

## Appendix

## Appendix 1 備上した現地コンサルタント

現地コンサルタントの担当の主要業務は、各セクターに関する基礎的情報収集、プロジェクト関係者との面会設定であった。業務内容ごとの比重は、各セクターによって異なっている。

### コンサルタント氏名、所属、担当セクター

Mr. D. P. Mutalemwa、Economic Research Foundation、貧困削減 / ジェンダー

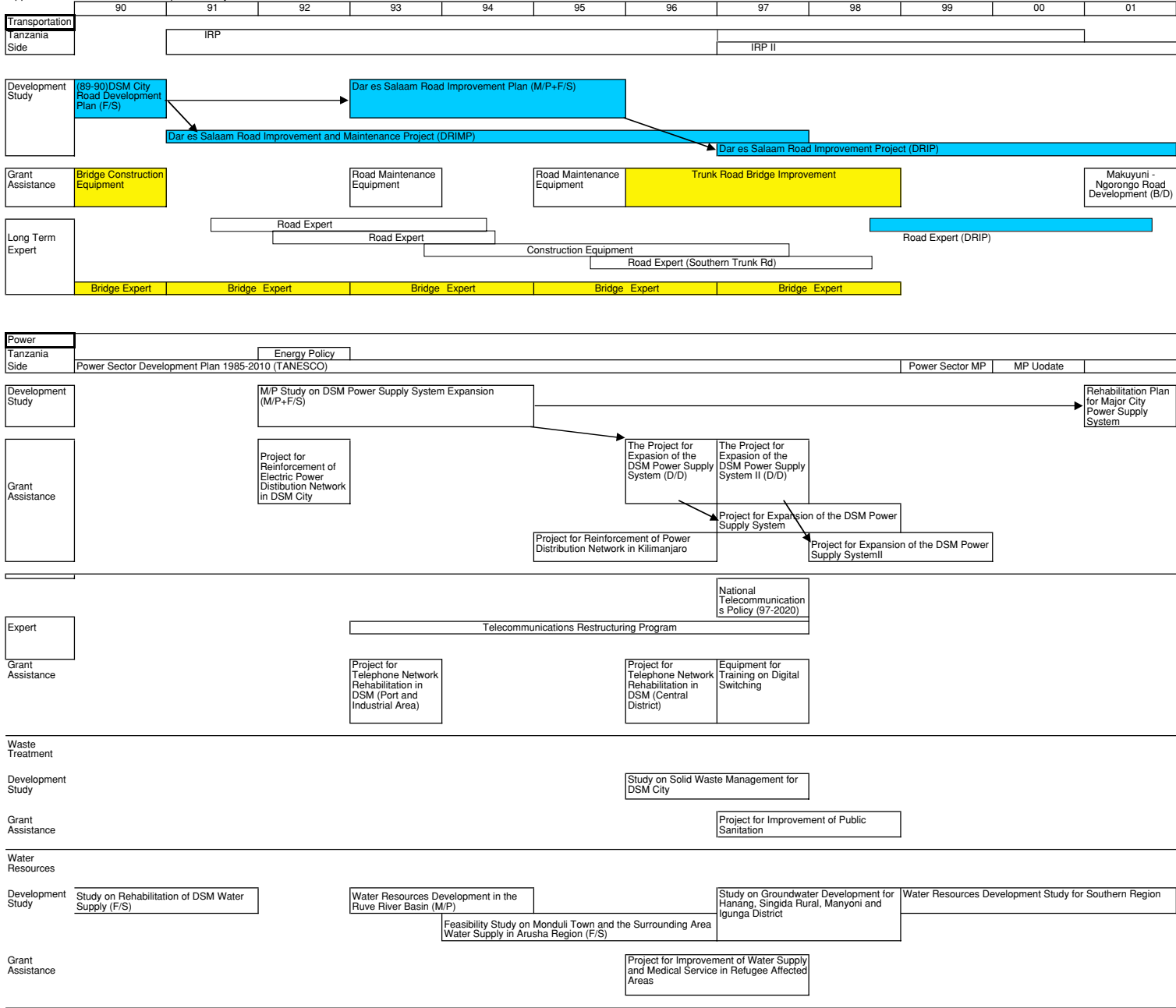
Mr. Vincent Leyaro、Economic Research Foundation、農業

Mr. Ibrahim Ugullume、Economic Research Foundation、インフラ整備

Ms. Anneth Meena、Economic Research Foundation、保健医療

Mr. Goldlisten Nyange、Economic Research Foundation、教育

Appendix 2: Infrastructure Development: Projects of the Sub-sectors from 1990-2001



App-3

Legend: DSM: Dar es Salaam M/P: Master Plan F/S: Feasibility Study

**Appendix 3**

**Evaluation Matrices (Rural Development/Poverty Reduction: Promotion of agriculture and micro enterprises to boost income)**

