



The MTPF Guide

**A Guide for the Preparation of
Medium Term Development & Operational
Priorities and Financial Framework
by Local Authorities in Sri Lanka**

Volume 2 – Workbook



FCM
Federation of Canadian Municipalities
Fédération canadienne des municipalités

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Canada/Sri Lanka Municipal Cooperation Program

The Canada/Sri Lanka Municipal Cooperation Program is undertaken with the financial support of the Government of Canada provided through the Canadian International Development Agency (CIDA).

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The MTPF Guide

The MTPF Guide was designed to assist local authorities (LAs) in Sri Lanka in formulating their Medium Term Development & Operational Priorities and Financial Frameworks (MTPF). The MTPF will set out the LAs' priorities and actions to be implemented within a financial framework over the period 2008-2012.

The Guide is presented in three volumes.

- Volume 1 – The MTPF Manual provides guidance to LAs on how to prepare the MTPF. The Manual sets out the key phases in the preparation of the MTPF, the steps within each phase, and the specific activities and tasks to be completed in each step.
- Volume 2 – The MTPF Workbook provides sample tools to support the execution of activities and formats for documenting information. The Workbook was designed to be used in conjunction with the MTPF Manual.
- Volume 3 – The Medium Term Financial Planning Workbook provides directions, formats and tables to support the execution of the financial components of the MTPF.

The MTPF Guide is intended to serve as a resource for preparing the MTPF rather than as a prescription that has to be followed rigidly. LAs can and should adapt the tools and formats to suit their local conditions.

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Phase 1: Develop Preliminary Priorities for Community Workshops

Step 1. Get Ready to Prepare the MTPF

Activity 3: Establish the Work Schedule for the MTPF

Activity	Responsible Person	Deliverable	Date
STEP 1: Get Ready to Prepare the MTPF			
1. Appoint the MTPF Staff Team	Commissioner	1. Committee Established	
2. Appoint the MTPF Activity Team	Commissioner/MTPF Staff Team	1. MTPF Activity Team Appointed 2. MTPF Coordinator Appointed	
3. Establish MTPF Work Schedule			
4. Establish Communication Protocols			
5. Finalize Logistical Arrangements			
STEP 2: Information Collection, Analysis and Development of Preliminary Priorities for Community Workshops			
1. Prepare Local Authority Profile and Trends			
2. Assess the Implications for MTPF of Other Initiatives			
3. Prepare population forecasts and assess implications for services; Prepare Summary Report			
4. Select preliminary priorities for community workshops			

Activity	Responsible Person	Deliverable	Date
STEP 3: Plan and Organize Community Workshops			
1. Prepare a Plan for conducting community workshops			
2. Prepare display and presentation materials			
3. Obtain Council Approval for Plan and Materials			
4. Organize and Schedule Community Workshops			
STEP 4: Conduct Community Workshops and Prepare List of Draft MTPF Priorities			
1. Conduct Community Workshops			
2. Prepare a list of draft MTPF Priorities			
STEP 5: Develop and Establish Parameters for MTPF			
1. Prepare Medium Term Revenue and Expenditure Forecast Refer to Volume 3			
2. Finalize Priorities by program for MTPF			
3. Establish Revenue Expenditure Revenue and targets for each program and service Refer to Volume 3			
4. Obtain Council Approval for MTPF Parameters			
5. Provide instructions to department heads for preparing departmental plans and estimates Refer to Volume 3			
STEP 6: Formulate Development and Operational Plans and Estimates			
1. Prepare WorkPlan to achieve MTPF priorities			

Activity	Responsible Person	Deliverable	Date
2. Incorporate existing departmental work			
3. Assemble the Summary 5 Year Workplan and Budget Refer to Volume 3			
STEP 7: Prepare the Medium Term Plan & Financial Framework			
1. Refer to Volume 3			
STEP 8: Assemble and Process the MTPF			
1. Assemble the MTPF			
2. Process the Draft MTPF			
STEP 9: Conduct Public Information Meetings on Draft MTPF			
1. Conduct Public Information Meetings			
STEP 10: Obtain Council Approval for MTPF			
1. Provide MTPF for Council Approval			



Step 2: Information Collection, Analysis, and Development of Preliminary Priorities for Community Workshops



Activity 1: Prepare Local Authority Profile and Trends



Task 3: Describe Population Characteristics and Trends (Tables 1 – 7)

Table 1: Population Trends District and LA 1981-2001

Area	Census Population					Average Annual Percentage Change 1981-2001
	1981	1991		2001		
	Population	Population	Average Annual Percentage Change 1981-1991	Population	Average Annual Percentage Change 1991-2001	
District						
LA						

Table 2: Trend in Households in District and LA 1981-2001

	Census Households					
	1981		1991		2001	
	Number of Households	Average Household Size	Number of Households	Average Household Size	Number of Households	Average Household Size
District						
LA						

Table 3: Trends in LA's Share of Sri Lanka's Population 1981-2001

Area	Share of Sri Lanka's Census Population					
	1981	1991		2001		% Change in Share 1991-2001
	% Share of Population	% Share of Population	% Change in Share 1981-1991	% Share of Population	% Change in Share 1991-2001	
LA						

Table 4: Trends in LA’s Share of District Population 1981-2001

Area	Share of District Census Population					
	1981	1991		2001		% Change in Share 1981-2001
	% Share of Population	% Share of Population	% Change in Share 1981-1991	% Share of Population	% Change in Share 1991-2001	
LA						

Table 5: LA Population by Age and Gender 2001 and 2011

Age Range	Males		Females		Total	
	2001 Census	2011 Estimate	2001 Census	2011 Estimate	2001 Census	2011 Estimate
0 - 14						
15 - 29						
30 - 59						
60 - over						

Table 6: Households by Type of Sanitation Facility in LA

Type of Facility	Households by Census Year			
	1991		2001	
	Number	Percent	Number	Percent
WC Linked to Sewer				
WC Cesspool or Septic Tank				
Pit Latrine				
Other				
None				
Total				

Table 7: Area and Density of LA 1981-2001 in Square Kilometers

1991			2001		
Population	Area	Density	Population	Area	Density



Task 4: Describe the Economic Base (Tables 1 – 5)

Table 1: Employment Status of Population in LA 1981-2001

Group	1981		2001	
	Number	Percent	Number	Percent
Total 15 Years & Over				
Labour Force				
Employed				
Unemployed				
Not in Labour Force				

Table 2: Numbers and Values of Properties in LA 2001-2005

Type of Property	Number/ Value	Year				
		2001	2002	2003	2004	2005
Residential	Number					
	Value in Rs					
Commercial	Number					
	Value in Rs					
Industrial	Number					
	Value in Rs					
Other	Number					
	Value in Rs					
Unauthorized	Number					
	Value in Rs					
TOTAL	Number					
	Value in Rs					

Table 3: Building Activity in LA 2001-2005

Year	Building Permits		Unauthorized		Total	
	Number	Value (Rs)	Number	Value (Rs)	Number	Value (Rs)
2001						
2002						
2003						
2004						
2005						

Table 4: Principal Economic Activities in LA 2005 (or 2004)

