



Republic of Uganda  
Ministry of Local Government

HARMONISED PARTICIPATORY  
PLANNING GUIDE FOR  
PARISHES/WARDS

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## **FOREWORD**

Participatory planning has been adopted as an approach through which the provisions of section 36 of the Local Governments (Amendment) Act of 1997 can be fully realised. The approach encourages participation and involvement of all key stakeholders in development planning and implementation. Among those to be included in the planning process at parish/ward levels are representatives of livelihood groups, parish councils, village councils, Parish Development Committees, Service Providers, NGOs/CBOs and Private Sector Organisations.

This Harmonised Participatory Planning Guide for Parishes and Wards has been developed in response to the need for a guiding framework for participatory bottom-up planning by parishes/ward when executing their mandate as provided for in section 50 b) and f of the Local Governments (Amendment) Act 1997.

The Guide provides a framework on participatory investment decision making and resource allocation so that Local Councils at Parish/ward and village/cell level are more responsive to the needs of the electorate.

The basic principles and practices in this guide apply to and should be used by all lower local councils in Uganda. It is hoped that the Harmonised Participatory Planning Guide for Parishes/wards will go a long way in promoting decentralised governance and service delivery nationally

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## **ABBREVIATIONS**

<b>CBO</b>	Community Based Organisation
<b>CDA</b>	Community Development Assistant
<b>CDO</b>	Community Development Officer
<b>CSO</b>	Civic Society Organisation
<b>DLGTB</b>	District Local Government Tender Board
<b>FY</b>	Fiscal year / financial year
<b>LC</b>	Local Council
<b>LDG</b>	Local Development Grant
<b>LG</b>	Local Government
<b>LLC</b>	Lower Local Council
<b>LGA</b>	Local Governments Act
<b>LLG</b>	Lower Local Government
<b>MOLG</b>	Ministry of Local Government
<b>NGO</b>	Non-Government Organisation
<b>PDC</b>	Parish Development Committee
<b>PTF</b>	Planning Task Force
<b>TPC</b>	Technical Planning Committee

## **1.0 INTRODUCTION**

### **1.1 Background**

The Local Governments (Amendment) Act 1997 section 36 (3) stipulates that Local Governments shall prepare plans incorporating plans of lower councils in the respective areas of jurisdiction. Section 50 b) and f) of the Local Governments (Amendment) Act, 1997, mandate Village and Parish executive committees to initiate, encourage, support and participate in self-help projects, mobilise people, materials and technical assistance, and to monitor projects and other activities by Government, Local Government and NGOs.

The Parish/Ward Planning Guide has been prepared to provide parish and ward councils/committees and agencies working in communities with a framework that will form the basis for participatory bottom-up community development planning.

### **1.2 How to use the Guide**

The Participatory Planning Guide for Parishes/Wards targets the PDCs as the main facilitators of the planning process at the village and parish levels but can be used by other facilitators including those from NGOs/CBOs. The Guide outlines the main steps to be followed in planning and proposes tools/methods but should be used in conjunction with the Resource Book which provides detailed explanation on how to use each tool and the Planning Guide for LLGs.

### **1.3 Principles of participatory planning**

Key principles that this approach to participatory bottom-up planning are based on include:

- a) Inclusion of poor people and other vulnerable groups in the planning process and promote gender equity
- b) Plans need to be realistic and the planning process must be for projects which can be implemented using available resources
- c) Planning should not be a one-off exercise, but a continuous process
- d) Plans should be people focused and empowering
- e) Planning should start from vision and strength /opportunities not problems
- f) Plans should be comprehensive covering all sectors (holistic) and integrated
- g) Planning should promote mutual accountability between community and public officers
- h) Plans should be flexible, simple and learning oriented
- i) The scheduling of planning activities at the lower local council levels should put into consideration the recommended timeframe of the overall LG planning and budgeting cycle.

## 1.4 Planning Roles and Responsibilities

A number of different stakeholders have roles and responsibilities to play in participatory planning at the village/cell and parish/ward levels. These include among others, village/cell and parish/ward councils and Executives, Parish Chiefs/Town Agents, Parish Development Committees and NGOs/CBOs, the private sector and the LLG technical staff.

### 1.4.1. Village Level

**Table 1.4.1 Planning roles and responsibilities at village/cell level**

<b>Institution</b>	<b>Roles and Responsibilities</b>
<b>a) Village/cell Council (or their representatives)</b>	<ul style="list-style-type: none"><li>• Attend village/cell planning meetings</li><li>• Identify issues of concern in the village/cell;</li><li>• Plan and budget for the maintenance of village/cell investments</li><li>• Participate in parish level planning exercises</li><li>• Participate in feedback meetings</li></ul>
<b>b) Village/cell Executive</b>	<ul style="list-style-type: none"><li>• Collect, analyse and keep village/cell information/data (maintain village/cell data bank).</li><li>• Mobilise village/cell members for planning meetings;</li><li>• Facilitate planning meetings at village/cell level</li><li>• Submit Village/cell proposals to the Parish/ward Council for consideration</li><li>• Participate in parish/ward level planning exercises</li><li>• Participate in feedback meetings</li></ul>
<b>c) CBO/NGO representatives</b>	<ul style="list-style-type: none"><li>• Participate in planning meeting</li><li>• Provide resources (financial and human) to facilitate the planning process</li></ul>