Evaluation Items	Questions	Disseminate agricultural technology			Build irrigation facilities				Promote micro/small enterprises	
		The Kilimanjaro Agricultural Development Project (Project Type Cooperation)	The Kilimanjaro Agricultural Training Center Project (Project Type Cooperation)	The Study on Lower Moshi Integrated Agriculture and Rural Development Project (Development study (F/S))	The Extension Program of the Bagamoyo Irrigation Development Project (BIDP)	The Study on the Low Cost Smallholder Irrigation Project in Central Wami River Basin (Development Study (M/P))	The Project for Mwega Smallholder Irrigation in Morogoro (Grant)	The Aid for Increased Food Production(KR2)	Kilimanjaro Industrial Development Center Phase II(Project Type Cooperation)	The Project for the Supply of Training Equipment to Mtwara Vocational Training Center (Grant)
<b>Relevancy</b> (Target: JICA's projects implemented from 1991 to 2000)										
a-1 Were Programs relevant to development concerns in Tanzania?	1-1 Was the JICA's project in consistent with policies or strategies of the government of Tanzania?	Yes Consistent with Economic Recovery Program (ERP)(86-89)		Yes Consistent with RPFB (96/97-98/99)	Yes Consistent with Agricultural Policy (82), Agricultural and Livestock Policy (97), and Cooperative Society Policy (97)	Yes Consistent with National Irrigation Development Plan (94)	Yes Consistent with National Irrigation Development Plan (94)	Yes Consistent with Agricultural Policy (82), National Food Strategy(84), Agricultural and Livestock Policy (97)	Yes Consistent with Kilimanjaro Integrated Development Plan (78) which is, however, already out of date	Yes Consistent with Strategic Action Plan under Vocational Training Law in 1994
	1-2 Was the JICA's project in consistent with sector specific policies or strategies for rural and agricultural development by the government of Tanzania?	Yes Consistent with Agricultural Policy (82)	Yes Consistent with Agricultural Policy (82) and Agricultural and Livestock Policy (97)	Yes Consistent with Agricultural and Livestock Policy (97) and Cooperative Society Policy (97)	Yes Consistent with Agricultural Policy (82), Agricultural and Livestock Policy (97), and Cooperative Society Policy (97)	Yes Consistent with National Irrigation Development Plan (94)	Yes Consistent with National Irrigation Development Plan (94)	Yes Consistent with Agricultural Policy (82), National Food Strategy(84), Agricultural and Livestock Policy (97)	Yes Consistent with Kilimanjaro Integrated Development Plan (78) which is, however, already out of date	Yes Consistent with Strategic Action Plan under Vocational Training Law in 1994
a-2 Were components(projects) relevant to Program approach?	2-1 How/what were modality, inputs in monetary terms, and timing of the project?	• Project Type Cooperation • 220,177,000 Yen • 1986-93	• Project Type Cooperation • 1,152,586,000 Yen • 1994-01	• Development Study • 444,979,000 Yen • 1997-98	• Team Project, and Provision of Equipment • 293,230,000 Yen • 1990-93, 95-98, 98	• Development Study • 374,476,000 Yen • 1996-98	• Grant • 285,000,000 Yen • 2001	• KR2 • 7,150,000,000 Yen • 1991-99	• Project Type Cooperation • 238,000,000 Yen • 1986-93	• Grant • 339,000,000 Yen • 2001
	2-2 Where was the target area of the project?	Lower Moshi, Kilimanjaro	Nationwide	Lower Moshi, Kilimanjaro	Eastern bank of Ruvu River Basin in Bawendi area along Bagamoyo	Central Wami Basin, Morogoro	Malolo Village, Kilosa District, Morogoro Region	Nationwide	Kilimanjaro Region	Mtwara
	2-3 Were contents of the JICA's project appropriate in order to promote the objectives of the JICA's program approach?	Yes	Yes	Yes	Yes	Yes	Yes	No	No Does not contribute promoting micro enterprises at all	Yes If trainees would obtain enough skills and knowledge to promote micro enterprises
	2-4 Was there co-ordination in between inputs of other donors and those of Japan? If yes, did inputs of Japan take an appropriate role in a co-ordination?	No	No	No	No	No	Uncertain	No	No	No
a-3 Were Programs relevant to recipients/beneficiaries' need?	3-1 Who was planned beneficiaries from the project?	• Farmers • Extension workers • Counterpart members	• Farmers • Key farmers • Irrigation association leaders • Village extension officers • Regional officers • Irrigation technicians • Counterpart members	• Persons who make use of the result of the development study • People who receive benefits after materialization of projects	• Small holder farmers in the site • Key farmers	• Persons who make use of the result of the development study • People who receive benefits after materialization of projects	• Small holder farmers	Not specified	• Trainees of KITC • C/P Members	• Trainees at the Vocational Center
	3-2 Was any needs assessment of planned beneficiaries executed at planning stage of the project?	Yes Preliminary survey	Yes Preliminary survey	Yes Preliminary study	Yes Field investigation by 2 experts	Yes Preliminary study	Yes Development Study and B/D	Yes Preliminary study	Yes Preliminary survey	Yes B/D
	3-3 Were the project in accordance with traditions or localities of its target area?	Yes	Yes	Yes	Yes	Yes	Yes	Not applicable Since sales of fertilizer, agricultural chemical, and machinery dependent on farmer's demand	Yes at a certain level	Yes Informal sector is important for Tanzania's economy



b-5 Are monitoring and evaluation (M&E) of Programs in operation efficient?	5-1 Did the JICA's project initially have clear goals and objectives in order to do monitoring in latter stages?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	5-2 What kind of M&E was done by Japan, Tanzania, or other parties during and after implementation of the JICA's project?	<ul style="list-style-type: none"> <li>• Interim monitoring</li> <li>• Post evaluation (90)</li> <li>• Ex-post evaluation</li> <li>- Joint evaluation of CIDA and JICA (98)</li> </ul>	<ul style="list-style-type: none"> <li>• Interim monitoring</li> <li>• Post evaluation (99)</li> </ul>	None	Evaluation by Local consultant (98-99)	None	None	Studies (every year after KR2 assistance is executed)	<ul style="list-style-type: none"> <li>• Interim monitoring</li> <li>• Post evaluation (92)</li> </ul>	None The project is still at the initial stage
	5-3 Was there enough feed-back to concerned divisions after execution of such M&E to the JICA's project?	Yes	Yes	Not Applicable	Yes	Not applicable	Not Applicable	Unknown	Yes	Not applicable

