagamoyo, the Council continued to facilitate the review process at all the remaining communities and the Council is ready to incorporate community plans into LGA Plan.

#### Selection of Objectives from TDV 2025:

The second point discussed was over the selection of objectives from TDV 2025, which was one of the proposed improvements of the O&OD planning process. Some raised a concern if community plans are prepared under selected objectives the plan may lack comprehensiveness outlined in the TDV 2025. Another voiced that the mode of selection process should also be carefully considered as it might mislead the community. The Study Team explained how the selection was carried out by the community during the testing and further explained the reason why this proposal was made. Considering many of the 17 objectives in TDV 2025 being broad, multi-sector, or cross cutting objectives, the selection of objectives will not result in losing comprehensiveness of the plan, and the selection will make the community more focus on the issues of high priority to the community.

#### Balance between Government Policies and Community Priorities:

The third point was how to strike a balance between government strategic policies and community priorities. Some found it a serious challenge to reconcile top-down government strategic policies and community priorities at the LGA level. However, pursuing D by D, which promotes community participation in decision making, a right balance will eventually be realized.

## **7. Presentation of the Final Results**

The team leader of the Study presented the Final Proposals focusing on the following two points:

- 1) The Values of O&OD
- 2) Critical Points of Final Proposals

## 8. Discussions

After the presentation the chairperson invited the participants for comments and discussions on the proposals. The following are the main points of discussions:

### Institutional Set-up:

During the discussion it was confirmed that the institutional set-up proposed by the Study is not a parallel structure to the existing structure. It is agreed that the focal point in sector ministries and the LGAs are naturally the DPP and the DPLO, respectively. It is also agreed that the Regional Secretariat (RS) should be included in the structure as RS is the link between the central government and the districts and RS's mandate includes R&B. Participants also debated and agreed over the proposed O&OD Unit set up in PMO-RALG directly under the Permanent Secretary. Considering the current situation surrounding O&OD at community level as well as national level it is necessary to put a structure in place which obliges all sector ministries and development partners to collaborate in the framework of D by D.

### Government Commitment:

The last point discussed concerns the way forward. Through the discussion consensus was reached that it is time for the government to take up the issue seriously following the proposals presented by the Study. It is shared that the Permanent Secretary of the PMO-RALG will initiate the debate on O&OD to other Permanent Secretaries.

## 9. Any Other Business

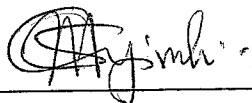
A member asked to hold another Technical Working Group meeting and Steering Committee meeting before concluding the Study in March 2008. The members agreed to table this matter at the Steering Committee.

## 10. Closing Remarks

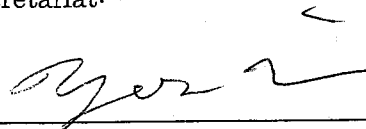
The chairperson thanked all participants for their contribution to the meeting and officially closed the meeting at 13:30.

Minutes Approved

Chairperson:



Secretariat:



Date: 22/2/08

**Appendix 6: Minutes of 2<sup>nd</sup> Steering Committee**

**MINUTES OF STEERING COMMITTEE**  
**ON**  
**THE STUDY ON IMPROVEMENTS OF OPPORTUNITIES AND**  
**OBSTACLES TO DEVELOPMENT (O&OD) PLANNING PROCESS**  
**HELD ON 24 SEPTEMBER 2007**  
**AT LGRP CONFERENCE ROOM, DAR ES SALAAM**

**1. Attendance**

**Members**

Name	Organization	Position	Station
M. K. Tarishi (Ms.)	PMO-RALG	Permanent Secretary	Dodoma
Koji Makino (Mr.)	JICA	Deputy Resident Representative	DSM
J.J.R. Bureta (Mr.)	MOF	AG Assistant Commissioner	DSM
Takeshi Oikawa (Mr.)	JICA	Assistant Resident Representative	DSM
Apolinary Tamayamali (Mr.)	PMO-RALG	Assistant Director, Division of Local Government	Dodoma
Yoshio Aizawa (Mr.)	JICA Study Team	Team Leader / Local Governance	DSM

**Invitees**

Name	Organization	Position	Station
Akira Sugimoto (Dr.)	PMO-RALG	Technical Advisor	DSM

**Secretariat**

Name	Organization	Position	Station
Ally Mlupilo (Mr.)	PMO-RALG	O&OD Coordinator, Division of Local Government	Dodoma
Masami Watanabe (Ms.)	JICA Study Team	Participatory Development	DSM
Tatsuya Nakai (Mr.)	JICA Study Team	Capacity Building	DSM
Prosper Charle (Mr.)	JICA Study Team	Capacity Building	DSM

## **2. Agenda**

The agenda of the meeting was as follows.

- 1) Opening
- 2) Approving the Previous Minutes
- 3) Matters Arising
- 4) Study Results
- 5) Proposals from TWG
- 6) A.O.B.
- 7) Closing

## **3. Opening**

The chairperson welcomed the participants and officially opened the meeting of the Steering Committee (hereinafter SC) on the Study on Improvements of Opportunities and Obstacles to Development (O&OD) Planning Process (herein after Study) at 13:10 p.m.

## **4. Approving Previous Minutes**

The chairperson asked the participants if there were any amendments to the minutes of the previous SC meeting.

A participant pointed out that the title of Ms. Salock S. Musese should be amended to the Director, and the SC agreed on this amendment.

## **5. Matters Arising**

It was agreed by the SC that no issues had been arisen since the last SC meeting.

## **6. Study Results**

The results of the Study were presented by the leader of the study team on the following topics.