## 1.4.2 Parish/ward Level

**Table 1.4.2 Roles and responsibilities at parish/ward level**

<b>Stakeholders</b>	<b>Roles and Responsibilities</b>
<b>a. The Parish Chief/Town Agent</b>	<ul style="list-style-type: none"> <li>• Issue Planning and Budgeting guidelines for village level consultations at the beginning of every planning and budgeting cycle (August).</li> <li>• Submit approved parish/ward plans and proposals to the Sub-county Chief/Town Clerk for incorporation and consideration by the LLG</li> <li>• Inform Village/cell Councils on the decisions of the Parish/ward Council regarding village/cell proposals (feedback).</li> </ul>
<b>b. Parish Council</b>	<ul style="list-style-type: none"> <li>• Mobilise community members for planning meetings</li> <li>• Discuss and approve plans to be implemented by the parish/ward using the parish resources</li> <li>• Discuss and decide on Parish/ward priorities to be submitted to the LLG for consideration.</li> <li>• Give feedback to the community on approved projects and priorities submitted to the LLG</li> </ul>
<b>c. Parish Development Committee</b>	<ul style="list-style-type: none"> <li>• Regularly compile/update parish/ward information/data (maintain Parish Data Bank);</li> <li>• Identify parish development potentials/opportunities, development challenges, priorities;</li> <li>• Assemble all village/cell priorities within the parish/ward;</li> <li>• Identify parish/ward wide priorities based on the parish/ward mandate;</li> <li>• Formulate Parish/ward vision and development strategies;</li> <li>• Integrate Village/cell proposals into parish proposals;</li> <li>• Formulate/review parish/ward action plans and annual work plan</li> <li>• Appraise parish/ward proposals with technical support of the Sub-county Technical Planning Committee;</li> <li>• Identify and recommend to Parish/ward Council, priorities to be implemented using parish resources;</li> <li>• Identify and recommend to Parish/ward Council priorities to be forwarded to LLC Council funding;</li> <li>• Facilitate village level consultation meetings.</li> </ul>
<b>a. NGOs/CBOs and private sector organisations</b>	<ul style="list-style-type: none"> <li>• Participate in planning and budgeting meetings</li> <li>• Bring in their expertise to facilitate local Council planning processes;</li> <li>• Contribute funds/logistics towards the local council planning and budgeting process</li> <li>• Integrate their planning and budgeting processes with that of Local Councils</li> </ul>

## 2.0 PARISH/WARD PLANNING PROCESS

The planning process at Parish and Ward level is guided by the LG Planning and budgeting cycle. The cycle is governed by the Financial Year which runs from 1<sup>st</sup> July to 30<sup>th</sup> June. LGs are required to have development plans and annual estimates of revenue and expenditure for the forthcoming year approved not later than the 15<sup>th</sup> June.

The planning process in the villages/cell and Parishes/Wards should therefore be done in September to allow for their incorporation into the plans of the LLGs

## 2.1 Schedules for planning

The following is the proposed schedule for planning at village and parish level:

Steps	Participants	Main Issues	Timing
<b>Preparatory Activities</b>			
<b>Receive planning guidelines and training of facilitators by LLG</b>	Parish chief/Town Agent, PDCs, TPC	<ul style="list-style-type: none"> <li>Planning Guidelines</li> <li>Indicative Planning Figures (IPFs)</li> <li>Information on other grants</li> </ul>	August (3 <sup>rd</sup> Week)
<b>Pre-planning meeting</b>	Parish/Ward Executive, village/cell representatives, opinion and other local leaders	<ul style="list-style-type: none"> <li>Planning approach and tasks, Schedule for village/parish planning</li> </ul>	August (4 <sup>th</sup> week)
<b>Data collection</b>	Community, LC Executive & NGO representatives	<ul style="list-style-type: none"> <li>Identification of service providers, livelihood groups, village priorities</li> </ul>	September (1 <sup>st</sup> week)
<b>Planning</b>			September (2 <sup>nd</sup> Week)
<b>Day 1 Situation analysis</b>	Parish/ward council, PDC & wider community	<ul style="list-style-type: none"> <li>Objectives and process</li> </ul>	
	Livelihood groups	<ul style="list-style-type: none"> <li>Strengths (Assets), weaknesses, opportunities, threats &amp; desired outcomes</li> </ul>	
	Mapping (mixed group)	<ul style="list-style-type: none"> <li>Spatial picture of resources, services, institutions</li> </ul>	
	Mixed group	<ul style="list-style-type: none"> <li>Summary of situation</li> </ul>	
	Parish/ward meeting	<ul style="list-style-type: none"> <li>Prioritisation, visioning, &amp; selecting groups for next day</li> </ul>	
<b>Day 2 Planning</b>	Specific groups	<ul style="list-style-type: none"> <li>Work on each of the priority outcomes, develop activities/projects &amp; budgets</li> </ul>	
<b>Day 3 Putting the plan together</b>	Parish/ward meeting	<ul style="list-style-type: none"> <li>Review and agree proposals</li> </ul>	