Activity	Estimated Value in Rs	Estimated Number of People Engaged in Activity
Agriculture & Forestry		
Fishing		
Mining & Quarrying		
Manufacturing		
Electricity, Gas & Water supply		
Construction		
Wholesale & Retail		
Hotels & Restaurants		
Transport, Storage & Communications		
Financial		
Real Estate, Renting & Business Activities		
Public Administration & Defense; Compulsory Social Security		
Education		
Health & Social Work		
Other Community, Social and Personal Service Activities		

Table 5: Household Income in LA 2001 (or 2003)

Income Group*	Number of Households	Percentage of Households
0 to 1097 Rs		
1098 Rs above		

*Use standard income groupings if available



Task 5: Document Land Use and Planning Issues

Table 1: Physical Planning & Development Issues

Land Use, Spatial Planning or Development Issue	Proposed Measure to Deal With Issue	Implications for Municipal Revenues, expenditures and Services



Task 6: Describe the Community Organizations

Table 1: Community Organizations

Organization Name	Organization Type (NGO, INGO, CBO)	Total by Organization Type



Task 7: Describe Local Governance

Table 1: Local Governance

1. Provide Local Authority General Description
2. Provide Local Authority Organization Structure (Organization chart)
3. Provide Local Authority Program Area and Services/Project Summary List



Task 8: Provide an Overview of Local Revenues and Expenditures (Tables 1 – 12)

Note: See Galle Appendix for adapted versions of Tables 3 to 6.

Table 1: Budget Outturn 2001-2005

Year	Receipts	Expenditures	Surplus/(Deficit)
2001			
2002			
2003			
2004			
2005			

Table 2: Local Authority Expenditures 2001-2005

Year	Recurrent In Rupees and as (Percent of Total)	Capita In Rupees and as (Percent of Total)	Total
2001			
2002			
2003			
2004			
2005			

Table 3: Share of LA Recurrent Expenditure by Program

Program	Share of Expenditure (%)				
	2001	2002	2003	2004	2005
General Administration					
Health Services					
Thoroughfares					
Lands and Buildings					
Water Services					
Utilities and Other Services					

Table 4: Share of Personnel Wages in Total Recurring Expenditures

Program	Share of Personnel Emoluments (%)				
	2001	2002	2003	2004	2005
General Administration					
Health Services					
Physical Planning, Roads, Land & Buildings					
Water Services					
Public Utility Services					
Welfare Services					
Total					

Table 5: Share of LA Capital Expenditure by Program

Program	Share of Expenditure (%)				
	2001	2002	2003	2004	2005
General Administration					
Health Services					
Physical Planning, Roads, Land & Buildings					
Water Services					
Public Utility Services					
Welfare Services					

Table 6: Share of LA Revenue by Program

Program	Share of Revenue (%)				
	2001	2002	2003	2004	2005
General Administration					
Health Services					
Physical Planning, Roads, Lands and Buildings					
Water Services					
Public Utility Services					
Welfare Services					
Other Government Grants					

Table 7: Share of LA Revenues by Source 2001-2005

Source of Revenue	Share of Revenue (%)				
	2001	2002	2003	2004	2005
Property Taxes					
Other Rates and Taxes					
Rents					
License Duties (Including Trade License)					
Fees for Services					
Warrant Costs					
Stamp Duty					
Other Duties					
Court Fines					
Salary Reimbursements					
Capital Grants					

Table 8: Revenue Collection Budget versus Actual 2001-2005

Revenue Source	Budgeted and Actual Revenues									
	2001		2002		2003		2004		2005	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Property Tax										
Other Rates and Taxes										
Rents										
License Duties (Incl. Trade License)										
Fees for Services										
Warrant Costs										
Stamp Duties										
Other Duties										
Court Fines										
Salary Reimbursements										
Capital Grants										
Total										
Total Actual as % of Budgeted										

Table 9: Revenue Collection - Collectible Versus Actual 2001-2005

Revenue	Collectible and Actual Revenues									
	2001		2002		2003		2004		2005	
	Collectible	Actual	Collectible	Actual	Collectible	Actual	Collectible	Actual	Collectible	Actual
Total Actual as % of Collectible										

Table 10 Accumulated Arrears

Revenue	Balance									
	2001		2002		2003		2004		2005	
	Beginning	End	Beginning	End	Beginning	End	Beginning	End	Beginning	End
All Revenue										

Table 11: List of Factors that Hinder Revenue Collection

(List the top 10 factors that hinder revenue collection)

Number	Description of Factor
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	

Table 12: Options to Increase Local Revenues from Existing Revenue Sources

(List the top 10 options to increase revenues from existing revenue sources – e.g. increasing the base for collection, increasing the rate, improving collection, etc.)

Number	Options for Increasing Local revenue
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	



Task 9: Provide an Overview of Local Authority Services (Tables 1 – 2)

Note: See Galle Appendix for adapted version of Table 1.

Table 1: List of LA Services/Projects

Program	Project/Services
General Administration & Staff Services	Secretariat
	Finance & Accounts
	Revenue Collection
	Internal Audit
	Staff Training
Health Services	General Administration
	Preventive Services
	Curative Services
	Solid Waste Disposal
	Maternities Welfare
	Health Education
Physical Planning, Roads, Lands, Buildings	General Administration
	Town Planning
	Roads
	Lands and Buildings
Water Services	General Administration

Program	Project/Services
	Purchase of Water
	Service Connections
	Maintenance of Headworks and Distribution Network
	Improvements to the Service
Public Utility Services	General Administration
	Markets/Commercial Premises
	Rest House
	Public Bathing Places
	Street Lighting
Welfare Services and Amenities	General Administration
	Libraries
	Community Events
	Recreation Facilities
	Vocational Guidance

Table 2: LA Services Work Sheet, Part 1

Name of Service/Project _____

Activity or Task	Information to be Included from Activity or Task
	Description of Service/Project
	Size of Service
	% of Population or Area of LA Served by the Service
	Per Capita Cost of the Service
	Estimated Size of the Service Needed to Serve Current LA Area or Population
	Key Issues related to the Service 1 2 3



Task 10: Prepare a Local Authority Profile

Table 1: LA Profile

Local Authority Profile	
1. History	
2. Geography	
3. Population	
4. Economy	
5. Land Use	
6. Community Organizations	
7. LA Local Governance	
8. LA Revenue & Expenditures	
9. LA Services	

Activity 2: Assess the Implications of Other Initiatives on the MTPF

Table 1: LA Services Work Sheet, Part 2 – LA Compliance with Initiatives of Senior Governments

Activity or Task	Information to be Included from Activity or Task									
	Implications of Compliance with Local Government Reform Initiative									
	I. Local Government Reform Initiative									
	Descriptive List of Implications									
	1. 2. 3. 4. 5.									
	Financial Implications									
		Personnel Wages	Travel	Supplies	Repairs & Maintenance	Transport & Communication	Interest Payments	Grants	Pensions etc.	Total in Rupees
	Civic Affairs Reform									
	Management Reforms									
	Development Planning and Physical Planning									