Sustainability (Target: Irrigation Improvement program)							
c-1 Were Programs implemented sustainably under Tanzanian ownership?	1-1 Did Tanzanian organizations implementing the JICA's irrigation improvement project appropriately function?	Yes KADP division of Kilimanjaro Regional Government has been appropriately functioning in terms of organizational and technical sustainability	Yes Ministry of Agriculture and Food Security and KITC have been appropriately functioning in terms of organizational and technical sustainability, but not in financial sustainability after completion of the project	Not applicable	Yes Ministry of Agriculture and Food Security and Coast Regional Government have been appropriately functioning	Not applicable	Yes Irrigation Div. of Ministry of Agriculture and Food Security and Kilosa District Agricultural and Livestock Development Office are appropriately functioning
	1-2 What was a role of the JICA's project in the whole program for irrigation improvement of Tanzanian government and as for agricultural and rural development?	There is no clearly expressed role/position of KADP in the whole program for irrigation improvement of Tanzanian government, since the project is not a national project but regional one	To disseminate skills and knowledge of irrigated agriculture for rice farming to nationwide; thereby, improve productivity and income of rural area	Not applicable	The role is to be a model of project with participatory approach for improvement of irrigated agriculture	To give a direction for viable interventions to support irrigated agriculture in the central Wami basin	To make the project become a model of small-scale irrigation system improvement project
c-2 Have Programs been sustainably revealing impacts on beneficiary?	2-1 What were expected impacts of the JICA's project at the planning stage?	Increase in productivity and income of farmers in Lower Moshi	Improvement of problem solving skills and training skills of agricultural technicians, extension officers, and key farmers in their site	<ul style="list-style-type: none"> <li>Materialization of the result of the study</li> <li>Impacts from materialized projects</li> </ul>	<ul style="list-style-type: none"> <li>Increase in paddy productivity and income of small holder farmers</li> <li>Improvement of living standard of small holder farmers</li> <li>Prevailing new technology for paddy cultivation</li> <li>Creation of job opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Materialization of the result of the study</li> <li>Impacts from materialized projects</li> </ul>	<ul style="list-style-type: none"> <li>Stabilization and increase in productivity of food and cash crops</li> <li>Increase in income of farmers</li> <li>Improvement of living standard of farmers</li> </ul>
	2-2 Have the JICA's project been making impacts in fact?	Yes	Yes	Not yet	Yes e.g. Paddy productivity increased from 1.5t/ha to 5.5t/ha on before & after basis	Yes "The Project for Mwega Smallholder Irrigation in Morogoro (Grant)" was materialized but no impact yet since the project is still not completed	Not yet
	2-3 If yes, such impacts are sustainable?	So far Yes But for sustainability in the future, CHAWAMPU needs to improve its organizational capacity; and at the same time shortage of irrigation water should be recovered	Yes If irrigated agriculture is more prevailing and ex-trainees make use of their skills and knowledge for further dissemination	Not applicable	Yes As far as TFICS is sustainable in terms of organizational, financial, and technical aspects	Yes "The Project for Mwega Smallholder Irrigation in Morogoro (Grant)" was materialized but no impact yet since the project is still not completed	Not applicable
	2-4 What are external factors to hinder sustainability of impacts?	Corruption of the cooperative society, water shortage, insufficient farmer's capitals for agricultural inputs, insufficient fund for maintaining agricultural machinery, climate change, etc	Financial restriction of Tanzanian government to run KATC activities after the completion of project (most of budget are covered by JICA at this stage)	Not applicable	Insufficient accessibility to market, credit, water shortage due to natural factors, and corruption of the cooperative society, etc	Not applicable	Not applicable

c-3 Have Programs been sustainable in terms of gender balance and environment?	3-1 Did the JICA's project pay enough attention in respect of gender balance issues at planning, implementation, and post-implementation stages?	Not sure	Yes	Yes	Yes	Yes	Yes
	3-2 Did the JICA's project pay enough attention in respect of environmental issues at planning, implementation, and post-implementation stages?	Yes	Yes	Yes	Yes	Yes	Yes
c-4 Are O&M organizations of Programs sustainably functioning?	4-1 Which governmental and non-governmental organizations (at the central and the local level) were in charge of O&M?	CHAWAMPU with assistance from Kilimanjaro Regional Government	Not applicable	Not applicable	The Tagemeo Farmers Irrigation Cooperative Society (TFICS)	Not applicable	Kilosa District Agricultural and Livestock Development Office (to be handed over to a cooperative society)
	4-2 Were role, function, and system (no. of personnel, distribution of personnel with organizational structure, capacities, etc) of organization in charge of O&M appropriate?	No Management capacities of CHAWAMPU is not sufficient, still being assisted by regional government and a JICA expert. Financial sustainability is not sufficient as well	Not applicable	Not applicable	Yes at certain level But still needs to improve its accounting skills	Not applicable	Still need to be adjusted since the project is ongoing
	4-3 Was there any training for O&M of Irrigation system?	Extension workers of regional government assist O&M of irrigation system for technical sustainability	Yes KATC provides course for O&M of irrigation	Not applicable	Yes	Not applicable	Not applicable
	4-4 Were O&M methods of the JICA's project in accordance with traditions or localities of target area?	Yes The project was already handed over to a primary cooperative society (CHAWAMPU) which does O&M in their social context	Yes Through research to figure out conditions of the site and needs for training	Not applicable	Yes In the sense that TFICS was established and are holding its members to maintain the irrigation facilities and stabilized paddy production	Not applicable	Not applicable



