

Joint Learning Event
on
Managing for Development Results
(JLE-MfDR)

Course Documentation
Dar es Salaam, Tanzania
27 – 29 January 2010

Introduction

The Train4Dev Joint Donors' Competence Development Network (Train4Dev) has commissioned MDF Training & Consultancy to develop this programme of Joint Learning Events on Managing for Development Results (JLE on MfDR). The programme will deliver a series of 10 JLEs in developing countries during 2009 and 2010. These will be targeted on donor staff and their partners in government and civil society/third sector.

From 27 to 29 January the Joint Learning Event on Managing for Development Results (JLE-MfDR) took place in Dar es Salaam, Tanzania. A total of 21 representatives (12 m, 9 f) from Government (10), Civil Society Organisations (4) as well as Development Partners (7) participated in the event. From Government, 3 Participants were representing the local government level (see also the list of participants in Annex 1). For more general event information see section 1.

Before the event, the in-county team had specifically requested to tailor the event to the Decentralization by Devolution process (the so-called "D by D"). Although the JLE-MfDR course flow was in general maintained, discussions, exercises and the case study were all D by D-specific. For more detailed information on the course and some of the main products of group work, see section 2.

With an average score of 3.3 (3 being good, 4 being very good), this JLE-MfDR was well appreciated (JLE Zambia: 3.3, JLE Uganda: 3.2). The highest scores were for:

Relevance of content for work:	3.6
Balance "Theory" and "Practice"	3.5
Mix of Methods:	3.6

These scores are particularly encouraging since they indicate that applying the MfDR thinking to the D by D process did work out quite well.

For the complete results of the course evaluation see section 3.

This report is meant to serve as an "aide memoire" for participants and trainers and as a source of information for future learning events. The report consists of 3 different sections:

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I. General Information JLE-MfDR

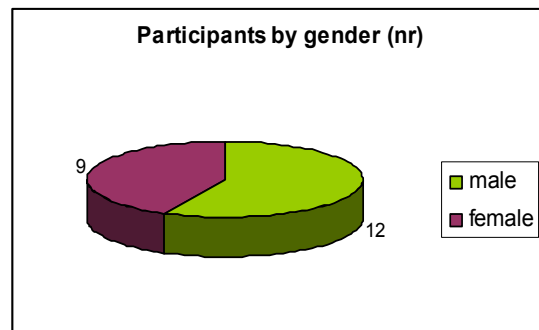
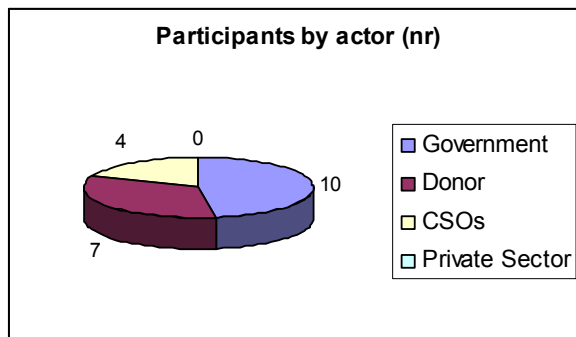
1. Key data:

Title of the Training course:	Joint Learning Event on Managing for Development Results (JLE-MfDR)
Country and City:	Tanzania, Dar es Salaam
Sectors:	Governance
Dates of the event:	27 – 29 January 2010
Resident/ Non-resident:	Mixed (most participants commuting)

2. Participants

A total of 21 participants (12 M, 9 F) were present:

Government:	10	(6 m, 4 f)
Donor:	7	(3 m, 4 f)
CSO's:	4	(3 m, 1 f)
Private Sector:	--	
Total	21	(12 m, 9 f)



The JLE Tanzania did not achieve the targeted number of 35 participants. The total number on the list of participants the day before the event was 28, but only 21 participants subscribed on day 1. It remains difficult to fully understand the reasons behind this disappointing participation (only in terms of numbers!). The choice was made to specifically target staff involved in the D by D process and tailor the event accordingly (to enable in depth analysis and debates). This (make the event D by D specific) worked out well, but resulted at the same time in a limited number of participants.

3. Names of trainers and implementing agencies

Close coordination took place between the Prime Minister's Office Regional Administration and Local Governance (PMO-RALG) and the lead development partners. The Belgium Technical Co-operation (BTC), the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH as well as the Royal Netherlands Embassy joined hands to make the necessary in country arrangements.