Activity or Task	Information to be Included from Activity or Task									
	Reforms									
	Construction and Maintenance Reforms									
	Roads Development Reforms									
	Public Health Reforms									

Table 2: LA Services Work Sheet, Part 3 – Implications of Plans and Initiatives

II. Implications of Other Plans and Initiatives									
Descriptive List of Implications									
1									
2									
3									
Financial Implications									
	Personnel Wages	Travel	Supplies	Repairs & Maintenance	Transport & Communication	Interest Payments	Grants	Pensions etc	Total in Rupees
Plans or Initiatives of Central, Provincial or District Agencies									
Plans or Initiatives of Foreign Aid Agencies									
Other Plans and Initiatives of LA									

Table 3: LA Services Work Sheet, Part 4 – Implications of Population Increase and Other issues

Activity or Task	Information to be Included from Activity or Task									
	III. Implications of Population Increase and Other Issues									
	Descriptive List of Implications									
	1									
	2									
	3									
	Financial Implications									
	Population Increase									
Other										
Other										
	Initial Priorities Descriptive List									
	1									
	2									
	3									
	4									

Activity 3: Obtain or Prepare Population Forecasts and Assess Implications for Services



Task 1: Obtain or Prepare Population Forecasts

You can use Tables 1 – 3 to prepare population forecasts. See page 36 for some Helpful Hints.

Table 1: Average Annual Growth Rates

LA Population		Average Annual Growth Rate	
1981 (Po)	2001 (Pn)	Arithmetic Method	Exponential Method
		$r = \frac{1}{n} \left(\frac{P_n}{P_o} - 1 \right)$	$r = \frac{1}{n} \text{Log } e \left(\frac{P_n}{P_o} \right)$
Average Annual Growth Rate		r =	r =
Key: r = average annual growth rate; Pn = present population; Po = past population; n = period in years			

Table 2: Population Forecast 2001-2006

	Exponential	Population
Population Forecast	$P_n = P_o e^{rn}$	2001- 2006
		$P_n =$
Key: r = average annual growth rate; P _n = future population; P _o = past population; n = period in years; e = exponential natural logarithm		

Table 3: Population Forecast 2006-2021

	Forecast Method	Population						
Population Forecast	Arithmetic: $P_n = P_o (1+ r n)$	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	Exponential: $P_n = P_o e^{rn}$ (Preferred)	2011-2016			2016-2021			
Key: r = average annual growth rate; P _n = future population; P _o = past population; n = period in years; e = exponential natural logarithm								

Population Forecasts: Helpful Hints

In this activity, the LA will need to prepare population forecasts. Here is a suggested 3-step method of “Population Forecast”.

Step 1 – Past Population

Collect past population information for the LA from 1981-2001.

Step 2 – Growth Rate

Determine past population growth rate (average annual growth rate) using either arithmetic or exponential method (preferred).

Arithmetic method:

$$r = \frac{1}{n} (\frac{P_n}{P_o} - 1)$$

$$r = \frac{1}{20} (\frac{2001 \text{ pop}}{1981 \text{ pop}} - 1)$$

$$\text{Example: } r = \frac{1}{20} (\frac{19.2}{14.8} - 1)$$

$$r = 1.49 \%$$

Exponential method:

$$r = \frac{1}{n} \text{Log}_e (\frac{P_n}{P_o})$$

$$r = \frac{1}{20} \text{Log}_e (\frac{2001 \text{ Pop}}{1981 \text{ Pop}})$$

$$\text{Example: } r = \frac{1}{20} \text{Log}_e (\frac{19.2}{14.8})$$

$$r = 1.30 \%$$

Key: r = average annual growth rate; Pn = present population; Po = past population; n = period in years; Log e = natural logarithm

Step 3 – Population Forecast

Forecast population for future using growth rate and applying to future population period (5 years) using the arithmetic or exponential method.

Arithmetic Method:

$$P_n = P_o (1 + r \times n)$$

$$2006 \text{ Pop} = 2001 \text{ Pop} (1 + r \times 5 \text{ years})$$

$$\text{Example: } P_n = 19.2 (1 + 1.30 \times 5)$$

$$P_n = 20.48 \text{ million}$$

Exponential Method:

$$P_n = P_o e^{rn}$$

$$2006 \text{ Pop} = 2001 \text{ Pop} e^{r5}$$

Note: Repeat future population with $P_n = 2011$, then 2016 and $P_o = 2006$, then 2011, then 2016 using exponential method.

$$2011 \text{ Pop} = 2006 \text{ Pop} e^{r5}$$

$$P_{n2011} =$$

$$2016 \text{ Pop} = 2011 \text{ Pop} e^{r5}$$

$$P_{n2016} =$$

Key: r = average annual growth rate; P_n = future population; P_o = present population; n = period in years; e = exponential natural logarithm



Task 2: Assess the Implications of the Population Forecast for LA Services

Please see LA Services Worksheet – Part 4 in earlier section of this workbook (Step 2, Activity 2, Table 3).



Task 3: Prepare Summary Report

Table 1: Summary Report Outline

Summary Report Outline	
1.	Local Authority Description
1.1	Local Governance
1.2	Community Organizations
2.	Current Conditions
2.1	History
2.2	Geography and Environment
2.3	Population
2.4	Economy
2.5	Land Use
2.6	Revenues & Expenditures
2.7	Services
3.	Future Needs
3.1	Population Forecasts

Step 2
Activity 3
Task 3

3.2	Land Use and Economic Change
3.3	External Plans
3.4	Services/Project Needs



Task 3: Select Preliminary Priorities for Community Workshops

Table 1: Preliminary Priorities by Program Area

Note: See Galle Appendix for adapted version.

Program	Project/Services	Priorities
General Administration & Staff Services	Secretariat	
	Finance & Accounts	
	Revenue Collection	
	Internal Audit	
	Staff Training	
Health Services	General Administration	
	Preventive Services	
	Curative Services	
	Solid Waste Disposal	
	Maternities Welfare	
	Health Education	
Physical Planning, Roads, Lands, Buildings	General Administration	
	Town Planning	
	Roads	
	Lands and Buildings	

Step 2
Activity 4
Task 3

Program	Project/Services	Priorities
Water Services	General Administration	
	Purchase of Water	
	Service Connections	
	Maintenance of Headworks and Distribution Network	
	Improvements to the Service	
Public Utility Services	General Administration	
	Markets/Commercial Premises	
	Rest House	
	Public Bathing Places	
	Street Lighting	
Welfare Services and Amenities	General Administration	
	Libraries	
	Community Events	
	Recreation Facilities	
	Vocational Guidance	

Phase 2: Plan, Organize and Conduct Community Workshops to Prepare Draft List of MTPF Priorities



Step 3. Plan and Organize Community Workshops



In this section you will find a checklist for preparing for community workshops (see Table 1) as well as some helpful materials for conducting community workshops (starting on page 57).