## Evaluation Matrices (Infrastructure Development)

Evaluation Items	Questions	Transportation Program		Power Program	Telecom Program	Water Resources Program	Solid Waste Program
		Urban Road Subprogram	Trunk Road Bridge Construction Subprogram				
<b>Relevancy (Target: JICA's projects implemented from 1991 to 2000)</b>							
a-1 Were Programs relevant to development concerns in Tanzania?	Was the JICA's project relevant to policies or strategies for infrastructure development of the government of Tanzania? -Did the JICA's project synchronize with privatization of public agencies? -Did the JICA's project distort the price setting of public	-Privatization is limited to maintenance system only. -No price distortion. -No obstruction by BOT scheme	-No influence by privatization. -No price distortion. -No obstruction with BOT scheme.	-Privatization of TANESCO is in progress. -Little price distortion.	-Privatization of TTCL is at final stage. Some services have been privatized. However, JICA's cooperation is limited to PSTN. -Little price distortion.	-Water resources have not been a target of SAP.	-Not synchronized with privatization of solid waste privatization. -No distortion. -No obstruction.
	Was the Program relevant to sector specific policies or strategies for infrastructure development by the government of Tanzania?	-Urban roads are not prioritized in IRPs.	-Consistent with trunk road development prioritized by IRPs.	Consistent	Consistent	Consistent	Uncertain
a-2 Were components (projects) relevant to Program approach?	How/what were modality, inputs in monetary terms [mil.JPY], and timing of the project?	Development Study [314] and Grant Aid [8,423]	Grant Aid [1,850]	Development Study [453] and Grant Aid [4,520]	Grant Aid [2,333]	Development Study [1,473] and Grant Aid [1,088]	Development Study [293] and Grant Aid [11]
	Where was the target area of the project?	Dar es Salaam only.	Between Mingoyo and Mtwara. Southern Part.	Dar es Salaam and Kilimanjaro	Dar es Salaam only.	Various areas in the country.	Dar es Salaam only.
	Were components relevant to achieve the objectives of the JICA's anticipated Program?	Yes.	Yes.	Yes.	Yes.	No actual movement has been taken except emergency one.	Yes.
a-3 Were Programs relevant to recipients/beneficiaries' need?	Who was planned as beneficiaries from the projects?	Dar es Salaam residents.	Locals and inland area residents.	Dar es Salaam and Kilimanjaro residents.	Telecom users in DSM. Port area commercial and industrial users.	Study area residents.	Dar es Salaam residents.
	Was any needs assessment of planned beneficiaries executed at planning stage?	None	None	Yes. Demand forecast.	Yes. Demand forecast.	--	Forecast
	Was the project in accordance with traditions or localities of its target area?	Yes. A tree on the route was avoided for local consideration.	Yes.	Yes.	Yes.	Yes.	No actual movement has been taken.
<b>Efficiency (Target: JICA's projects implemented from 1991 to 2000)</b>							
b-1 Did Programs efficiently contribute to regional development?	Were the conditions in the target area to be improved by the project clear before initiation of the project?	Yes.	Yes.	Yes.	Yes.	Yes for Refugee Area project only.	Uncertain.
	Did the JICA's project have enough coordination with other projects from the planning stage to implementation stage?	Yes at the later stage.	Yes (at planning stage).	Yes.	Yes. Under TRP.	No.	No.
b-2 Did Programs efficiently reflect stakeholders' concerns?	Was there efficient cooperation between Tanzania and Japan?	Yes.	Yes.	Yes.	Yes.	No implementation.	Yes.
	Was there enough communication between Tanzania and Japan side during implementation stage?	Yes.	Yes.	Yes.	Yes.	No implementation.	Yes.
	Were implementation methods of the JICA's project in accordance with traditions or localities of the target area?	Yes.	Yes.	Yes.	Yes.	No implementation.	Yes.
b-3 Were local components (procedural and financial) of Programs efficiently conducted?	Was procedure of implementation for the projects well-established?	Yes.	Yes.	Yes.	Yes.	Yes.	Yes.
	What procedural contribution was taken by Tanzanian government?	Support study team. Land acquisition, resettlement etc.	Support study team. Land acquisition, etc.	Support study team.?	Support study team.	No implementation.	A little.
	What financial contribution was taken by Tanzanian government?	The cost on above items.	The cost on above items.	The cost on above items.	The cost on above items.	None.	A little.
b-4 Were there any inefficiency or duplication between JICA's and other programs?	How/what were modality, inputs in monetary terms [mil.JPY], and timing of the project?	None.	None.	None.	None.	After the JICA study, similar studies followed for DAWASA.	---
	How was the coordination within the Program?	Good.	Component is simple.	Good.	Good.	Not good. Studies had unrelated scopes.	Only small components have been realized.
	How was the coordination with other donors?	Good at later period.	Good at beginning. Some section by other donors were not completed.	Slightly.	Good under TRP.	Not good.	Not good.
b-5 Are monitoring and evaluation (M&E) of Programs in operation efficiently?	Did the JICA's project initially have clear goals and objectives in order to do monitoring in later stages?	Yes at project level only.	Yes at project level only.	Yes at project level only.	Yes at project level only.	No implementation.	None.
	What kind of M&E was done by Japan, Tanzania, or other parties during and after implementation of the JICA's project?	Defect inspection, Post project monitoring.	Defect inspection, Post project monitoring.	Defect inspection, Post project monitoring.	Defect inspection, Post project monitoring.	No implementation.	No implementation.
	Was there enough feed-back to concerned divisions after execution of such M&E to the JICA's project?	Yes.	Yes.	Yes.	Yes.	---	---

Sustainability (Target: Transportation Development Program)		Urban Road Subprogram	Trunk Road Bridge Construction Subprogram
c-1 Are Programs sustaining under Tanzanian ownership?	Is there a clear maintenance organization?	Some part of responsible organization is not clear between Dar es Salaam City government and MOW.	TNROADS is responsible for the maintenance.
c-2 Have Programs been sustaining impacts on beneficiary?	Changes in traffic volume (volume, speed)	Volume and speed have increased.	The traffic volume is lower than the expected one. Travel speed increased dramatically.
	Is there appropriate externality?	New shops and markets developed along the roads.	Little externality has been observed along the route.
c-3 Have Programs been sustainable in terms of gender balance and environment?	Did the JICA's project pay enough attention in respect of gender balance issues at planning, implementation, and post-implementation stages?	Unclear at the planning stage. After implementation, many females joined the cleaning duty than males.	Unclear at the planning stage. After implementation, local females can save time by the bridges. Nothing happened in gender role.
	Did the JICA's project pay enough attention in respect of environmental issues at planning, implementation, and post-implementation stages?	Yes. But environmental impact is considered as nominal.	Yes. Nominal environmental impact. The bridge locations were the same as the previous ones.
c-4 Are O&M organizations of Programs sustaining?	Is there appropriate O&M system? -Road inventory -Maintenance standard -Collection of O&M data and its criteria	-Inventory for road maintenance is not ready. -No clear maintenance standard. -Collection of data is on a case by case basis.	-Detailed inventory for the four bridges. -Clear maintenance standard.
	Is there appropriate system under new road administration -Establishment of Road Fund -Establishment of TANROADS	Maintenance system has been well established by TANROADS. Except certain part of road facilities such as signals and street lights.	Norway is establishing a computerized national bridge management system.
	Is maintenance equipment utilized? -Are maintenance parts available and affordable?	Yes. Some equipment is not used due to budgetary constraints.	Maintenance equipment is not provided.
	Is there sufficient recurrent cost?	Provided but not enough.	Provided but not enough. Current budget allocation for the four bridge is about Tsh 1 million per year.
	Were O&M methods of the JICA's project in accordance with traditions or localities of target area?	Yes.	Yes.