The implementation team consisted of 2 trainers and 1 resource person. Short profiles are provided below.

Dr Benson A. Bana

Dr. Benson Bana is working at the University of Dar es Salaam. He is Head of the Department of Political Science and Public Administration. He regularly carries out consultancies, particularly in Human Resource Management. He regularly publishes about public administration subjects, among which on HR related ones. Dr. Benson Bana has a PhD in Human Resource Management.

Dr. Benson Bana acted as a resource person during the event, providing examples and experiences from the region, particularly in the Decentralisation by Devolution context.



Dr. Benson Bana (l.) and Kitakaya Loisa (r.)

Kitakaya Loisa

Kitakaya Loisa has over 13 years working experience in the development sector in the Eastern and Southern Africa region. His experience includes research, planning, implementation, monitoring and evaluation. His countries of experience include Kenya, Uganda, Tanzania, Sudan, Somalia, and South Africa. This has culminated in among others, key skills and capacities in design of result-oriented programs, design and delivery of training programs and organizational development.

Kitakaya Loisa is working as a Trainer/Consultant, collaborating intensively with MDF East and South Africa. He acted as a trainer/facilitator during the event.

Dick van Blitterswijk

Mr. van Blitterswijk is working as a senior trainer/consultant for MDF, Training&Consultancy, Ede, the Netherlands. He is involved in the design and implementation of (tailor-made) training programmes and facilitation of workshops, as well as in consultancies. Clients include governments, institutions (like European Commission and World Bank), federations of unions and a number of non-governmental organisations.

Mr van Blitterswijk carried out long-term assignments in Burkina Faso, Peru, Cameroon and Nepal. He facilitates the francophone debate for the African Community of Practice on MfDR. Within the Joint Learning Programme on MfDR, Dick van Blitterswijk is key expert on MfDR.

II. The Joint Learning Event on MfDR

Introduction

There was a clearly expressed wish to develop the whole event on MfDR in the Tanzanian context of decentralisation (and particularly the D by D process). This resulted in considerable tailoring of the 3-day programme (examples, illustrations, and exercises) as well as in composition of working groups (mixed groups in terms of Central Government representatives, representatives of Local Government and Civil Society Organisations and Development Partners).

Below the different sessions are briefly discussed and the main products of the group work sessions are included.

Day 1

Mr. Marc Rifflet, Head of Development Co-operation from the Embassy of Belgium, welcomed all participants. Mr. Severine Kahitwa, Director of Local Government, PMORALG officially opened the event.



Head of Development Co-operation,
Embassy of Belgium, Mr. Marc Rifflet



Director Local Government, PMORALG
Mr. Severine Kahitwa

Both speakers stressed the importance of development effectiveness and requested the trainer team to be as practical as possible.

Day 1 was implemented in line with the programme.

Day 1	
	Introduction
A	<ul style="list-style-type: none"> ➤ Welcome, objectives and programme ➤ Development effectiveness and overview MfDR
	MfDR in practice
B	<ul style="list-style-type: none"> ➤ Exchange in small peer groups ➤ Short introduction MfDR case
	Shared goals and strategies
C	<ul style="list-style-type: none"> ➤ Short introduction+demonstration Result Chains ➤ Brief plenary on challenges in Results Chains ➤ Introduction group work
	Shared goals and strategies
D	<ul style="list-style-type: none"> ➤ Groups develop/discuss result chains

During the first introductory session the objectives, programme as well as working schedule of the event were briefly explained. The trainer referred to the participant's file containing all presentations as well as background reading material (so-called "briefing notes" on the main subjects of the event). The trainer emphasized that the event would be highly interactive and with hands-on exercises. This intention to make it as dynamic and active as possible also explained the sitting arrangements ("café set-up"), to facilitate group exercises and dynamic interactions.

After these introductory remarks, the subject "Managing for Development Results" was introduced with a power point presentation (supported by a briefing note with the same name).

Afterwards, in the second session, the first group exercise was introduced:

- Discuss in your working group the challenges related to putting MfDR into practice taking into account your own specific context (particularly the D by D process). Write these on cards.

