

Japan International Cooperation Agency (JICA)

**Country Program Evaluation in Tanzania**  
Summary of the Evaluation Study

August 2000

**1 Background of the Study**

Japan has identified Tanzania as one of its priority support countries to implement the new DAC development strategy. In 1996-97, JICA conducted country-specific aid research and the following were identified as areas where Japan could support the above development efforts: small-scale agricultural development; strengthening of distribution mechanisms; support for micro enterprises; support in health, medical care and population issues; expansion of basic education; sustainable environmental development and administrative capacity building.

In February 1997, a High Level Mission for Economic and Technical Cooperation was sent to Tanzania to draft a cooperation framework based on Tanzania's National Development Strategy (NDS). Based on the country-specific aid research report, the Mission reached an agreement with the Tanzanian government on five aid priority sectors.

In order to support this cooperation framework, JICA, the major implementing agency for Japan's ODA, established in 1999 a country program for Tanzania which emphasized:

- Support for the promotion of agriculture and micro enterprises
- Support for basic education
- Improvement of basic health and medical care services
- Improvement of the living environment through basic infrastructure building in cities and other regions
- Forest conservation, and
- Further promotion of capacity building

Meanwhile, the World Bank and IMF in 1999 emphasized the need for Poverty Reduction Strategy Papers (PRSP) in order to strengthen the link between debt relief and poverty reduction. Tanzania has prepared a PRSP.

In recent years, many donors began providing more macro level sector and program aid (e.g., through common basket funding) allocation to project based activity. On the other hand, JICA and a few other donors still emphasize ODA primarily through the provision of project type aid based on their country programs. Recognizing this

situation, JICA needs to reconsider its future aid approach to Tanzania in the context of the changing aid environment.

Due to the changes of aid policy of major donors and the large amount of aid as a result of Tanzania being a model country for implementing the new DAC development strategy, JICA has selected Tanzania as one of two countries for which a country program evaluation study is being implemented in the current fiscal year.

## **2 Framework for the Evaluation**

Tentative objectives, review period and the framework of evaluation are as follows:

### **2-1 Objectives**

- To encourage feedback of the lessons learned to JICA and MOFA staff and make suggestions for the improvement of the JICA country program, based on the evaluation results of JICA's past cooperation in Tanzania.
- To make lessons learned and recommendations available to interested ODA stakeholders in Japan and Tanzania and to other donors.

### **2-2 Review Period for the Evaluation**

The evaluation will assess JICA's cooperation between fiscal year 1991 and 1998 inclusive, based on a macro level analysis and a sampling of representative projects for each of JICA's ODA schemes.

### **2-3 Framework for the Evaluation**

The details of the evaluation framework will be designed following the September preliminary mission and will provide an integrated approach to the review of Japanese cooperation at the macro and policy level, the sector level and at the project level. The evaluation will address the following questions:

- What have been the major economic and social trends at the national level and in the key sectors for which JICA has provided development cooperation?
- What have been the major changes in Tanzania's development strategy and the donors' response, especially Japan's, to these development needs?
- What has been the relevance of Japan's development cooperation to Tanzania's priority development needs and the relevance to Japan's ODA policy priorities?
- What have been the evaluation results of JICA's cooperation with Tanzania in terms of the DAC criteria for assessing ODA (e.g., efficiency, effectiveness and sustainability)?

- What are the recommendations for updating JICA's country program for Tanzania?

## **2-4 Evaluation Schedule**

The study is divided into three phases:

### **Preliminary Study : September 2000**

The preliminary mission is to discuss the scope of the study with the Tanzanian government authorities; meet with other donors to learn from their experience with country reviews/evaluation studies as well as their current programming priorities; and prepare a revised set of terms of reference for Japanese consultants to carry out the full-scale study.

Advisory Committee to the JICA Tanzania Office with key ministries of the Tanzanian government will provide advice throughout the implementation of the study.

### **Full-scale Study: December 2000 – February 2001**

The main study will be conducted by a JICA contracted consultant team. The team will be responsible for: collecting data on the DAC evaluation criteria for the representative projects and program; reviewing the relevance to the various Tanzanian development plans; documenting lessons learned; identifying implications for future JICA country programming including relevance to the Poverty Reduction Strategy Paper for Tanzania; and preparing the draft and final reports based on feedback from Tanzanian advisory committee members.

### **Evaluation Feedback Seminar in Tanzania–JICA fiscal year 2001**

The seminar will be held after April 2001. This will focus on a discussion of the principal findings with the Tanzanian government authorities and their implications for revising the JICA country programme and the direction for future Japanese ODA cooperation. The Tanzanian authorities will arrange for JICA to make a presentation of the findings to interested stakeholders including other donors.

## **2-5 Member of Preliminary Mission Team**

Mr. Koichi MIYOSHI, Head of Mission  
Managing Director  
Office of Evaluation and Post-Project Monitoring  
JICA Tokyo

Ms. Akiko ABE  
Office of Evaluation and Post-Project Monitoring

JICA Tokyo                      Responsibility: Planning of the Evaluation Study  
E-mail: aabe@jica.go.jp

Dr. Robin RUGGLES  
CIDA/JICA Exchange Officer  
JICA Tokyo                      Responsibility: Review of Country Studies by Other Donors

Ms. Kumiko SAKAMOTO  
JICA consultant                      Responsibility: Analysis of Evaluation Data