## Evaluation Matrix : Health (Health and medical care services strengthening program)

Evaluation Items	Concrete Questions	Health and medical care administration capacity building program	Health and medical care service strengthening program				Population/AIDS program
		Improve administrative capacity in health and medical care	Strengthen structure for cooperation between community and health administration	Strengthen implementation of basic health and medical care ser			Alleviate population/AIDS pressures
				Provision of vaccines, iodine, and other supplies for child health and Safe Motherhood	cooperation in malaria control	Provision of medical equipment to top-referral hospitals and training for their maintenance	
<b>Relevance</b> (Subject : JICA's projects implemented from 1991 to 2000)							
a-1 Were JICA's programs consistent with issues in development in Tanzania?	Was the cooperation Program of JICA relevant to the development plan of the health sector under the implementation of structural adjustment?	Yes. Irong case uncertain, due to the budget cut in the early period of the project	Yes: Relevant, Ironga project: at the beginning of it(92), budget of 93 decreased from 91	Yes: Highly relevant Cost-effectiveness of these interventions were very high	No: Early project Yes: Later project	No:	Yes: Highly relevant
	Was the JICA's Country Program relevant the reform of the local government started from 1996?	Yes: a little, Ironga, MCH, Umati not very relevant	No	Yes: A little	Yes: Early projects = a little, Later projects = highly relevant	Yes: A little	Uncertain
	Was the JICA's cooperation Program relevant to the health sector reform started from 1999?	Yes	Yes: Relevant	Yes: Highly relevant	Yes	Not applicable	Yes
a-2 Was composition of the JICA's projects in the JICA's program approach appropriate?	Was the contents of the projects located under a Program relevant?	Yes: Highly relevant	Uncertain	Yes: Highly relevant	Yes: Early projects = a little, Later projects = highly relevant	No: Projects contributed to the tertiary level of health service which benefits small number of people, often not the poor, while needs for primary level of health service are overwhelming from the poor.	Yes: Highly relevant
	Has there been coordination among Japan's cooperation? Has there been coordination between Japan's other donors' cooperation? When the coordinataion was realised, did the Japan's cooperation play an appropriate role?	Uncertain	- No - Coordination was tried, but not realized due to a change of other donor's decision.	-Yes -Yes, with UNICEF/UNFPA/UMATI	Yes: Japanese experts were despatched for better utilization of materials provided and facilitating the resident	Japanese experts were despatched for maintenance, and "follow-up"s were made.	-Yes, traing of staff for utilizing of the provided materials -Yes, with USAID
	Were the contents of the JICA's projects relevant to the purpose of each Program ?	Yes: Highly relevant	Yes: Relevant	Yes: Highly relevant, but at the same time, no. A problem exists in the objective of this program; the objective does not specify the level of services			Yes: Highly relevant

	Were there any possibility to select more relevant projects? If so, what was the reason for not selecting it?	No	Uncertain	No	Uncertain	Uncertain	No, because JICA required measurable impact from the project.
a-3 Were the JICA' cooperation Programs relevant to the needs of beneficiaries?	Who were the beneficiaries of the projects subjects for the evaluation?	- Regional Health Management Team Regional/District Health Management Team	Children, mothers, and the youth at community level	Children including those of the poor and in the rural areas	Early projects: Residents in the project areas Later projects: Residents where the trained staff were working	Residents whose access to the hospitals, in terms of to physical and economic access, is secured.	People who undergo blood transfusion. Most of them are small children and women belong to the poor.
	Was needs assessment of the beneficiaries conducted ( in what way)?	Yes	Yes	Not directly for individual projects, but presumably the multilateral UN donors should have conducted detailed needs analysis	Uncertain	Yes. But, either MOH or each hospital decided what the hospitals needed and requested them to the Japanese side.	Yes
	Was the needs of the beneficiaries reflected in the projects ( in what points)?	Yes	Yes: a little	Yes, based on the same idea about the needs assessment.	Uncertain	Yes, almost reflected because most of things requested were actually provided. but the level of the reflection of the beneficiaries, i.e., the residents explained in above column are not certain.	Uncertain
	Was the design of the projects relevant to the society, culture, and gender?	Uncertain	Uncertain	Uncertain, JICA's responsibility extends to the point of hand -over to MOH, presumably the multilateral UN donors should have concerned such relevance, thus secured the relevance.	Yes: but partly no. misunderstanding of beneficiaries occurred to the kind of mosquitoes subject for the vector control by the project and led to their questioning the effectiveness of the project	Uncertain	Uncertain

Note: 1,2,3, are tentatively categorized by the evaluator of the CPE Study Team for the evaluation.

Efficiency (Subject: JICA's projects implemented from 1991 to 2000)							
b-1 Were JICA's cooperation Program implemented appropriately from the viewpoint of selection of target areas?	Did the selection of the project area increase in the efficiency of the Program in terms of distance from the capital, topography, social, economic and culture factors, and population? Was there any alternative project area?	Not Applicable	Uncertain	- some areas were selected as they have been project areas of the cooperating agencies.	- Selection of Dar es Salaam contributed to increases of efficiency due to it convenience as a capital - Reason for the selection of Tange is uncertain, therefore, no judgement can be made.	The hospital subject for the provision spread in the country, therefore process of preparation and implementation might have required extra time.	Not Applicable
	Did the selection of the project area increase the efficiency in realizing project purpose?	Not Applicable	Yes, the roads to the project areas are passable even during the rainy season.	Yes, highly, due to the knowledge and past experiences of activities of the UN agencies/NGOs about the areas	Uncertain	Not Applicable	Not Applicable
b-2 Were JICA' Program reflected the opinions of the stakeholders (relevant governmental organization, beneficiaries, etc.) ?	Was the projects implemented under the sufficient cooperation with Tanzanian C/P? Was there any mechanism and did it function?	Yes	Yes	Yes, MDS (autonomous government entity ) functioned in delivering some materials	Yes: but coordination of staff training for malaria control was conducted by an entity which was not originally assigned this function.	Uncertain	Yes, NACP co-ordinated implementation of the projects
	Was the communication between the Japanese and Tanzanian sides sufficient in implementation of the projects?	Yes	Yes	Yes	Yes	Yes	Yes
	Was there any issues of efficiency which were caused by disagreement of opinions among stakeholders?	No	No	No	Spraying of insecticide was not very well accepted by the residents due to their misunderstanding about the project.	No	No
b-3 Was the burden on the Tanzania side of operational procedures and cost incurred in relation to implementation of JICA's Program appropriate?	Were the procedures of implementation of projects well established?	Uncertain	Yes	Yes	-Early project: uncertain - Later project: yes	Not Applicable	Yes
	What kind of the operational procedures did the Tanzanian government bear in implementation of projects? To what extent?	---	The operational procedure stated in the agreement between JICA and Tanzania	Delivering some materials to the destination, using them when they were provided to national level activities	- Conducting various vector control activities by using materials provided by the Japanese government, such as spraying insecticide and distributing means of larvicide.	Delivering some materials to the destination	Decision of kind of materials requested to JICA, test of the material provided by JICA, and custody of them
	What kind of the operational costs did the Tanzanian government share in implementation of projects and to what extent?	---	The operational cost stated in the agreement between JICA and Tanzania	delivering some materials to the destination	---	---	Not Applicable