The working groups were "mixed" groups, with the different actors involved in the D by D process represented in each group (Central Government, Local Government, Civil Society Organisations and Development Partners).

After the working groups had finalized the assignment, an inventory was made in plenary and cards were clustered under different headings, resulting in the following overview.

MfDR Challenges

<p>1. Understanding of D-by-D</p> <ul style="list-style-type: none"> • Different interpretation of D-by-D • Little awareness and clear understanding of the implications of D-by-D by key actors • Concept of D-by-D still not well understood at all levels including citizens • Changing the mindset of all practitioners • Lack of ownership <ul style="list-style-type: none"> ○ Interventions top-down ○ People were not made aware + empowered to effectively participate 	<p>2. Political will</p> <ul style="list-style-type: none"> • Political will not strong enough • Central government resistance to D-by-D • Resistance to let power go by central government ministries, departments and agencies
<p>4. Reporting & information</p> <ul style="list-style-type: none"> • M&E: inadequate systems to measure results at local levels • Measuring impact of D-by-D is complex 	<p>3. Resources</p> <ul style="list-style-type: none"> • Resources do not follow devolved functions • Lack of enough resources • Lack of equity in resource allocation undermines results • Resources not adequately addressing all the priorities of the LGA
<p>6. Lack of cohesiveness in Civil Society</p>	<p>5. Results chains</p> <ul style="list-style-type: none"> • No results focus in implementation of D-by-D • Limited capacity to transform inputs into outputs/results <p>7. Capacity</p> <ul style="list-style-type: none"> • Inadequate capacity

After this inventory, the real life case (D by D) was introduced by the resource person, Dr. Benson Bana. He provided some historical data, the main objectives of D by D as well as some of the main implementation challenges. Dr. Bana linked this D by D process with some of the main MfDR concepts and principles.

After lunch, result chains were introduced with a power point presentation as a particular MfDR tool. Result chains were presented as logical diagrams linking different result levels (impact, outcome and output).

As such, result chains support the following MfDR principles:

- Dialogue on results
- Align PM&E with results
- Planning and budgeting
- Or in short, result chains support “shared goals and strategies” (see also the AAA, the Accra Agenda for Action).

The trainer linked the result chains to the practical definition of MfDR as provided in the morning and started to present a number of results as identified for D by D:

- Better life for all Tanzanians
- Reduced poverty
- Citizens' perception of reforms
- Effective and empowered LGAs
- Fiscal decentralisation
- LGA services delivery capacity and effectiveness
- Management and accountability capacity
- Improved services delivery
- Institutionalisation of D-by-D
- Human resource decentralisation
- Socio-economic development

After this inventory of results (mentioned in the D by D documentation), the working groups were requested to prepare their result chains of D by D. Although in plenary, there was some debate about the usefulness of the exercise ("this won't take more than 5 minutes"), the trainer underlined that the tool (result chains) should support dialogue and mutual understanding. After all, there was quite some debate in the working groups about the interpretation of the different results as well as the relations between those results.

Result Chains

Group 1 Activities

Outputs	Outcome	Impact
Local government service delivery capacity	Citizens perception of the reforms	Socioeconomic development
Fiscal decentralisation	Effective & empowered LGAs	Reduced poverty
Management & accountability capacity	Improved service delivery	Better life for all Tanzanians
Human resource decentralisation		

Group 2

Fiscal decentralisation	Improved service delivery	Socioeconomic development
Management & accountability capacity	Citizens perception of the reforms	Better life for all Tanzanians
Human resource decentralisation	Reduced poverty	
Effective & empowered LGAs	Local government service delivery capacity	
Institutionalisation of D-by-D		

Group 3

Institutionalisation of D-by-D

HR decentralisation	LGA service capacity & effectiveness	
Fiscal decentralisation	Management & accountability capacity	Socio-economic development
Citizens participation in local government	Effective empowered LGAs	Reduced poverty
	Improved service delivery	Better life for all Tanzanians

Group 4

HR decentralisation	LGA service capacity & effectiveness	Reduced poverty
Fiscal decentralisation	Management & accountability capacity	Better life for all Tanzanians
Institutionalisation of D-by-D	Effective empowered LGAs	
	Improved service delivery	
	Socioeconomic development	

NB

1. Citizens' perception of reforms was found by group 4 not to fit in the chain but rather as an indicator.
2. Group 3 replaced citizens' "perception on reforms" with citizens' "participation in reforms".