- 1) Flow of the Study
- 2) What are Values of O&OD
- 3) Framework of Final Proposal

## **7. Proposals from TWG**

Following issues were forwarded from the Technical Working Group (herein after TWG) to the SC for discussion and approval.

- 1) Improvements of O&OD Methodology



- Inclusion of Social Preparation in the process
- Increased duration of District Facilitator Training: from 6 days to 8 days
- Increased duration of Ward Facilitator Training: from 5 days to 7 days
- Increased number of Ward Facilitators: from 3 persons to 5 persons
- Prioritization of TDV 2025 Objectives by the Community
- Prioritization of all Specific Objectives
- Preparation of Sector Simple Format at Ward Level
- Increased duration of Community Planning Process: from 9 days to 12 days

## 2) Institutional Set-up

- Establishment of Advisory Committee
- Establishment of O&OD Unit in PMO-RALG
- DPPs in Ministries to take up O&OD
- Management Support Services at Regional Secretariat to take up O&OD
- DPLO in the LGA to take up O&OD

## 3) Approval of Study Results

## 4) Another TWG and SC Meetings

- Technical Working Group and Steering Committee will add one more session in February 2008 before completion of the Study.

Following are discussion results.

## 1) Improvements of O&OD Methodology

The SC agreed that the improved methodology is relevant; however it was stressed that the following point should be highlighted in the Final Report.

### Prioritization of TDV2025 Objectives

Although the new prioritization method itself is reasonable, it is necessary to note that the new method will not hinder the realization of the TDV2025.

In addition to the above point, a concern was raised by a participant regarding financial implications for the increased days of facilitators' training and increased number of facilitators in the O&OD roll-out. Secretariat responded that the increased days and number of facilitators have proven to be effective to internalize adequate knowledge on the O&OD at the LGA and community levels. Secretariat further explained the necessity of such arrangements, since the O&OD roll-out is a one-time activity and the LGAs are expected to take care of themselves in

the post roll-out stage.

## 2) Establishment of Review and Backstop (R&B) Mechanism

It was agreed by the SC that such a follow-up mechanism as the R&B would be crucial in order to make the O&OD sustainable and enable communities to re-plan.

## 3) Institutional Set-up

Following issues were discussed and proposed in the meeting by the participants.

### Advisory Committee

Instead of proposing an advisory committee placed under the Cabinet or IMTC, it was suggested that the committee should be placed within the DPP of central ministries, since the committee would play its role in collaboration, while examining technical feasibilities. The central ministries are in charge of budgeting and preparation of related guidelines, consisting of MOF, MPEE, PMO-RALG, PO-PSM, Prime Minister's Office, President's Office and Vice President Office.

### Support of the LGA

A participant stressed the importance of developing concrete steps, like *who do what when and how*, at the LGA level in order to realize the proposed action plan. In this regard, the SC proposed that a mechanism/curriculum should possibly be developed and put into practice, and the Hombolo Local Government Training Institute could be utilized for this purpose.

### O&OD Unit

The necessity of setting-up the O&OD Unit within PMO-RALG was discussed and confirmed in the meeting. Consequently PMO-RALG addressed that it is now the time to discuss the issue within PMO-RALG, and then to consult it with PO-PSM for the set-up of this new unit.

## 4) Approval of Study Results

After the elaboration, the Study Results were approved by the SC.

In this discussion, JICA emphasized that it is only able to provide recommendations through the Study and to support initiatives of the government of Tanzania (herein after GOT), and therefore highly expects actions taken by the GOT after the Study.

In reply, PMO-RALG first expressed its appreciation for the Study and then showed a commitment to making contents of the proposals operationalized. It was reaffirmed by the PMO-RALG that the O&OD and the DbyD complement each other and the DbyD will not be

promoted effectively without the O&OD.

#### 5) Another TWG and SC Meetings

It was agreed by the SC that both the SC and TWG meetings will be held in February 2008 to share final outputs of the Study.

#### 6) Others

Sensitization to development partners (DPs) on the O&OD was emphasized. Although the Stakeholders Workshop had been held, and a presentation to the concerned DPs and the Dissemination Seminars would be organized in the Study, it was suggested that such sensitization in a continuous manner should be necessary.

#### 8. A.O.B

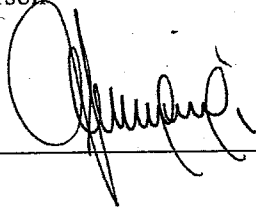
No other issues were discussed by the SC.

#### 9. Closing

The chairperson closed the meeting at 14:30 p.m. by thanking and congratulating the progress of the Study.

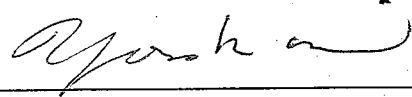
Minutes Certified

Chairperson



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Secretariat



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Date: \_\_\_\_\_

21<sup>st</sup> February 2008

## **Appendix 7: O&OD Study Team Members**

## O&OD Study Team

### PMO-RALG

Ally Mlupilo	O&OD Coordinator, Service Delivery Section, Local Government Division (LGD)
Idris Mtandi	O&OD Official, Service Delivery Section, LGD
Richard Komba	Driver

### JICA

Takeshi Oikawa	Assistant Resident Representative
Akira Sugimoto	Technical Advisor

### JICA Study Team

Yoshio Aizawa	Leader / Senior Consultant, International Development Center of Japan (IDCJ)
Masami Watanabe	Member / Senior Consultant, IDCJ
Tatsuya Nakai	Member / Consultant, IDCJ
Chiaki Shiga	Member / Consultant, IDCJ
Prosper Charle	Member / Consultant
Dinah Nkya	Research Assistant / National Facilitator of O&OD
Janeth Ndanshau	Secretary
Evans Kombe	Driver