Steps	Participants	Main Issues	Timing
	PDC meeting	<ul style="list-style-type: none"> <li>Detailed costing and action planning for parish</li> </ul>	
<b>Documentation</b>			
	PDC Meeting & LLG TPC	<ul style="list-style-type: none"> <li>Documentation</li> </ul>	Sept(3 <sup>rd</sup> – 4 <sup>th</sup> week)
	Parish/ward Council	<ul style="list-style-type: none"> <li>Approval and submission of plan to LLG</li> </ul>	October (1 <sup>st</sup> week)
<b>Feedback</b>			
	Village/cell meetings	<ul style="list-style-type: none"> <li>Feedback to villages on plan</li> </ul>	October (2 <sup>nd</sup> week)

## 2.3 Planning Steps

The planning steps outlined below should be followed for the first year of planning. In the subsequent years when rolling the plan, the parish should only review the existing situation and update without going through all the details. For example in year two you may only confirm that priorities identified in the previous year are still relevant to the community.

### 2.3.1. Step 1: Pre-Planning Meeting

- 1 **Introduction:** A pre-planning meeting provides an opportunity to agree on when and where to meet with different groups of people and also identify the best time for parish meetings and to promote ownership of the plan. This meeting should be held at least one week before the main planning week. It should be attended by representatives from all villages/cells in the parish and ward respectively. Where NGOs exist and there is capacity, village level planning should be more involving.
- 2 **Objective:** By the end of the meeting participants will have:
  - a) identified the main livelihood groups to take part in the planning process
  - b) Identified background information to be collected or updated
  - c) LC1s will be able to undertake consultations within their villages so that ideas from their communities are represented in the parish plan.
  - d) Developed a timetable/schedules of meetings for the planning week
  - e) Formed a planning Task Force (PTF) as a sub-committee of the PDC
- 3 **Output:** Agreed schedule for Planning
- 4 **Method:** Group discussion
- 5 **Duration:** 4 hours
- 6 **Facilitators:** LLG technical staff and Parish chief/Town Agent

- 7 **Participants:** Parish Council, PDC, opinion leaders, traditional leaders, interest groups, CBOs, NGOs, and general community members
- 8 **Process:**
- a) Discuss overall LG planning process within which the parish/ward development plan fits.
  - b) Discuss role of different stakeholders
  - c) Form a Planning Task Force of not more than 5 people including the Parish Chief as the secretary (This is a sub-committee of the PDC).
  - d) Identify the background information that needs to be collected or updated about the parish and assign people to collect this information ready for the planning meeting.
  - e) Make a list of service providers in the parish to be consulted and assign responsibility
- 9 **Resources needed:** Flip chart with format of the plan & table showing the week, markers, exercise books and pens

### 2.3.2 Step 2: Village level consultation

1. **Introduction:** Villages/cells need to be consulted not only to get their input into the parish plan but also to enable them decide on what actions they can take as a community on their own using resources at their disposal. Planning at village/cell level should be progressively deepened as the communities gain more experience. Where NGOs/CBOs have facilitators, the planning should be more detailed.
2. **Objectives:** By the end of the sessions, village/cell priorities will have been identified.
3. **Outputs:** List of priorities
4. **Method:** Village/cell meeting
5. **Facilitators:** LCI Chairperson, other community facilitators employed by NGOs etc.
6. **Process**  
LCI chairpersons should lead consultations in their villages to clarify the development issues. Each village should bring a prioritised list of development issues to the parish meeting and the list of people who participated in the village planning meeting. See format in appendices (5&6) for recording attendance of meetings. A format for recording village/cell priorities is shown below.

**Table 6.1** Example of Priority matrix

Rank	List of priorities in order of importance	To be implemented by the village/cell	Forwarded to parish/ward
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1	Spring Protection	No	Yes
2	Clearing village path	Yes	No
3	Building household latrines	Yes	No
4	Vermin control	No	Yes

7. **Resources needed:** Markers, Flipcharts, livelihood analysis sheets

### 2.3.3 Step 3: Parish level situational analysis

Parish level planning will be done in a central place with some exercises being done in the plenary while others are done in small stakeholder groups.