Evaluation of Day 1

The trainer requested participants to write their feedback on day 1 on flip charts before leaving.

Under a smiley face, participants wrote:

- Good and interesting
- Looks promising
- Good start interesting examples
- Inclusiveness noted
- Excellent presentations
- Practice makes perfect
- Mind provoking exercise
- D-by-D good reflection
- New knowledge gained
- Promising start
- Encouraging
- Promotes creativity
- Interesting participatory learning
- Active participation: hope it stays like this
- Wonderful
- Interesting way of thinking about flow of change i.e. outcomes
- Horse is nice

Under a sad face, participants wrote:

- AC should be a bit warmer
- Sometimes too long introductions to task
- No fixer for D-by-D – a pity!
- More localisation needed

Day 2 also developed very much in line with the programme as presented. Throughout the day, D by D was subject of analysis.

Day 2

➤ *Short recap. + personal logbook*

Shared goals and strategies

- A**
- Groups receive feedback on result chains
 - How do those interventions link

Evidence-based decision making – KPI's

- B**
- Introduction Key Performance Indicators
 - Groups work on Key Performance Indicators

Evidence-based decision making – information management

- C**
- Plenary presentation and discussion measurement and reporting on KPI's?

Evidence-based decision making – information management

- D**
- Sharing of experiences/initiatives
 - Draw conclusions on how to improve

The day started with a personal reflection (with the help of the personal logbook) on own lessons during day 1; a day which focused on “MfDR, state of the art”, as well as “Shared Goals and Strategies”. Afterwards, a brief recap. of the day was organised in plenary.

Subsequently, groups presented their result chains (see above) and received feedback from participants and trainers. After the result chains (a tool clearly supporting “Shared Goals and Strategies”), the programme started to look more at evidence-based decision making (and learning).

Immediately after the break the session consisted of a closer look at key performance indicators. In a short power point presentation, key performance indicators were defined, including some key characteristics of good indicators. The Kenya National Integrated Monitoring and Evaluation System (NIMES) was explained as an example of working with key performance indicators per sector.

After this example, different D by D indicators were presented and discussed. Participants were asked to comment on these different indicators. In addition, the resource person provided different elements to (re)consider.

After the lunch break, the working groups were asked to discuss these indicators and prepare comments. Those comments were presented and discussed in plenary after the exercise.

Reflection on KPIs for LGRP II

Outcome	Indicator	Comments/Observations			
		Group 1	Group 2	Group 3	Group 4
Institutionalisation of D-by-D	<ul style="list-style-type: none"> LGA (council + staff) understanding on D-by-D process at national & local levels 	<ul style="list-style-type: none"> Is it an indicator or an output? Difficult to measure 	<ul style="list-style-type: none"> Difficult to measure 	<ul style="list-style-type: none"> Not sure of ability to capture understanding Needs specific level of staff to be involved 	<ul style="list-style-type: none">
HR decentralisation	<ul style="list-style-type: none"> % of LGAs management and senior staff that are women 	<ul style="list-style-type: none"> Not D-by-D indicator 	<ul style="list-style-type: none"> Suitable only for gender not D-by-D 	<ul style="list-style-type: none"> Indicator for gender balance Does not measure outcome of HR decentralisation 	<ul style="list-style-type: none"> Does not measure decentralisation
Citizens understanding and assessment of the reform process	<ul style="list-style-type: none"> Citizens assessment of LGA service delivery effectiveness 	<ul style="list-style-type: none"> Reliability of data requires a big sample 	<ul style="list-style-type: none"> Need for qualification and parameter to measure 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Good indicator to measure accountability and not understanding of reform process
LGA service delivery and effectiveness	<ul style="list-style-type: none"> Number of households accessing public/private agricultural services to improve productivity 	<ul style="list-style-type: none"> Frequency and type of service 	<ul style="list-style-type: none"> Need to separate public and private Only applicable to rural LGAs 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Not realistic Too broad Should focus on LGAs only
Fiscal decentralisation	<ul style="list-style-type: none"> % of villages presenting obligatory financial reports to village assemblies 	<ul style="list-style-type: none"> Should be audited accounts for reliability 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Fiscal decentralisation	<ul style="list-style-type: none"> % of LGA revenue from own sources 	<ul style="list-style-type: none"> Good indicator 	<ul style="list-style-type: none"> Ok % trend of central gov. transfers to LGAs 	<ul style="list-style-type: none"> Would not show the real performance 	<ul style="list-style-type: none">

The last exercise of the day was focussing on the analysis and the use of information.