b-4 Were monitoring and Evaluation( M & E) for the JICA's Program appropriate?	Was there clear objectives of monitoring at the beginning of the projects?	No	No	No/Yes, by the counterpart UN agencies	No	No.	No
	What kind of monitoring, evaluation, and follow-up have been conducted by the Japanese and Tanzanian sides, or the third parties?	Evaluation by JICA	Evaluation by JICA	Evaluation by JICA, evaluation and monitoring by the UN organisations	Evaluation by JICA	Evaluation by JICA including one conducted by a local consultant and a Japanese short-term expert.	JICA will conduct an evaluation of the projects in 2001
	Was the feedback from the monitoring, evaluation, or follow-up returned to the projects?	Uncertain, because one of the projects are not yet finished.	Yes	Yes	Uncertain, but changes of the project approach from vector control to the In-country Training indicates that some feedback were realized.	Yes: staff of the maintenance division of 4 hospitals were sent to Japan to undergo training. Later, this was developed to MOH's decision to strengthen the area of the maintenance.	Uncertain
b-5 Did the JICA's Programs conduct co-ordination with other donors in their formulation and implementation (duplication avoided?)	Did the JICA's cooperation programs have coordinaiton with other donors in their implementation?	No	Yes	Yes	Uncertain	No	Not, particularly, but 80% of input for safe blood initiatives is being covered by JICA
	Did JICA' projects avoid duplication with other donors' cooperation in terms of geographic area?	Not Applicable	Not Applicable	Yes	-Early project: No other donors were keen on malaria control, being influenced the world trend of the time.	No	Not Applicable

Sustainability (Health and medical care services strengthening program)					
Evaluation Items	Concrete Questions	Strengthen structure for cooperation between community and health administration	Strengthen implementation of basic health and medical care services		
		Ironga, Muhimbili equipment, MCH, UMATI	Provision of vaccines, iodine, and other supplies for child health and Safe Motherhood	cooperation in malaria control	Provision of medical equipment to referral hospitals and training for their maintenance
c-1 Were the JICA's Programs implemented appropriately under the ownership of the Tanzanian government ?	What kind of participation of the Tanzanian side was realized in planning, implementation, and monitoring/evaluation (from the community to the government levels, and by projects, and to what extent?)	Consultation between the Japanese and Tanzanian side	The UN organizations formulated their country programs with close consultation with the Tanzania government, and JICA have supported some of projects of the programs	The Tanzanian side have been mainly implementers.	In the selection of equipment, the Tanzanian side involved.
	Were there any mechanism to enhance ownership of the Tanzanian government over the JICA's cooperation( sharing economic cost with JICA, etc.)?	Yes, a committee was formed for MCH project as formed often in other project.	Not Applicable	-Early projects, did not have the mechanism. Not particular mechanism, but in later projects, e.g. staff training projects, inputs from have been increasing, such as recruiting trainers from Tanzania.	No
c-2 Were the responsible entities for maintenance and operation of facilities or systems created by the JICA's cooperation clearly identified? Have the equipment provided and facilities constructed by the JICA' cooperation been maintained appropriately?	Is there any policy support from MOH for the entities responsible for operation and maintenance of equipment/facilities provided by JICA?	Yes	Yes	Yes, malaria is the most common cause of death and illness	Uncertain
	Are the transferred technics to the responsible entities for maintenance and operation still existing in the entities?	Yes	Not Applicable	- Early projects: No, because malaria vector control had not been regarded as an applicable approach of malaria control.	Technology was not transferred.
	Is the budgetary support for the entities sufficient enough for the maintenance and operation?	Yes/No.Ironga. During the implementation, already participating JOCV members paid part of operation cost of the counterpart center which should have been paid by the center.	No, but other donors supported the activities of the same purposes	No	No
	Is the personnel who have managerial ability to conduct activities with the transferred technics secured in the responsible entities?	Yes	Yes	Uncertain, early projects: if any technology were transferred, the technology employed by the JICA projects is not employed anymore.	Uncertain

c-3 Is the effectiveness of the cooperation project continued to last?	Was the project purpose achieved?	Yes	Yes	-Early projects: yes, prevalence of malaria decreased. -Later projects: yes,	Yes, partly. Renewals and increases of medical equipment of the six top-referral hospitals which were urgently necessary were realized, but they did not rehabilitate the function of basic medial services, because these hospitals are the tertiary level of health facilities which provide basic health and medical services.
	If the project achieved the project purpose, will the effectiveness continue to be lasted?	Yes	Continuous inputs are necessary due to the issues dealt with by the projects such as immunization, safe motherhood	-Early projects: no, due to the changes of approach of malaria control explained elsewhere in this matrix. -Later projects:uncertain	Uncertain: - Budget for maintenance of the provided equipment is not sufficient - Measures to obtain spare parts produced in Japan is not easy.
	What are the promoting or disturbing factors for that the effectiveness continues to last? (Followings are examples of viewpoints of the evaluation here. Disparities between social strata created by the project, degree of establishment of the rules for	Lack of basic infrastructure such as clean water and electricity for implementation of projects. Understanding of the stakeholders to the projects	- Strong interests of the Tanzanian government and other donors in improving health of children and mothers As a future concern, are local government capable enough to provide services appropriately?	Uncertain: The advancing decentralization process may be either promoting or disturbing factor,	Shortage of budget for maintenance and difficulties to obtain spare parts produced in Japan.