#### **Event 1 Compiling Background Information**

1. **Introduction:** Background information about the parish/ward is necessary for informing the planning process. The information should be compiled in the period between the pre-planning meeting and the beginning of the planning phase, and should be presented to the community during the parish/ward planning meeting for validation and updating.
2. **Objective:** To collect background information about the community that will assist in the planning process
3. **Output:** Parish/ward profile developed
4. **Tool/method** Discussion, observations, record books
5. **Duration** 7 days (not continuous)
6. **Facilitators:** PDC (Planning Task Force) and other facilitators
7. **Process:** Allow people who were assigned duties of information gathering during the pre-planning meeting to present. The information should include:
  - a) Existing plans (review planned activities and assess level of achievement and constraints)
  - b) Basic statistics on the people who live in the community (number of people, households, different age groups, and different ethnic groups). If there is a village record book this should be updated ready for planning. The formats used in Village Record Books and Parish Registers are shown in the appendix 1. Information should be disaggregated by sex
  - c) Social Infrastructure information: e.g. number of schools, number and location of boreholes, number of houses with and without pit latrines etc.
  - d) Health records. Disease patterns, understanding the main diseases/illnesses that people suffer from and when, health units

- e) Agricultural records. Understanding soils and land capabilities, understanding the main crops and varieties that people grow and the diseases they suffer from, animals kept and diseases they suffer from.
- f) Identify the key environmental and natural resources for livelihoods (water bodies, vegetation, forests, soils, mountains/hills etc.). Discussion should include changes that have taken place on the natural resources over years and why, e.g. degradation, erosion and depletion.

**8 Resources needed:** Notebook and pen, village and parish record books

## **Event 2: Service Provider Analysis**

**1 Background:** It is important to know what organisations are operating in the parish/ward so as to involve them in planning and understand their capacity to contribute to the implementation. 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 the PDC will have:

- a) A list of all the service providers in the parish/ward, areas of operation and target groups
- b) An understanding of the capacity of individual service providers to contribute to and implement the parish plan; and
- c) Created ownership and commitment to the community based plans among individual service providers

**3 Output:** Service providers identified and analysed

**4 Tool/method** Interviews/discussions

**5 Timing** 1-1.5 hours

**6 Facilitators** PDC (Planning Task Force) and other community facilitators

**7 Participants** Individual or group representing service providers

**8 Process**

- a) Explain the objectives and relevance of the analysis
- b) Find out about service providers using questions like;
  - *What do they do?*
  - *Who are the beneficiaries?*
  - *Area of operation*
  - *What have they contributed towards improving well-being of the community?*

- How can they improve their services?
- How can they contribute towards implementation of the parish plan?

## 9. Resources: Notebooks and pens

### **Event 3      Mapping**

**1      Introduction:** A development plan should take into consideration the situation existing in the community (resources the community has, layout of the community, existing services etc). This information can be obtained through the use of a mapping exercise.

**2      Objectives:** By the end of this session, participants will have identified:

- a) The key natural resources available in the parish/ward (water bodies, soils, forests, animals???? etc.)
- b) The social services existing in parish (schools, health units, water sources etc.)
- c) Problem areas and areas of opportunity

**3      Output:**                      Map of the Parish/ward

**4      Tool/method**              Group exercise

**5      Duration**                      1-2 hours

**6      Facilitators**                Planning Task Force

**7      Participants**                Broader community group

**8      Process**

- a) Explain the objectives of the exercise and its relevance to planning
- b) Ask community members to draw a map of their parish and inform them to include the whole parish area including all the villages/cells. The following should be captured by the map:
  - Natural resources that are of value to the community e.g. soil, water bodies, vegetation, animals/birds etc. Identify the different uses of these natural resources and who has access to them. The discussion should also address resources that are threatened (degradation, depletion, erosion, pollution etc.) and opportunities that may exist.
  - Land use patterns (gardens, location of houses etc.)
  - Social services (schools, health units, water sources, sanitation, churches, mosques)

- Other infrastructures (roads, bridges, drainage channels, markets, playgrounds, industries etc.)

**9 Resources needed:** Paper, tape, pens, masking tape

#### **Event 4      Timeline**

**1 Introduction:** It is important in developing plans to first have some understanding of where the community has come from – its basic history and what this raises about services, support and priorities. The tool should stimulate discussion about issues in the community

**2 Objective:** By the end of this session participants will have understood the history of the parish in terms of its development

**3 Output:** Recent changes in the parish (environmental, political, social, economic) and their causes documented

**4 Tool/method** Plenary (Brainstorming)

**5 Duration:** 1 hour

**6 Facilitators:** Planning Task Force

**7. Participants:** General community

#### **8 Process**

- Identify elderly and knowledgeable people to do the timeline.
- Explain the importance and relevance of timeline
- Decide a framework for the discussion in terms of decades e.g. 1980s, 1990s etc and write them on cards
- Ask people to identify the key events in the history of the community
- Explore the past events using questions like; *what change negative or positive have you realised in 5-10 year say in population, settlements, politics, education, health, conflicts, economy, natural resources (soil fertility, productivity of lake (fisheries), wetland use, forest cover etc) and security.* Responses can be written on the cards with decades
- Explore what people say about past events and the significance to the present.
- The timeline should remain displayed for additions and as a community record

**8 Resources needed:** Paper, masking tape, and pens

#### **Event 5      Livelihood Analysis for individual livelihood groups**

- 1 **Introduction:** We need to clearly understand well-being of different categories of people in our community in order to develop a plan which is comprehensive and poverty focused. We need to understand their current situation in terms of assets and vulnerabilities and where they want to go, their desired outcomes and opportunities. Participation of livelihood groups ensures that the plan addresses peoples' development concerns, which enhances ownership and sustainability.
  