- For this exercise, the base line survey in 15 randomly selected LGAs was used. Information on different indicators was displayed and the participants were asked to indicate how they would use this type of information.

Evaluation of the day

Smiley:

- Getting better by the day
- Interactive
- Good day
- Quite insightful and resourceful approach to understanding MfDR

Sad face:

- Indicators are a complicated and confusing subject
-

DAY 3

In general terms, day 3 also went in line with the presented programme.

Day 3

- *Recap. Personal logbook*

Scanning of capacities

- A**
 - Short explanation of Capacity scan
 - Participants review MfDR capacity

Leadership and evidence based decision making

- B**
 - Short introduction and specific case experience
 - Plenary identifies key elements for leadership

Change towards MfDR: action planning

- C**
 - Participants assess own situation and present key elements of change in their sector

Follow-up actions and wrap-up

- D**
 - Closer look at sector actions
 - Wrap-up, evaluation and closure

After the participants had finalised their logbook as well as the recap of day 2, a presentation on the CAPScan, made participants familiarise with the existence of this tool as well as with additional background documentation. The experience in Niger was used to illustrate what type of information the CAPScan may well provide to government. During the debate, a short scanning of the Tanzanian situation was done. Participants indicated where they expected the highest scores (Statistics, Planning without the budgeting part) as well as the lowest (Leadership and Accountability).

After the break, the session focussed on leadership. The subject was introduced with a power point presentation and by developing the story of Sylvester Obongo from Kenya, based on the Sourcebook (3rd edition particularly focusing on leadership).



Action planning

After the presentation on leadership, including a short plenary debate on the subject, and lunch, the last assignment (action planning in specific actor groups) was explained, resulting in:

ACTION PLANS

Central Government

1. Identification of entry points to use MfDR concept at PMORALG, RS and LGAs
 - Result: Improve planning and budgeting guidelines
2. Collect data for decision making, learning and enhancing accountability
 - Result: improve decision-making learning and accountability
3. Collect evidence that D-by-D is bringing intended results
 - Result: better reporting on D-by-D process and reforms
4. Undertake SWOT analysis on capacity to use MfDR concept

Local Government

1. Leadership training to local councils
2. Planning and budgeting using MfDR tools: train planners and other stakeholders
3. Monitoring and evaluation: make M&E system MfDR compliant

Development Partners

1. Introduction to MfDR into the LGRP II APB (09)/10 for February/March and APB 10/11 in May/June
 2. Revise and finalise LGRP II M&E framework by February 2010
- NB: These actions will be undertaken jointly with PMORALG and DPs to backstop.

After the presentations of these plans of the different actors involved, a more general debate defined a number of key points related to the way forward with MfDR.

III. Evaluation of the workshop

Number of participants completing the evaluation form:

Donor: HQ		Donor; field		Ministry		CSO		Private sector		Total	
M	F	M	F	M	F	M	F	M	F	M	F
1		2	4	3	3	1		--	--	7	7

Summary of Seminar Evaluation:

	Average rating 1 = very poor, 2= poor, 3= good, 4= excellent)					
	Donor HO	Donor FO	Ministry	CSO	Private sector	Total
1. Achievement of training objective	3.0	3.2	3.7	3.0	--	3.4
2. Value added by being a joint programme	3.0	3.3	3.0	4.0	--	3.2
3. Meeting expectations	3.0	3.0	3.5	4.0	--	3.3
4. Relevance for content of work	4.0	3.5	3.5	4.0	--	3.6
5. Adequate balance theory and practise	3.0	3.4	3.7	3.0	--	3.5
6. Adequate mix of methods	3.0	3.3	4.0	4.0	--	3.6
7. Relevance of materials provided	4.0	3.2	3.3	3.0	--	3.3
8. Relevance of group exercises	4.0	3.1	3.5	4.0	--	3.4
9. Average rating of trainer's performance ¹						
<i>Benson Bana</i>	3.2	2.6	3.5	3.2		3.1
<i>Kitakaya Loisa</i>	3.4	2.7	3.6	3.2		3.2
<i>Dick van Blitterswijk</i>	3.6	3.3	3.5	3.6		3.4
10. Relevance of pre-course information	3.0	2.4	3.2	4.0	--	2.9
11. Appropriate venue	3.0	3.0	3.7	3.0	--	3.3
12. Quality of accommodation	--	3.0	3.5	--	--	3.3
13. Quality of food and refreshment	3.0	2.8	3.2	2.0	--	2.9
Overall Average:	3.3	3.1	3.5	3.4	--	3.3