Table 1: Checklist for Community Workshop Preparation

Step	Considerations	Results/Comments
1. Define the purpose of the Community Workshops		<input type="checkbox"/> Purpose:
2. Select the participants	<p>The Public Consultations need to include an adequate balance of women and men from the following groups. It would be helpful if special efforts were made to bring certain parts of the population into the process in order to ensure that the project benefits from their ideas, support or capacity to mobilize.</p> <ul style="list-style-type: none"> • Representatives of each specific Ward • Local chamber of commerce • Members of different religious communities • Local NGOs / local community organizations • Women's groups 	<input type="checkbox"/> Participants: List of communities (wards), organizations, groups and associations:

Step	Considerations	Results/Comments
	<ul style="list-style-type: none"> • Public health workers/teachers • Youth club/sports • Informal leaders • Local representative of different political parties • Members of different ethnic communities • People with physical disabilities • Others_____ 	
<p>3. Establish the overall time frame for the Workshop (preparation, delivery and follow-up)</p>	<p>In preparing a work plan, keep in mind the following steps.</p>	<p><input type="checkbox"/> Overall workshop timeframe: Start date: _____ End date: _____</p>
	<p>Consider providing an estimate of days next to each step with specific target dates.</p>	
	<ul style="list-style-type: none"> • Initial preparatory work 	<p>Days: ____ Deadline: _____</p>
	<ul style="list-style-type: none"> • Ensuring broad range of participants 	<p>Days: ____ Deadline: _____</p>
	<ul style="list-style-type: none"> • Identifying facilitators – staff or outsider 	<p>Days: ____ Deadline: _____</p>
	<ul style="list-style-type: none"> • Time required to invite/confirm participation 	<p>Days: ____ Deadline: _____</p>
	<ul style="list-style-type: none"> • Preparation of materials 	<p>Days: ____ Deadline: _____</p>
	<ul style="list-style-type: none"> • Purchase of all additional materials 	<p>Days: ____ Deadline: _____</p>
	<ul style="list-style-type: none"> • Orientation of staff 	<p>Days: ____ Deadline: _____</p>
	<ul style="list-style-type: none"> • Workshop delivery 	<p>Days: ____ Deadline: _____</p>
	<ul style="list-style-type: none"> • Follow up time 	<p>Days: ____ Deadline: _____</p>
	<p>Total days</p>	<p><input type="checkbox"/> Total Days: _____</p>

Step	Considerations	Results/Comments
4. Prepare a budget	Consider the following costs:	Cost:
	<ul style="list-style-type: none"> • Information and presentation production 	<input type="checkbox"/> _____
	<ul style="list-style-type: none"> • Printing and mailing 	<input type="checkbox"/> _____
	<ul style="list-style-type: none"> • Advertisement 	<input type="checkbox"/> _____
	<ul style="list-style-type: none"> • Staff training - Additional staff or consultant(s) 	<input type="checkbox"/> _____
	<ul style="list-style-type: none"> • Facilities: room rental, refreshments, 	<input type="checkbox"/> _____
	<ul style="list-style-type: none"> • Materials and equipment 	<input type="checkbox"/> _____
	<ul style="list-style-type: none"> • Follow up documentation and advertising 	<input type="checkbox"/> _____
	<ul style="list-style-type: none"> • Lunch or tea 	<input type="checkbox"/> _____
	<ul style="list-style-type: none"> • Transportation 	<input type="checkbox"/> _____
	<ul style="list-style-type: none"> • Other costs 	<input type="checkbox"/> _____
	Total estimated costs:	<input type="checkbox"/> Total estimated costs:
5. Identify funding sources	Consider a range of mechanisms for funding these costs: <ul style="list-style-type: none"> • Departmental funding • Municipal funding outside department • In-kind contributions (volunteer time, facility space) • Sponsorship/cash donations • Funding from senior levels of government • International sources of funding • Other 	<input type="checkbox"/> Funding sources:

Step	Considerations	Results/Comments
<p>6. With the target audience in mind, identify possible locations for the meeting(s)</p>	<p>In selecting a venue, consider the following factors:</p> <ul style="list-style-type: none"> • Familiarity of the venue to the public • Comfort level to all participants e.g. perhaps not holding meetings in a religious venue • Safety and accessibility concerns for women, elderly, etc. • Size of the venue in comparison to expected size of audience • Accessibility in terms of transportation to the location /building for elderly people and/or disabled people 	<p><input type="checkbox"/> Shortlist of possible venues and consider pro bono locations:</p>
<p>7. Select Workshop dates and times.</p>	<p>Factors to consider in selecting a date and time:</p> <ul style="list-style-type: none"> • Sufficient time to notify all the desired participants • Sufficient time to provide staff and facilitators and, if required, some groups of participants, with orientation and/or training • Sufficient flexibility to allow for participation of women and other groups with time constraints • Sufficient time to identify and obtain workshop facilitator(s) 	<p><input type="checkbox"/> Workshop Date and Time:</p>
<p>8. Ensure adequate staff/facilitation representation</p>	<p>When selecting staff and facilitators, consider the following factors:</p> <ul style="list-style-type: none"> • At least one or two Staff/Facilitators must have the time to devote to preparing for, participating in, and following up on the workshops • Staff /Facilitators should include both women and men who are comfortable presenting and responding to all of the participating groups • Staff/Facilitators should be familiar with the issues affecting both women and men participants in general 	<p><input type="checkbox"/> Staff/Facilitators:</p>

Step	Considerations	Results/Comments
	<ul style="list-style-type: none"> • Staff/Facilitators should be skilled in the art of facilitation including conflict management techniques • Staff/facilitator’s orientation of participants, number and range. • Identify staff to act as support for questions that may arise. 	
9. Prepare information and publicity for the Community Workshops	<p>Keep in mind that information and invitations should be short, easy to understand, and should identify the following:</p> <ul style="list-style-type: none"> • The purpose of the workshop • Why public input is needed • The public’s important role in the process • A workshop agenda • Time, date, location and directions to the workshop • Local phone numbers for more information 	<input type="checkbox"/> Prepare Invitation
	<p>Consider which combination of media will be most appropriate for reaching the target audience:</p> <ul style="list-style-type: none"> • Local and regional newspapers • Community organizations/ newsletters • Women’s organizations/newsletters • Religious organizations/newsletters • Radio Public Service Announcements • Television Public Service Announcements • Municipal/Department newsletters • Other _____ 	<input type="checkbox"/> Identify Media:
	Consider any additional information to be provided prior to the Workshop:	<input type="checkbox"/> Info kit

Step	Considerations	Results/Comments
	<ul style="list-style-type: none"> • Prepare information kit for distributing to participants (may be distributed in advance to selected women's and other groups to help prepare participants) • Ensuring media coverage of the issue prior to the Workshop • Identify who will be the media contact at the workshop 	
10. Confirm participation	<p>Invite all the identified stakeholders and follow up to ensure invitations received</p> <p>Identify and make an effort to overcome any barriers that are preventing particular groups from attending</p>	<input type="checkbox"/> Send invitations
11. Provide staff with basic training	<p>At a minimum, training can involve:</p> <ul style="list-style-type: none"> • Introduction to the key issues being addressed • Description, including gender equality aspects, of the affected community and key stakeholders (sex-disaggregated) • Understanding role and limitations of staff to respond in certain areas • Role-playing with questions likely to be asked by the public • Preparation for dealing with and diffusing conflict that might arise • Methods for encouraging input from all participants, not just the most vocal 	
	<p>Prepare a checklist of questions likely to be asked by members of the public during the meeting and role-play how to respond.</p>	<input type="checkbox"/> Prepare questions
	<p>Gather the materials needed for the Workshops</p>	<input type="checkbox"/> Written Agenda <input type="checkbox"/> Posters/visual displays