- 2 **Objectives:** By the end of this session participants will have:
  - a) Understood the livelihood of different socio-economic groups
  - b) Identified assets livelihood groups have (financial, social, physical, human, natural assets)
  - c) Identified vulnerabilities/stresses that people are subjected to in their environment
  - d) Identified preferred outcomes that people would like to achieve regarding their livelihoods
  - e) Identified opportunities available in the environment
  
3. **Output:** Documented Livelihood for each livelihood group
  
- 4 **Method** Group discussions
  
- 5 **Duration** 1.5 hrs
  
- 6 **Facilitators:** PDC (Planning Task Force) and other Community Facilitators employed by NGOs/CBOs where they exist.
  
7. **Participants:** Livelihood Groups
  
- 7 **Process**
  - a) Use a SWOT analysis to engage people in discussion about their livelihoods. Establish the livelihood of people by asking the following questions
    - *What are the different groups that you recognise in the area who have different levels of well-being?*
    - *What are the people engaged in daily for a living?*
    - *What do people survive on?*
    - *What are the major sources of income?*
    - *What natural resources do they have access to at present? What is the nature of the access and what determines access (e.g. licences, tenure)? What opportunities are available in the environment?*
    - *Are there differences in opportunities for men and women?*
    - *How is ownership and control over means of production organised?*

- b) To develop a vision for the group, ask the group where they would like to be in 3 years time. The goal should be in terms of preferred outcomes such as improved health but not health unit, improved education and not classroom blocks etc.
- c) From the discussions, develop an overall statement which expresses what people want to see happen over the next 3 years (goal) such as: *"By 2006, the Youth who burn charcoal will be involved in other new income generating activities"* This is the goal for this livelihood group.
- d) For each statement, develop an objective(s) and strategies of how it would be achieved.
- e) For each objective and strategy, develop one or more projects that you could do. These should be small actions and steps that could be undertaken by the community on their own. The activities need not be infrastructural projects but could be sensitisation on sanitation etc.
- f) Select a person who will present In the parish meeting, the SWOT, goal, objectives, strategies and the projects of the livelihood group
- g) Write up group discussion on the SWOT, Goal, objectives, strategies and Projects, ready for presentation in the plenary session.

**9. Resources needed:** Flipcharts and pens to record discussions

**Event 6 Parish SWOT analysis**

- 1 Introduction:** The SWOT analysis builds on the Livelihood analysis to complete the situational analysis for the community.
- 2 Objective:** By the end of the session participants will have analysed the strengths, weaknesses, opportunities and threats for the parish/ward as a whole.
- 3 Output:** Documented SWOT of the parish/ward as a unit
- 4 Process**
  - a) Put strengths from the different livelihood groups on the wall. Get someone to read them out.
  - b) Ask people to come up with strengths of the parish/ward, starting with the strengths from individual groups, and add to these. Write on flip chart.
  - c) Repeat for weaknesses.
  - d) Repeat for threats
  - e) For opportunities, draw up a matrix as below, and ask one livelihood group to list their opportunities the matrix. The subsequent groups should only add their opportunities to the list. Cluster similar opportunities (e.g. pit latrines in school and improved sanitation)
  - f) 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, gender issues etc. and fill these in the matrix

**Table 5.7** Opportunity matrix

Opportunity	Bee-keepers	Firewood sellers	Cattle keepers	Landless women	Dairy farmers	Coffee growers
Improved sanitation in people's houses	X	X		X	X	
Presence of classrooms	X	X	X	X	X	x
Existence of a bridge	x		X		X	x
Availability of credit	x	X	X	X	X	x
Available extension services						x

- 5 Resources needed:** Flip charts, markers for each group's strengths, weaknesses, threats, Blank matrix for opportunities

### 2.3.4 Step 4: Visioning and Goal Setting

#### Event 1: Parish/ward visioning exercise

- 1 Introduction:** Visioning is 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. The Parish/ward needs to develop a vision and strategies for three years but detailed work plan will only be developed for one year
- 2 Objective:** By the end of this session participants will have developed a shared goal for the development of the parish/ward.
- 3 Output:** Vision/Goal of the Parish/ward (where do we want to be in 3 years).
- 4. Method:** Group discussions
- 5. Duration:** 8 hours
- 6 Facilitators:** Planning Task Force
- 7. Participants:** Livelihood groups, Parish/ward Council, NGOs, CBOs, CSOs, General community
- 8. Process**

**Developing a vision:** Use key words to develop a realistic statement which expresses what people would want to happen over the next 3 years. e.g. "By 2006 the community in the parish will have access to adequate food, health and education service," This is a vision for the parish/ward as a whole unit.