¹ One participant scored the trainers extremely low (a "1", or "very poor"). According to comments made during and after the event, the participant clearly held the trainers responsible for the hotel arrangements at arrival ("...there was nobody there to make hotel arrangements") as well as for the final arrangements at the end of the event. Although, this was not a trainer responsibility, it did lower the average score of Benson Bana and Dick van Blitterswijk with 0.2 and of Kitakaya Loisa with 0.1.

Analysis and recommendations

Some general conclusions of the seminar:

In general, the seminar is well-appreciated (overall average score of 3.3). The number of participants, 21, was far from the targeted maximum of 35.

Particularly high scores for:

Relevance for content of work:	3.6
Balance "Theory" and "Practice"	3.5
Mix of Methods:	3.6

These scores clearly indicate that applying the MfDR thinking to D by D did work out well.

The lowest scores are for pre-course information (2.9) and for food and refreshments (2.9). Pre course information also scored low during the previous JLE-MfDR. Trainers experienced that this item is frequently scored low (also in other settings and for other events).

Trainer's final remarks and recommendations

- Overall, the course is well appreciated. The design seems to work well, and the selection of different subjects was valued.
- This time, key sectors were not the starting point for the event (as was the case so far), but the D by D process was. This does not make the event Government/Country-wide, but this tailoring to D by D was clearly appreciated.
- Although, all debates, most examples and the exercises were made D by D specific, not all information was based on latest versions of existing documents. This caused unnecessary confusion a few times. Although this wasn't a major issue, it deserves additional attention of the trainer team in close collaboration with the in country team.
- The government as well as the DP's were well represented. Presence of Civil Society Organisations was limited. Participants were clearly "practitioners" with a good insight and hands-on knowledge of the D by D process. Would have been interesting to have more policy/decision makers during the event to enable full understanding of MfDR and D by D challenges.
- We sincerely thank the in country team for their efforts and kind support!

Annex 1 List of Participants

Joint Learning Event: Managing for Development Results (Dar es Salaam, 27 – 29 January)

		Name	Institution	Email	Function	M/F
1	DP	Iina Soiri	Embassy of Finland	iina.soiri@formin.fi		F
2	DP	Florida Henjewe	Embassy of Ireland	florida.henjewe@dfa.ie		F
3	CS	Joanita Magongo	REPOA	joanita@repa.or.tz		F
4	DP	Daimu Mkwawa	UNDCF/UNDP	daikmu.s.mkwawa@undp.org		M
5	GoT	Joseph N. Mallya	Prime Minister's Office, Regional Administration and Local Government (PMO-RALG)	jamallya@cats-net.com		M
6	GoT	Philip H. Mwakyusa	Prime Minister's Office, Regional Administration and Local Government (PMO-RALG)	philipmwakyusa@yahoo.co.uk		M
7	GoT	Emmanuel Mahinga	Prime Minister's Office, Regional Administration and Local Government (PMO-RALG)	maslika@gmail.com		M
8	DP	Miharu Furukawa	JICA	furukawa.miharu@jica.go.jp		F
9	GoT	Ndibalema Kisheru	Regional Secretariat Assistant Administrative Secretary)	kisherunsk@yahoo.com		M
10	GoT	Andrew M. Sayile	Prime Minister's Office, Regional Administration and Local Government (PMO-RALG)	ansayile@yahoo.co.uk	Coordinator, DHIR	M
11	GoT	M. W. F. Maganga	Prime Minister's Office, Regional	wilbertmaganga@yahoo.com		M