Step	Considerations	Results/Comments
		<input type="checkbox"/> Flip charts and markers (and extras so you don't run out) <input type="checkbox"/> Masking tape to display charts <input type="checkbox"/> Paper and pencils/pens for participants <input type="checkbox"/> Refreshments/lunch – how/when it will be provided (ensure this is coordinated with the Workshop's agenda) <input type="checkbox"/> Other _____
12. How to chair/facilitate the Public Consultation Workshop	Keep in mind the following considerations when running your meetings <ul style="list-style-type: none"> • Ask participants to sign their names on arrival and provide contact information • Arrange best seating arrangements for maximum participation • Plan for participants to introduce themselves • Clearly define the role of staff and other representatives • Plan for refreshments/water for guests and participants • Plan how to introduce dignitaries and other guests • Plan for appropriate length and content of a formal presentation • Plan for special visitors leaving after opening session • Provide many opportunities for feedback, including a question period during plenary sessions 	<input type="checkbox"/> Sign in sheet <input type="checkbox"/> Refreshments <input type="checkbox"/> Additional info kits <input type="checkbox"/> Evaluation forms

Step	Considerations	Results/Comments
	<ul style="list-style-type: none"> • Provide additional information kits and contact numbers for follow-up • Ask participants to complete an evaluation 	
13. Follow up steps	Consider actions to be taken once the Public Consultation has ended	<ul style="list-style-type: none"> <input type="checkbox"/> Gather up and keep all Flip Charts and other notes <input type="checkbox"/> Hold a debriefing session with staff/facilitators immediately following the meeting <input type="checkbox"/> Write up the proceedings of the workshop, including all Flip Chart notes and public feedback <input type="checkbox"/> Ensure completed Evaluations are collected <input type="checkbox"/> Provide a summary report to staff and/or Council <input type="checkbox"/> Prepare a public advertisement summarizing the Consultation(s) <input type="checkbox"/> Consider the need for a second Public Consultation <input type="checkbox"/> Consider the possibility of making use of a different tool or combination of tools at next meeting(s) based on debriefing and participant evaluations

Helpful Materials for Conducting Community Workshops

In this section you will find some helpful materials for conducting community workshops (starting on page 58) and public information sessions (starting on page 63) as well as some tips on how to obtain feedback.

Also included in this section are:

- Some helpful hints for managing conflict (see page 65)
- A sample agenda for a half-day community workshop (see page 66)
- A scripted agenda for facilitators of half-day community workshops (see page 67)
- A sample evaluation form (see page 70)

Conducting a 3-hour Community Workshop

The Community Workshop is an opportunity to raise community awareness of municipal plans and priorities and to obtain community feedback on these. Materials used at the workshop will provide information as well as engage participants in deliberating on these and providing valuable perspectives and advice.

The following provides an example of how to conduct a 3-hour community workshop, with techniques for obtaining feedback on preliminary priorities (see page 61).

Conducting a 3-hour Community Workshop
Objective/Purpose: To raise awareness and obtain feedback on LA Preliminary Priorities
Time Required: 3 hours
Facilitation: An experienced Facilitator will facilitate the workshop with support from Municipal staff. The process suggested below is offered should municipal staff be required to facilitate. The municipal staff will be referred to as the 'facilitator' from this point.
<p>Materials needed:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Flip Charts/Blackboard/Markers/Chalk <input type="checkbox"/> Background information <input type="checkbox"/> LA Profile <input type="checkbox"/> List of Preliminary Priorities <input type="checkbox"/> List of Criteria used to determine preliminary priorities
<p>Overview of Suggested Process</p> <ol style="list-style-type: none"> 1. Introductions 2. Overview of the MTPF Program 3. Presentation of the List of Preliminary Priorities 4. Discussion and Ranking of Priorities 5. Plenary Group – Report Back on Ranking Priorities 6. Ranking Preliminary Priorities 7. Conclusions/Next Steps
1: Introductions
2: Overview of the MTPF program – presented by representative from the Local Authority. The LA Profile is also shared at this starting point.
<p>3: Facilitator presents list preliminary priorities</p> <ul style="list-style-type: none"> • All participants receive a copy of the list of preliminary priorities • Facilitator presents an overview of the process involved in development of these – including data collection and criteria • Facilitator explains the criteria used for developing the list of preliminary priorities (write criteria clearly on flip chart or in Power Point so all can see)

- Facilitator provides a brief explanation of each preliminary priority
- He/she facilitates general comments, questions and points of clarification on both criteria and list of preliminary priorities
- Facilitator/other LA representatives provide clarification, answers questions *briefly* and explains that there will be time for further discussion in small groups.
- If participants suggest other issues as priorities, these can be added once they meet the criteria used by the Local Authority to determine its list or if there is general agreement in room (by show of hands)

4: Discussion and Ranking of Priorities (Small Group Exercise)

- Facilitator asks participants to form small groups of 6 to 10 persons (depending on numbers). In interest of time, you may ask that they work with people around the table or near them, but since people tend to sit with the people they know best, you will achieve greater diversity in each small group by numbering people from 1 to 6 . . . or 1 to 10 depending on numbers and ask them to join the numbered group.
- Facilitator should try to ensure that each group has a fair representation of different stakeholders, including women and young people. Where groups are not diverse, the Facilitator should intervene and suggest how this can be rectified. *(The process/group formation needs to ensure that women feel comfortable and are able to contribute fully to discussions – there need to be enough women in each group, or women need to form their own group.)*

Facilitator explains the Task and Time:

- Small group members are to discuss and determine a ranking order of preliminary priorities using one of the ranking systems described below
- Each group is asked to select a moderator and note-taker (pre-selection of the group moderator's should be considered)
- The outcome of the small group deliberations is to be reported to the plenary
- Notes from small groups are to be collected after plenary reporting
- Where deep differences exist, suggest that they bring this back to the plenary session.
- Ensure that the small groups understand the task and time period allowed

Note: Participants work in small groups for about 30 minutes. The person facilitating should walk around to observe how the small groups are working and to offer support and clarification where needed.