**Developing the goal:**

- a) Ask a representative from each livelihood group to read out their goal and key vulnerabilities.
- b) Put the goals from each of the livelihood groups up on the wall so they are near each other and draw up a consolidated list of key goals and vulnerabilities/risks/threats.
- c) Ask for key words for each of these and write them on a flip chart
- d) Take the list of key words and formulate a vision statement using these words
- e) Take the consolidated list of priorities, give everyone present three objects to vote with and ask them to put their votes on one or more goals/outcomes/risks. Add up the scores and feedback the priorities they have chosen. It is important that there is a representative group for this exercise otherwise the priorities will not reflect the priorities of the community
- f) The facilitators should emphasise that crosscutting issues (environment, gender, HIV/AIDS etc. should be taken into consideration before formulating a parish goal)
- g) The communities should be asked to identify resources they have within the parish to achieve the goal.
- h) Introduce the resources that are immediately available for implementing the plan. This can guide the development of realistic and achievable goals, and later strategies and projects. It can also assist in motivating people and maintaining participation throughout the planning week.

**9 Resources needed** Flip chart, markers, masking tapes

## **Event 2 Objective, strategy and project development**

- 1 Background:** Having developed a vision, smaller community groups now need to look at specific goals and strategies, projects and activities to achieve the vision and goals. Technical people can participate as resource persons but they should not insert their own objectives
- 2 Objectives:** By the end of this session participants will have:
  - a) Developed objectives, strategies and projects for each goal;
  - b) Reviewed how the strategies and projects address the needs of the different groups
  - c) Identified those projects/activities for submission to LLG council
- 3 Output:** Well formulated objectives and List of projects/activities
- 4. Method:** Group discussions
- 5. Facilitators:** Planning Task Force assisted by technical staff
- 6. Participants:** Smaller groups of with interest or expertise in the goal area

## 7 Process

- a) Discuss what things need to be done (strategies) to achieve the goal
- b) Develop a shortlist of about 8 strategies to achieve your goal
- c) Using the criteria in appendix 7, prioritise the strategies bearing in mind the resources at the disposal of the parish
- d) Chose up to 5 strategies that you think are important and achievable within the next three years
- e) Take each strategy in turn and analyse each using the table below:
  - Identify the key projects or activities that will make the strategy happen
  - Consider how these build on the strengths that have been identified

Project/activity	What will the parish do	Support needed from LLG	Support needed from others
1.			
2.			
3.			
4.			
5.			

- a) Prioritise them according to the year of implementation (specific activities for year one and indicative activities for the next two years)

Activities	Year of implementation		
	Year 1	Year 2	Year 3
Activity 1			
Activity 2			
Activity 3			

- b) Later project profiles will be developed for each of the projects for activities of year one. This will be developed by the Planning Task Force. The profile should include detailed information on how the project will be monitored and evaluated, operated and maintained etc.

## 5 Resources needed: Pens markers, papers

### 2.3.5 Step 5: Parish/Ward meeting

1. **Introduction:** Now that the specific groups have developed most of the proposals that should go into the plan, they should be reviewed and endorsed by the wider community before detailed action planning.
2. **Objectives:** By the end of the session the broader community will have reviewed and approved the proposals
3. **Output:** Approved Parish/Ward proposals
4. **Method:** Group discussions
5. **Timing:** 2 hours
6. **Facilitators:** PTF and the LCII Chairperson
7. **Participants:** Broader community
8. **Process:**
  - a) The LC II gives an overview of activities that have been taking place in the week and introduces the purpose of the meeting
  - b) A member of the PTF presents a summary of the proposed strategies, priorities and activities/projects
  - c) The broader community discusses these, makes suggestions for improvement and endorses them
9. **Resources:** Flip charts with the vision, goals, proposed strategies and Projects/activities

### 2.3.6 Step 6: Developing an Action Plan

1. **Introduction:** It is important to develop an action plan for the committee that will take the plan forward giving roles for the different players. It is also important for the Planning Task Force to put in place strategies for monitoring implementation of the plan
1. **Objectives:** By the end of the session, the parish will have drawn an action plan for the next FY on what the community needs to do to take the plan forward and strategies for monitoring and evaluation
2. **Output:** Action plan
3. **Method:** Group discussion
4. **Duration:** 2 hours

**5. Facilitators:** PDC (Planning Task Force) and other community facilitators

**6. Participants:** Broader community

**7. Process:**

- a) Go through the general activities needed to take the plan forward, allocating responsibilities to different committees and persons
- b) Draw action plans for these elements
- c) Repeat for each of the goals

The format below can be used for action planning

Action	By who	Where	By when
1			
2			
3			

a) The Planning Task Force should also develop a simple strategy for monitoring and evaluation. The following form can be used as a guide

Activity	What will it be monitored (Indicators)	How will it be monitored (Means of verification)	When will monitoring be done	Who will monitor
1.				
2.				
3.				