## Evaluation Matrix : Education (Expansion of Basic Education)

Evaluation Items	Questions	Basic education support program (based on Ed-SDP)		
		Improving education environment	Improving education quality	Promote capacity building in educational sector
<b>Relevancy</b> (Target: JICA's projects implemented from 1991 to 2000)				
a-1 Were Programs relevant to development concerns in Tanzania?	Was the Program relevant to the development plan of the education sector under the implementation of structural adjustment?	Basically yes. (In the secondary education, the JICA's projects of provision of less expensive but necessary equipment, which were "follow-up" of Tanzanians' training in Japan, contributed to improve the situation)		
	Was the Program relevant the reform of the local government started from 1996?	Yes. The school mapping is relevant.		
	Was the Country Specific Cooperation Plan and the cooperation Program highly relevant to the education sector reform ?	Yes, in term of their emphases on basic education		
a-2 Were components (projects) relevant to Program approach?	How/what were modality, inputs, and timing of the project?	The school mapping is being conducted in the Development Study Scheme, which is the most suitable for school mapping among the current JICA's schemes.		
	Was the contents of the projects located under a Program relevant?	No, some of them are those for secondary education, and one of them was regarded as a project in the field of infrastructure.		
a-3 Were Programs relevant to recipients'/beneficiaries' need?	Who were the beneficiaries of the projects subjects for the evaluation?	Due to the mixture of the educational levels of targetted by JICA' projects, they were students at different level of education, people who are subject for adult education, and communities subject for the school mapping.		
	Was needs assessment of the beneficiaries conducted in the project subject for the evaluation ( in what way)?	Yes, but the way of assessing the needs varied.		
	Was the needs of the beneficiaries reflected in the projects?	Yes.		
	Was the design of the projects relevant to the society, culture, and gender?	Past experience in designing of development study is not highly relevant to the one for school mapping, of which objectives are capacity building		

<b>Efficiency</b> (Target: JICA's projects implemented from 1991 to 2000)		
b-1 Did Programs efficiently contribute to regional development?	Did the selection of the project area increase in the efficiency of the Program in terms of distance from the capital, topography, social, economic and culture factors, and population? Was there any alternative project area?	Project areas were not selected for these reasons, but for according to the location of the existing education/broadcasting facilities. The reason for the case of the school mapping project is for avoiding duplication with other school mapping.
b-2 Did Programs efficiently reflect stakeholders' concerns?	Was the communication between the Japanese and Tanzanian sides sufficient in implementation of the projects?	Yes, but further communication could have been realized .
	Was the projects implemented under the sufficient cooperation with Tanzanian C/P?	Yes.
	Was there any issues of efficiency which were caused by disagreement of opinions among stakeholders?	Ideas of participation are different among the stakeholders of the school mapping project, this led to misunderstanding in the aspect of ownership among them.
b-3 Were local components (procedural and financial) of Programs efficiently conducted?	What kind of the operational procedures did the Tanzanian government bear in implementation of projects?	As stated in the official agreement between the Tanzanian and Japanese governments.*
	What procedural contribution was taken by the Tanzanian government ?	Stronger ownership might have been realized if the project designs had been formulated based on the further consideration to issues of ownership
	What financial contribution was made by the Tanzanian government ?	Costs for operation and maintenance, as stated in the official agreement between the Tanzanian and Japanese governments*
b-4 Were there any inefficiency or duplication between JICA's and other programs?	How/what were modality, inputs, and timing of the project?	The scheme of the Development Study for the school mapping. Provision of materials as "follow-up" of training in Japan, grant aid, studies, etc. The Studies on advancement of the sector programs were followed by the Development Study of school mapping and this increased efficiency of the program.
	How was the coordination within the program?	The provisions of materials were conducted as follow-ups of the despatching Tanzanians to Japan for training.
	How was the coordination with other donors?	Coordination was conducted in the school mapping project since accomplishing school mapping in a certain percentage of areas a requirement of the PRSP process.
b-5 Are monitoring and evaluation (ME) of Programs in operation efficiently?	Was there clear objectives of monitoring at the beginning of the projects?	No. The monitoring of the school mapping project is facing difficulties in regards to aspects to be monitored due to the nature of the project aiming at capacity building.
	What kind of monitoring, evaluation, and follow-up have been conducted by the Japanese and Tanzanian sides, or the third parties?	Monitoring has been conducted in the school mapping.
	Was the feedback from the monitoring, evaluation, or follow-up returned to the projects?	The feedback in regards to school mapping is being conducted. Feedbacks of other projects have been conducted, but might have been in depth.

\*Obtaining accurate information on this matter is highly difficult, even some evaluation reports of JICA do not include this.

## BIBLIOGRAPHY

### Macro Economic Analysis

国際協力事業団 『マクロ経済指標マニュアル』、1996年。

IDA and IMF. Decision Point Document Under the Enhanced Heavily Indebted Poor Countries (HIPC) Initiative, March 2000.

IMF. Tanzania: Enhanced Structural Adjustment Facility, Policy Framework Paper for 1998/99 - 2000/01, January 1999.

IMF. Tanzania: Recent Economic Developments, April 1999.

IMF. Statistical Appendix, September 2000.

IMF. Poverty Reduction Strategy Paper, Oct. 2000.

United Republic of Tanzania (URT). Economic Survey 1999.

URT. Public Expenditure Review, 1994 and 1997.

World Bank and UNDP. Africa's Adjustment and Growth in the 1980s, 1989.

World Bank. Adjustment in Africa: Lessons from Country Case Studies, 1994.

World Bank, African Development Indicators, various issues.

World Bank, Trends in Developing Economies, various issues.

### **Changes and Current Situations of Aid and Aid Environment in Tanzania (3.1, 3.2)**

Lancaster, C., Aid to Africa: so much to do, so little done, University of Chicago Press, 1999.

Ministry of Foreign Affairs. Japan's ODA, various issues.

OECD. Development Cooperation Report, various issues.

UNDP. Development Cooperation Report, various issues.

World Bank. Tanzania: Country Assistance Evaluation, 2000.