5: Plenary Group – Report Back on Ranking Priorities

- Small groups return to the plenary to present their reports
- The facilitator provides a brief reminder of the task and reporting method
- The reporter from each small group reports on their discussion and then, using the ranking method agreed to, the group's ranking of the list of priorities
- Recorders are to note any issues where agreement was not reached
- Only points of clarification are to be entertained at this point

6: Ranking Preliminary Priorities

- Facilitator then assesses the ranking order of each small group, and notes similarities and differences
- A large group discussion is facilitated. Where different ranking order has been assigned by the different small groups to any preliminary priority, these should be opened for discussion and agreement sought on a ranking
- Facilitator opens the floor for final questions, clarifications and comments
- Municipal staff assists in providing information for clarification purposes only
- Facilitator addresses “outstanding issues” from small groups’ reporting, by engaging in short discussion of the unresolved issues and/or questions. The goal is to seek resolution to most of these (See notes below on “Examples of techniques to rank issues”)

7: Conclusions/Next Steps

- Participants are reminded that other similar workshops are being conducted in other areas and that all feedback and rankings will be assembled and collectively assessed by the Local Authority
- Facilitator explains Next Steps and how participants will be notified as the MTPF Project develops
- If an evaluation of the workshop is required, participants are asked to complete these now. These are collected by a designated person
- It is important to thank all participants for their contribution and time. If possible a Municipal official should give the closing message

Examples of Techniques To Rank Issues

There are a number of methods or techniques that can be used in discussing and prioritizing issues. The external facilitators and/or Local Authority personnel are likely to be familiar with other methods and may have their preferences.

Here we offer a description of three methods that can be facilitated effectively in the time frame available for the community workshop:

- Small Group Approach to Rating Issues
- Small Cards Method
- Coloured Dots

Small Group Approach

Participants are asked to work in small groups and are assigned a specific and timed task. In this case, they take the list of preliminary priorities discussed in the large group plenary session to be discussed and ranked in their small group. The small groups are to use the criteria developed by the Local Authority, (with any changes offered in the plenary session), to explore as deeply as possible the scope of the issues listed and to rank these from their particular perspectives.

Each member of the group then rates each of the issues, using a rating system from 1 to 5 to indicate their priority. (1= lowest and 5 = highest).

The small group as a whole now tallies their scores for each issue to determine its total score and prepares to report this to the plenary

The small groups return to the large group, and a member of each small group gives a report on their discussion and ranking.

Small Cards Method

Consider using small cards to get at the same information. This exercise would follow discussion of the preliminary list of priorities in the large group plenary. Continuing in the large plenary session, distribute small cards and ask each participant to write their three - six top choices from the list discussed earlier. Give enough time for this activity.

The facilitator then randomly selects a person, and asks her/him to read out their number one issue. This is highlighted on the list with a distinct coloured marker.

The group is then asked to show hands of those with this as their top issue. Count these hands and mark the number next to the issue.

Repeat this process with six other randomly chosen participants. You should now have about six issues highlighted and assigned a number of hands.

Working with participants, rank the preliminary priorities according to the show of hands and create a new order (you can also use distinct coloured markers to designate the new ranking of each preliminary priority)

If some issues are not supported, label these as such and add to the bottom of the new list. Remind participants that other similar consultations are taking place and that those participants may also have these as their issues.

Using Coloured Dots

Material: coloured dots about half inch diameter with a sticky underside. You can make these, using coloured paper and a stick of paste.

Coloured dots can be used to rank preliminary priorities. This exercise should follow a large group/plenary discussion exercise of the list of preliminary priorities presented by the Local Authority to the Community Workshop. The list of preliminary priorities must be posted on flipchart for all to see and access.

Next, assign a value to each different coloured dot, for example: red = 1 (highest), green = 2, blue = 3, etc. Write up this value on a flipchart for all to see and ensure participants understand the value assigned to each colour.

Ask each participant to discuss the list of preliminary priorities with the participants on either side and consider a ranking order for each. Each participant should write a ranking order next to the handout listing they were given. Allow time for this discussion and ranking.

Distribute coloured dots to each participant and ask that each come to the list of preliminary priorities listed on flipchart and paste their coloured dots to rank each priority. Facilitator and/or LA staff should provide support to participants.

When everyone has pasted their dots, count the number of different colours assigned to each priority. For example, road repairs may have 20 reds, 7 greens, 3 blues and 5 yellows (there are 35 participants). A final tally will provide a revised ranking of the preliminary priorities.

Allow time for and facilitate any general comments and discussions. Note these for the workshop report.

Conducting a 2-hour Public Information Session

Objective/Purpose: To raise awareness and obtain feedback on LA Preliminary Priorities
Time Required: 2 hours
<p>Materials needed:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Flip Charts/Blackboard/Markers/Chalk <input type="checkbox"/> Background information <input type="checkbox"/> Local Authority Profile <input type="checkbox"/> List of Preliminary Priorities <input type="checkbox"/> List of criteria used to determine preliminary priorities <input type="checkbox"/> Display materials <input type="checkbox"/> Information/suggestion box, slips of paper and pencils
<p>Facilitation: An experienced Facilitator should facilitate the workshop, with support from Municipal staff. The process suggested below is offered should municipal staff be required to facilitate. The municipal staff will be referred to as the ‘facilitator’ from this point.</p>
<p>Overview of Suggested Process</p> <ol style="list-style-type: none"> 1. Welcome and introductions 2. Presentation of information 3. Discussion 4. Exercises to obtain feedback from participants
<p>1. Welcome and Introductions</p> <ul style="list-style-type: none"> • Opening and introductions of presenters – the chair, facilitator or moderator welcomes all participants and signals the start of the session. This person reiterates the purpose of the session and introduces the agenda. S/he then introduces the Local Authority representative(s). • The local authority representative thanks people for coming out and introduces the project, providing a brief overview. • The chair then states what is expected of participants and how their participation will be facilitated. If handouts are used, the chair explains these and also points out the information/suggestion box(es) for anonymous feedback. Paper and pencils provided.
<p>2. Presentation of information</p> <ul style="list-style-type: none"> • Municipal staff and/or facilitator provides a brief background to the planning process this far. • S/he introduces the preliminary list of priorities and explains criteria for selecting these (again in brief). Point out that these are in the handouts distributed.

3. Discussion

- Facilitator moderates questions, comments and points for clarification from the participants. Facilitator ensures that there is equal time given to different speakers.

4. Exercises to obtain feedback from participants

- (see suggested exercises below)

Exercises for Ranking Priorities at Public Information Sessions

The following activities can be used to generate feedback at a Public Information Session. These exercises are to follow the information session which provides a background of MCP and MTPF, and an overview of the planning process so far, including criteria used to develop the preliminary list of priorities. Expectations of the meeting and role of participants should be clarified at the beginning.

There are several ways to involve the public in ranking priorities at such meetings. Here are some suggestions for a 2-hour session. (These exercises are suggested for sessions with 50 to 100 participants.)

- **Handouts:** With a large group of about 100 participants, design a simplified handout of the list of preliminary priority issues. Each priority should have a box to be ticked off with a ranking order, e.g., 1 - 10. Provide a space for comments.
 - This exercise would follow short discussion with person (s) sitting nearby.
 - An alternative would be a show of hands following the large plenary presentations and discussion with persons nearby.
- **Small Group Reports:** The large group can be broken into small groups (e.g., 10 groups of 10 people) for about 20-30 minutes. This approach requires enough space for small groups to meet, see each other and be heard by each other.
 - Each group is asked to identify their top 3-6 priorities.
 - Each group assigns one person to record the priorities and report back to the large group. (Person writes 1, 2, 3, etc., next to the three - six issues selected, on a pre-written list of Preliminary Priorities for each group).
 - In the large group, the rankings are shared and the facilitator/staff develops a revised list.
- **Suggestion Box:** Following a large group discussion, participants are encouraged to note their preferences and leave these in a Suggestion Box. Provide paper and pencils.