**9. Resources needed:** Matrix for action plan, monitoring and evaluation pens, paper and markers

## **Event 2 Budgeting**

- 1. Introduction:** Once a Parish/Ward has come up with a list of projects it intends to implement in a given year, it must estimate the amount of money that will be required to implement the projects.
- 2. Objectives:** By the end of the exercise participants will be able to produce a budget for the parish plan
- 3. Output:** Budget for the parish plan
- 4. Facilitators:** Planning Task Force and technical staff from the LLG and local artisans
- 5. Duration:** 1 day
- 6. Process:**

- a) For every project, identify and describe all the activities that will be carried out.
- b) For every activity, identify and describe the inputs (resources) that will be required. The resources could be in form of land, building materials, labour, transport, etc.
- c) Determine the unit of measurement of each input. For instance if the input is cement then the unit of measurement is bags.
- d) Estimate how many units (the quantity) of each input is required: For instance 50 bags of cement.
- e) Determine how much each unit will cost (unit price). This information can be obtained from the price list issued by the DLGTB or by surveying the price of goods in the local market.
- f) Determine the total amount of money that is needed to buy the required units by multiplying the quantity required of each unit by the unit price.
- g) Determine the total amount of money that will be required to carry out the whole activity. This is obtained by adding the total amount required for each input.
- h) Determine the total amount of money required to carry out the project. This is obtained by adding up the cost of all activities involved in the project.

**Budget format**

Item	Units	Unit cost	Total cost	Source of funding
1				
2				
3				
Total				

**7. Resources needed:** Notebooks, pens, calculators

### 2.3.7 Step 7: Writing Up the Plan

- 1 **Background:** It is the responsibility of the Planning task force to document the plan and to prepare project profiles. They may seek support from the LLG TPC.
- 2 **Objective:** By the end of this session the parish will have put together a draft parish/ward development plan ready for approval by the Council
- 3 **Output:** Draft Parish development plan
- 4 **Method:** Writing
- 5 **Duration:** 7 days
- 6 **Facilitators:** Planning Task Force
- 7 **Process:**
  - a) Review information already collected and how it relates to the different sections of the Parish Plan (see Section 2.1 for format)
  - b) Write the different sections of the plan using the formats.
  - c) Different members of the Planning Task Force may draft different sections of the plan before consolidation
  - d) Involve LLG technical staff in the documentation as they can help the parish understand which projects have a chance of being funded as LLG projects.
  - e) After completion the Parish Chief submits the Parish Plan to the Parish Executive.
- 8 **Resources needed:** Pens and paper

### 2.3.8 Step 8: Approval of the plan

- 1 **Background:** The draft parish plan must be given to the parish Executive some of whom were in the Task Force, to pass to the Parish Council for review and approval.
- 2 **Objectives:** By the end of this meeting the parish council will have:
  - a) Reviewed and validated/modified the plan,
  - b) Approved the plan and recommended the parish chief to pass the final version of the plan to the LLG
- 3 **Output:** Approved plan
- 4 **Method:** Council Meeting
- 5 **Duration:** 1 day

**6 Facilitators/participants:** Parish Council

**7 Process:**

- a) The Parish Chief should present the plan, explaining the process taken to develop the plan
- b) The Council will then review the plan contents, make any suggestions for changes and finally endorse the final product.
- c) The parish Chief is then responsible for submitting the plan to the LLG

**8 Resources needed:** Key highlights of the plan written out on a flipchart

### **2.3.8 Step 8: Community Feedback meeting**

**1. Introduction:** When the plan is approved, it is time give feedback to the general community

**2. Objectives:** by the end of this session participants will have reviewed and understood the parish development plan

**1. Output:** Well informed community about the parish plan

**2. Method:** Group discussion

**3. Duration:** 2 hours

**4. Facilitators:** LCII Chairperson and Core facilitators

**5. Participants:** Wider community

**6. Process:**

- a) LCII Chairperson introduces the purpose of the meeting and the process that has taken place during the week, and the vision of the parish
- b) A member of the planning Task Force presents summary of the broad strategies, the priorities, projects and activities
- c) The list of approved projects should be posted in public places