			Administration and Local Government (PMO-RALG)		Coordinator, DHBf	
12	CSO	Habraham J. Shamumoyo	Association of Local Authorities of Tanzania	habraham200g@gmail.com		M
13	GoT	Jenifa Christian	Prime Minister's Office, Regional Administration and Local Government (PMO-RALG)	jenifaomolo@yahoo.com		F
14	Local Government	Rehema S. Madenge	Kilombero District Council	saadajulu@yahoo.com	District Executive Director	F
15	Local Government	Lilian C. Matinga	Korogwe District Council	lilycmatinga@yahoo.com	District Executive Director	F
16	DP	Hans Raadschilders	Netherlands Embassy	hans.raadschilders@minbuza.nl	First Secretary	M
17	DP	Frank Holtmeier	GTZ	frankholtmeier@gtz.de		M
18	DP	Godje Bialluch	GDC/GTZ	godje.bialluch@gtz.de		F
19	CSO	John Ulanga	Foundation for Civil Society	julanga@thefoundation-tz.org		M
20	CSO	Moses Kulaba	Agenda Participation 2000	mkulaba2000@yahoo.com		M
21	Local Government	Sipora J. Liana	Mkuranga District Council	siporaliana@yahoo.co.uk	District Executive Director	F

Annex 2 Participants' answers to open ended questions

Q3: Most important outcomes for increased harmonisation, alignment and results based management:
Answers:
Start of a joint understanding of MfDR
Improved efficiency, accountability. Being the 'fixers' at our levels
Understanding of the concepts and its application in the LGRP II which is linked with MDG and Mkukuda
Awareness creation on the approach, but it remains to be seen who/if it is followed up.
Earned participants' understanding on importance of having a flow of outcome-impact (longer time vision).
Shared understanding on MfDR concepts.
DPs and the government will now be talking the same language – no surprises at the end of program as each part knows its role well in advance.
Insist on the things that at the end we have to achieve, using the available resources.
Support to decentralisation already very aligned and harmonised. The seminar might be of importance to push further improvements in M+E and result measurement and decision making.

Q6: Most valuable sessions:	
Categories of answers:	Mentioned:
Leadership	3 x
Result chains	4
MfDR	3
Planning & Budgeting DbyD	1
Monitoring & Evaluation	1
KPI's	4
Action Planning	1
Discussion on indicators	1
Shared goals and strategies	1
Evidence based decision making	2
Both sessions were valuable to me as it has completed the results chain of my expectation.	
The KPI gave me an insight and made me think more about. The indicators that we develop at the LGAS.	
Day one and day three.	
Session 2 day 1, session 3 and 4 day 1, day 2 session 3,4.	
Sessions are not mutually exclusive and therefore all valued the same.	
I was already familiar with the content. Still useful, however major interest to get Tanzanian staff on board. In that respect all sessions were important, although not all were of same quality. Leadership session was little disappointing.	

Q7: Least valuable sessions:	
Categories of answers:	Mentioned:
1. CAP-scan	1
2. Leadership	1
3. None	4
All valuable, but as mentioned, quality was different.	
Day two	
Nil	
None (maybe CAP scan)	

<p>Q21: Suggestions for improvements (not summarised, since quite diverse):</p> <ol style="list-style-type: none"> 1. We need text books/literature if they are available. 3. Literature materials concerning MfDR should be available for more knowledge 4. Not much to improve, was very good 5. Better preparation of exercises to be well connected to most recent practise 6. The facilitators were excellent 7. Literature referred in the seminar material should be included in the brochure to enable comprehensive reading and understanding 8. It would be good to do a analysis of the situation before the training, which goes beyond desk top review and to have at least one preparation meeting in the country well before the training, participants should receive information before the training. 9. CAP-scan + leadership sessions really depend on the local context, thus maybe for the next time, include one of the relevant stakeholders who understand the policy discussions well as a team of facilitation (e.g. this case, will be interesting to include Mr Mallya/Mr Citinka as one of the facilitators). Including CSOs was not helping much since most of them are not well aware of what is going within D by D implementation (also result of "low" accountability efforts by PMO-RALG?) 12. A mix of academicians and practitioners as facilitators will be great. Proper planning of the seminar in order not to loose participants. Fridays are not always good days. 13. Let the organiser be at the venue of the seminar most of time in order to ask participants for their social welfare. 14. Training was quite good. However local resource person and Kitakaya may be more to the point. Examples (cases) a little too repetitive and lengthy.
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