Managing Conflicts in the Community Workshop

Disagreements and conflict are a normal part of any group activity – people tend to have different perspectives and are likely to disagree on any number of issues. It is when disagreements interfere with the purpose and process of the meeting that such conflict must be managed.

The following are some typical situation that may arise. Both planners and facilitators should consider steps to be taken should such situations arise.

Situation	Possible Responses
Key person/Chair/Facilitator does not turn up	
One person attempts to disturb the agenda for his/her own purposes	
Women participants are not very involved in speaking	
Young persons are ignored or an older person speaks for them	
Loud talking at back of room/several meetings happening at same time are disruptive	
Persons who ask very long questions or offer long comments	
Different ethnic groups remaining silent	
One person is constantly interrupting in angry manner	
Tension erupts between two distinct groups	
Power failure/ lights out/ other mechanical problems	

Sample Agenda for a Half-Day Community Workshop

Time	Session
8:30 – 9:00	Welcome & Introductions of Guests and Participants <ul style="list-style-type: none"> • Introduction of Facilitator and Resource Persons • Presentation of Workshop Agenda • Background to and purpose of Workshop
9:00 – 9:30	Overview of MCP and MTPF Presentation of the LA's "Preliminary Priorities" Criteria Used to Develop Priorities
9:30 – 10:00	Plenary Session – Ranking Priorities Large group discussion/clarification of list
10:00 – 10:15	Break – Tea/Coffee
10:15 – 11:00	Small Groups – Ranking Priorities Exercise
11:00 – 11:45	Plenary – Ranking Priorities of Large Group Exercise Facilitated reporting and discussion
11:45 – 12:00	Next steps in Municipal Planning process
	Evaluation/Closure

Scripted Agenda for a Half-Day Community Workshop

(Facilitator’s Use Only)

This scripted agenda is offered as an example for you, the Facilitator, to develop your own step-by-step approach to facilitating the entire session. While some facilitators do not need such a detailed script, we believe that planning your time can help you to ensure effective facilitation and meet your objectives.

Time	Description	Notes/Materials
8.30 – 9.00	Participants register and are given handouts	
	<p>Chair of Meeting</p> <p>Welcome & Introductions of Guests and Participants</p> <p>Presentation of Workshop Agenda</p> <p>Background: Overview of MCP and MTPF</p> <ul style="list-style-type: none"> • Why we are consulting with community members • What we need from participants today • What we will do with the information <p>Introduce Facilitator for today’s meeting who will outline how we will work together today.</p>	Agenda written on flip chart or blackboard
9.00 – 9.30	<p>Chair/Facilitator</p> <p>“The Preliminary Priorities were developed by Staff according to the following criteria.”</p> <p>Read and briefly describe each/ why we need “criteria”</p>	Criteria written on flip chart or blackboard
9:30 – 10:00	<p>Plenary</p> <p>Ranking Exercise explained to large group</p>	Priorities pre-written on flip chart or blackboard with extra room to add others
	<p>Facilitator explains how priorities were developed and prioritized.</p> <p>Also explains that: “We know that you might have other priorities you wish to add to this list. When you meet in small groups, you will have the opportunity to add to this list.”</p>	
	<p>Clarifications and Questions:</p> <p>Elicit questions but keep it brief. Say:</p> <ul style="list-style-type: none"> • “You will have time for more discussion later 	

Time	Description	Notes/Materials
	<p>but now we need you to work in small groups.”</p> <ul style="list-style-type: none"> • “ If you have a question or concern you need help with, there will be a resource person/s to call to your group.” <p>Identify resource person/s.</p>	
	<p>Instructions:</p> <ul style="list-style-type: none"> • “You are now going to meet in small groups to help us decide which are to be considered priorities from this list. We want you to rank a list of your priorities as your group agrees.” • The task is to -----. • Time allowed is ----- • “Each group will appoint a Recorder who will help you to break down your list into top priorities according to the <u>criteria</u> we have discussed. He/she will also write down your comments to bring back to the large group.” 	
10:00 – 10:15	Break	
10:15 – 11:00	<p>Priority-Setting Exercise in Small Groups</p> <ul style="list-style-type: none"> • Facilitator/Resource Person/s circulate and help keep Small Groups moving forward. • Small Group Priority-Setting continues • Recorder for each group will write up group report in point form 	Each group gets a copy of the <i>List of Criteria</i>
11:00 – 11:45	<p>Report Back to Large Group</p> <ul style="list-style-type: none"> • Each Small Group’s Recorder presents their group’s <u>Ranked List of Priorities</u> as written out on flip charts (e.g. 5 groups at 5 minutes each probably required at minimum. • Lead Facilitator needs to keep Reporters to time limits • Facilitator (with help of Staff person) now quickly notes all the Small Group’s Ranked Lists on the main list of Preliminary Priorities, using distinct coloured markers to highlight the suggested ranking. • In large group: Facilitate comments and points for clarification. • Facilitator explains what will be done with the workshop’s suggestions for a revised Ranking 	Each group’s Ranked List written on flip chart or blackboard for all participants to see

Time	Description	Notes/Materials
	of the List of Priorities, e.g. needs to be explained again that this workshop, along with others, is to assist the Local Authority in the determining priorities for municipal planning. Need to anticipate questions here	
11:45 – 12:00	Chair: Presentation of Next Steps Explain what will happen now to these rankings and how participants will be kept informed.	Next Steps process to be pre-written on flip chart or blackboard
	Evaluation: We have a very short Workshop Evaluation. Please fill it out and leave it in the box at the desk.	
	Final words from Municipal leaders/staff/facilitators Thank you	

Sample Evaluation Form

Name of Workshop:
Local Authority/ Community:
Date:
Please take a few moments to evaluate this meeting.
What was the most useful thing about this meeting for you?
What could have been improved?
Do you have any suggestions or recommendations for future meetings?
Comments: <i>(If you need more space, please use the reverse side for more comments.)</i>

Thank you for your participation.