**9. Resources needed:** Flip chart with vision, prioritised goals, and pens

### **2.3. Contents of the parish/ward plan**

<b>Section</b>	<b>Details</b>
<b>Foreword</b>	A statement of approval and commitment by the parish/ward leadership to implement the plan, highlighting priorities of the parish/ward. The foreword should be endorsed by the LCII Chairperson
<b>Acknowledgement</b>	A statement of appreciation and recognition of all those who contributed to the development of the plan. The acknowledgement is written by the Parish Chief/Town Agent.
<b>Executive summary</b>	Summary of key issues in the plan: <ul style="list-style-type: none"> <li>• Achievements of the previous plan</li> <li>• Outstanding problems</li> <li>• Projects to be implemented and costs</li> <li>• Projects referred to the LLG</li> <li>• Key challenges</li> </ul>
<b>1. Introduction</b>	Process of developing the plan
<b>2. Situational analysis</b>	<ol style="list-style-type: none"> <li>i) Parish Profile (background information on the parish/ward: location, size, number of villages/cells, etc)</li> <li>ii) Population (size disaggregated by sex, age groups)</li> <li>iii) Social infrastructure (schools, springs etc)</li> <li>iv) Natural resources and their value to the community (soils, water bodies, vegetation cover etc)</li> <li>v) Recent changes in the parish (political, social, economic, environmental)</li> <li>vi) Analysis of service providers supporting the parish</li> <li>vii) Livelihood / well-being groups/socio-economic analysis</li> <li>viii) SWOT of the parish as a unit.</li> </ol>
<b>3. The Action Plan</b>	<ol style="list-style-type: none"> <li>i. The Vision (three years)</li> <li>ii. The goal</li> <li>iii. Objectives</li> <li>iv. Summary of prioritised projects and activities to be undertaken in the coming FY</li> </ol>
<b>i) Implementation Plan</b>	<ol style="list-style-type: none"> <li>i) Project profiles</li> <li>ii) Budgets</li> <li>iii) Annual work plan</li> </ol>
<b>ii) Monitoring and Evaluation</b>	<ol style="list-style-type: none"> <li>iv) Who will monitor and evaluate project implementation</li> <li>v) How and when will monitoring and evaluation be done</li> </ol>
<b>APPENDICES</b>	<ol style="list-style-type: none"> <li>i. Format for village record book</li> <li>ii. Format for parish register</li> <li>iii. Format for project profiles</li> <li>iv. Format for recording attendance of meetings</li> </ol>

## APPENDICES

### Appendix 1: Suggested Formats for Village Record Books

**Table 5.2** Basic population data

No	Name of Household	Household head		No. people in the household		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 yrs		PWDs		
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
1																										
2																										
3																										
etc																										
Totals																										

Different variables can be added here, depending on the development context of the parish. Remember to separate data by gender i.e. for males and females.

**Table 5.3** Examples of development variables

No	Name of Household	Pupils in primary school		Pupils in primary schools		Pupils in Sec. education		Pupils in higher education		Access to safe water		Access to pit latrine		Other	
		M	F	M	F	M	F	M	F	Y	N	Y	N		
1															
2															
3															
Totals															



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### **Appendix 3: Format for Parish/Ward Project Profile**

1. Name of the investment:
2. Location: Where is the project?
3. Identification process: (*attendance at meetings: men, women, youth etc.*)
4. Implementation responsibility: (*who is responsible for what?*)
5. Project objective:
6. Time frame:
  - a) Start date:
  - b) End date:
7. Benefits and beneficiaries:
8. Estimated project cost:
9. Source of funding:
10. Funds secured:
11. Funding gap:
13. Project will be supervised by:
14. The project will be monitored and evaluated by:
15. Completed work will be operated and maintained by:
16. Annual operating cost:
17. Annual maintenance cost:

**Appendix 4: Format for the parish annual work plan**

Objective	Project name/ Description	Location	Activities	Time Frame				Responsible persons	Inputs	Cost	Source of Funding
				Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun				

**Appendix 5: Format for registration of participants for a village meeting**

Date:

Name of Village:

Venue of the meeting

Purpose of meeting:

Facilitator(s):

**Registration of participants for a village meeting**

Name	Sex	Age	Disabled (tick)
1.			
2.			
3			

**Appendix 6: Format for recording attendance at village/parish planning meeting**

Date:

Name of Village:

Venue of the meeting

Purpose of meeting:

Facilitator(s):

Expected attendance	Total no of participants	No. adult men	No. adult women	No. male youth	No female youth
194	80	12	28	4	1

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### **Appendix 7: Reviewing projects (Criteria for choosing a project)**

The parish needs to look at the proposed projects and consider each one in detail, thinking about the design of the project, the beneficiaries (how the project relates to poverty eradication and helps vulnerable groups), and how it will help in achieving the parish vision. Consider the following:

- Size and percentage of the benefiting population. How does the project contribute to poverty reduction? How does it help the most vulnerable groups?
- How does the proposed project fit in the overall Local Government Objectives?
- Location of the project in relation to the target group/beneficiary
- What are the locally available resources? Does it use local resources? Does the project suit the physical characteristics and the way of life of the people?
- How will the project outcome be operated and maintained? Will the people be able to support and manage those facilities?
- Does the project redress gender issues and or concerns?
- Is the project providing for the special groups in our community? e.g. women, youth, PWD, PWA, Children
- Does the project encourage or discourage/reduce or increase local self-help activities?
- What problems are urgent and acute and should be handled immediately e.g. out break of cholera, earthquake, etc.
- Is there any similar project carried out in the area? Have they been successful or not? If not why not?
- Is there any support we can get from the Sub-county, voluntary agencies, donor, Government?
- Will the project have a positive or negative effect on the environment and the social set up of the people