	<h2>Step 4. Conduct Community Workshops and Prepare List of Draft MTPF Priorities</h2>	
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Activity 1: Conduct the Community Workshops

Table 1: Community Workshops Reporting Template

General Comments				
Program Area	Summary Responses			
General Administration & Staff Services				
Health				
Physical Planning Roads, Lands, Buildings				
Water Services				
Public Utility Services				

General Comments				
Program Area	Summary Responses			
Welfare Services				
Comments:				

Overall Priorities Response		
How do we rate the Overall Priorities?		
Strongly Agree	Agree	Strongly Disagree

Specific Priorities Response			
LA Program Area	Priorities	Comments	Priority
Program	Services/Projects		Yes No
General Administration	Secretariat		

Specific Priorities Response			
LA Program Area	Priorities	Comments	Priority
& Staff Services	Service		
	Service 1.		
	Service 2.		
	Service 3.		
	Project		
	Project 1.		
	Project 2.		
	Project 3.		
	Finance & Accounts		
	Revenue Collection		
	Internal Audit		
	Staff Training		
	Health Services	General Administration	
Preventive Services			
Curative Services			
Solid Waste Disposal			
Maternities Welfare			
Health Education			
Physical Planning, Roads, Lands, Buildings	General Administration		
	Town Planning		
	Roads		
	Lands and Buildings		

Specific Priorities Response			
LA Program Area	Priorities	Comments	Priority
Water Services	General Administration		
	Purchase of Water		
	Service Connections		
	Maintenance of Headworks and Distribution Network		
	Improvements to the Service		
Public Utility Services	General Administration		
	Markets/Commercial Premises		
	Rest House		
	Public Bathing Places		
	Street Lighting		
Welfare Services and Amenities	General Administration		
	Libraries		
	Community Events		
	Recreation Facilities		
	Vocational Guidance		

Activity 2: Prepare a List of Draft MTPF Priorities

Table 1: Draft List of Priorities by Program Area

Note: See Galle Appendix for adapted version.

Program	Project/Services	Priorities
General Administration & Staff Services	Secretariat	
	Finance & Accounts	
	Revenue Collection	
	Internal Audit	
	Staff Training	
Health Services	General Administration	
	Preventive Services	
	Curative Services	
	Solid Waste Disposal	
	Maternities Welfare	
	Health Education	
Physical Planning, Roads, Lands, Buildings	General Administration	
	Town Planning	
	Roads	
	Lands and Buildings	
Water Services	General Administration	
	Purchase of Water	
	Service Connections	

Program	Project/Services	Priorities
	Maintenance of Headworks and Distribution Network	
	Improvements to the Service	
Public Utility Services	General Administration	
	Markets/Commercial Premises	
	Rest House	
	Public Bathing Places	
	Street Lighting	
Welfare Services and Amenities	General Administration	
	Libraries	
	Community Events	
	Recreation Facilities	
	Vocational Guidance	



Step 5. Develop and Establish Parameters for MTPF



Activity 2: Finalize Priorities by Program for the MTPF

Table 1: Final List of Priorities by Program Area

Program	Project/Services	Priorities
General Administration & Staff Services	Secretariat	
	Finance & Accounts	
	Revenue Collection	
	Internal Audit	
	Staff Training	
Health Services	General Administration	
	Preventive Services	
	Curative Services	
	Solid Waste Disposal	
	Maternities Welfare	
	Health Education	
Physical Planning, Roads, Lands, Buildings	General Administration	
	Town Planning	
	Roads	

Program	Project/Services	Priorities
	Lands and Buildings	
Water Services	General Administration	
	Purchase of Water	
	Service Connections	
	Maintenance of Headworks and Distribution Network	
	Improvements to the Service	
Public Utility Services	General Administration	
	Markets/Commercial Premises	
	Rest House	
	Public Bathing Places	
	Street Lighting	
Welfare Services and Amenities	General Administration	
	Libraries	
	Community Events	
	Recreation Facilities	
	Vocational Guidance	

Galle Appendix

Step 2, Activity 1, Task 8: Provide an Overview of Local Revenues and Expenditures

Table 3: Share of LA Recurrent Expenditure by Program

Program	Share of Expenditure (%)				
	2001	2002	2003	2004	2005
Secretary					
Health Services					
Engineering Services					
Finance Services					

Table 4: Share of Personnel Wages in Total Recurring Expenditures

Program	Share of Personnel Emoluments (%)				
	2001	2002	2003	2004	2005
Secretary					
Health Services					
Engineering Services					
Finance Services					
Total					

Table 5: Share of LA Capital Expenditure by Program

Program	Share of Expenditure (%)				
	2001	2002	2003	2004	2005
Secretary					
Health Services					
Engineering Services					
Finance Services					

Table 6: Share of LA Revenue by Program

Program	Share of Revenue (%)				
	2001	2002	2003	2004	2005
Secretary					
Health Services					
Engineering Services					
Finance Services					
Other Government Grants					

Step 2, Activity 1, Task 9: Provide an Overview of Local Authority Services**Table 1: List of LA Services/Projects**

Program	Project/Services
Secretary	Secretariat
	Revenue Collection
	Internal Audit
	Staff Training
	Community Events
	Vocational Guidance
	Libraries
	Welfare
Health Services	General Administration
	Preventive Services
	Curative Services
	Maternities Welfare
	Health & Education
	Crematoria
	Emergency & Disaster Services
	Markets/Commercial Premises
	Public Lavatory Places
Engineering Services	General Administration
	Town Planning
	Roads

Program	Project/Services
	Lands and Buildings
	Municipal Staff Housing
	Street Lighting
	Recreation Facilities
	Fire Brigade & Rescue
	Solid Waste Disposal
	Sewage Services
Finance Services	General Administration
	Finance & Accounts

Step 2, Activity 4, Task 3: Select Preliminary Priorities for Community Workshops**Table 1: Preliminary Priorities by Program Area**

Program	Project/Services	Priorities
Secretary	Secretariat	
	Revenue Collection	
	Internal Audit	
	Staff Training	
	Community Events	
	Vocational Guidance	
	Libraries	
	Welfare	
Health Services	General Administration	
	Preventive Services	
	Curative Services	
	Maternities Welfare	
	Health & Education	
	Crematoria	
	Emergency & Disaster Services	
	Markets/ Commercial Premises	
	Public Lavatory Places	
Engineering Services	General Administration	
	Town Planning	
	Roads	

Program	Project/Services	Priorities
	Lands and Buildings	
	Municipal Staff Housing	
	Street Lighting	
	Recreation Facilities	
	Fire Brigade & Rescue	
	Solid Waste Disposal	
	Sewage Services	
Finance Services	General Administration	
	Finance & Accounts	

Step 4, Activity 2

Table 2: Community Workshops Reporting Template

General Comments				
Program Area	Summary Responses			
Secretary				
Health Services				
Engineering Services				
Finance Services				
Comments:				

Overall Priorities Response		
How do we rate the Overall Priorities?		
Strongly Agree	Agree	Strongly Disagree

Specific Priorities Response				
LA Program Area	Priorities	Comments	Priority	
Program	Services/Projects		Yes	No
Secretary	Secretariat			
	Service			
	Service 1.			
	Service 2.			
	Service 3.			
	Project			
	Project 1.			
	Project 2.			
	Project 3.			
	Revenue Collection			
	Internal Audit			
	Staff Training			
	Community Events			

	Vocational Guidance		
	Libraries		
	Welfare		
Health Services	General Administration		
	Preventive Services		
	Curative Services		
	Solid Waste Disposal		
	Maternities Welfare		
	Health & Education		
	Crematoria		
	Emergency & Disaster Services		
	Markets/Commercial Premises		
	Public Lavatory Places		
Engineering Services	General Administration		
	Town Planning		
	Roads		
	Lands and Buildings		
	Municipal Staff Housing		
	Street Lighting		
	Recreation Facilities		
	Solid Waste Disposal		
	Sewage Services		
Finance Services	General Administration		
	Finance & Accounts		