### **Rural Development / Agriculture**

Amari, H. K. R. Agriculture and Rural Development Strategy for East African Community - Draft Final, November 2000.

Danida. Summary: Logical Framework Analysis For ASPs Components, no date published shown.

Danida. working file in operation of ASPs, a file used in Dar es Salaam Office of ASPs.

Danida and Ministry of Foreign Affairs. Sector Programme Support Document: Agricultural Sector Programme Support, Tanzania, August 1997.

JICA. JICA-CIDA Evaluation Study on The Kilimanjaro Agricultural Development Project, 1998.

JICA. The Kilimanjaro Agricultural Development Project - Post Evaluation Report(in Japanese), 1991.

JICA. The Kilimanjaro Agricultural Training Center Project - Post Evaluation Report(in Japanese), 1999.

JICA. The Kilimanjaro Industrial Development Center Phase II - Post Evaluation Report(in Japanese), 1993.

JICA. Report on The Aid for Increased Food Production(KR2)(in Japanese), 1994 ~ 1997.

JICA and Intem Consulting, INC. Basic Design Report on The Project for the Supply of Training Equipment to Mtwara Vocational Training Center, 2000

JICA and Nippon Koei CO., LTD. Basic Study Report on The Project for Mweha Smallholder Irrigation in Morogoro, 2000

Nippon Koei CO., LTD, Pacific Consultants International INC. and Pasco International INC. The Study on Smallholder Irrigation Project in Central Wami River Basin, Morogoro-Main Report, 1998

Nippon Koei CO., LTD, and Pasco International INC. The Study on Lower Moshi Integrated Agriculture and Rural Development Project-Main Report, 1998.

Jones, William I., ed. OED. The World Bank. The World Bank and Irrigation, 1995.

Ministry of Agriculture. The National Irrigation Development Plan, October 1994.

Ministry of Agriculture and Cooperatives, URT. Agricultural, and Livestock Policy, 1997, January 1997.

Ministry of Agriculture and Cooperatives, URT. Agricultural Sector Development Strategy - Draft for Discussion, July 2000.

Tsuji, Hideyuki. Nanbu Africa no Nouson Kaihatsu: Kouzouchousei ka ni okeru Yakuwari to Ikusei (Rural Development in Southern Africa: Role and Upbringing under SAP)(in Japanese), 1999.

Wise Association. The Extension Program of the Bagamoyo Irrigation Development Project (BIDP), 1999.

The World Bank. Agricultural Sector Management Project (ASMP) - Staff Appraisal Report, June 1993.

The World Bank. Tanzania: Agriculture – A World Bank Country Study, 1994.

The World Bank, and URT. Tanzania at the Turn of the Century: From Reforms to Sustained Growth and Poverty Reduction: Volume I - Main Report, May 2000.

### **Infrastructure Development**

Carl Bro International. Comprehensive Review of the Integrated Roads Project Final Report, 1997.

Ministry of Works (MOW) and Ministry of Communications and Transport (MOTC). Presentation of the Second Integrated Roads Project. MOW and MOCT, 1993.

Ministry of Works. Medium Term Expenditure Framework (MTEF) 2000/01-2002/03. MOW, 2000.

New ITU Association of Japan. World Telecommunications Visual Databook 2000.

- New ITU Association of Japan, 2000.
- Planning Commission. The Tanzania Development Vision 2025. Planning Commission, 1999.
- Planning Commission. Composite Development Goal for the Tanzania Development Vision 2025. Planning Commission, 2000.
- JICA. 『平成 12 年度 JICA 国別事業計画』 Photocopied.
- 外務省 . 2000. 『国別援助計画タンザニア』 . 2000.  
www.mofa.go.jp/mofaj/gaiko/oda/kuni/tanz.\_h.html
- 外務省. 『タンザニア国別援助方針』 . 2000. www.mofa.go.jp
- 株式会社国際開発アソシエイツ. 『タンザニア国首都圏道路網整備計画における社会的・経済的効果の事後評価調査. 外務省委託調査』 . 2000.

### **Health**

- Government of Tanzania and The World Bank, The United Republic of Tanzania Public Expenditure Review, (In Two Volumes) Volume I: Main Report, No. 19898, 1999.
- Government of Tanzania and The World Bank, The United Republic of Tanzania Public Expenditure Review, (In Two Volumes) Volume II: Towards a Medium Term Expenditure Framework, Report No. 19898, 1999.
- Msembichaka, L.A., Kilindo, A.A.L., Kiwara, A.D., and Mkusa, E.L. Economic Adjustment Policies & Health Care in Tanzania, Dar es Salaam: Economic Reseach Bureau, University of Dar es Salaam, 1997.
- Ministry of Health. Health Statistic Abstract 1999, Vol 1, Morbidity and Mortality Statistics, 1999.
- Ministry of Health. Health Statistic Abstract 1999, Vol 2, Inventory Statistics, 1999.
- Ministry of Health. Health Sector Reform Group, Strategic Health Plan 1995-1998, 1995.
- UNICEF. Mid-term Review of Government of Tanzania/UNICEF Country Program, 1997-2000, 1999.
- The World Bank. Project Appraisal Document on A Proposed Credit in the Amount of SDR16.2 Million (US\$22 Million Equivalent) to the Government of the United Republic of Tanzania for the First Phase of the Health Sector Development

Program, 2000.

- 国際協力事業団医療協力部. 『国別医療協力ファイル タンザニア』. 1994.  
国際協力事業団医療協力部. 『タンザニア連邦共和モロゴロ州保健行政強化プロジェクト事前調査団報告書』. 2000.  
国際協力事業団基礎調査部. 『タンザニア/ケニア 人口・エイズ分野 プロジェクト形成調査結果資料 (内部検討資料)』. 1997.

## **Education**

Ministry of Education and Culture. Education and Training Policy,

Ministry of Education and Culture. Basic Statistics in Education 1999, Regional Data, 2000.

Ministry of Education and Culture. Basic Statistics in Education 1995 - 1999, National Data, 2000.

Ministry of Education and Culture. Draft, The Education Sector Development Program Document, 2001.

PADECO. The Study on School Mapping and Micro Planning in Education in the United Republic of Tanzania: Progress Report 1, 2000.

UNDP. Tanzania Human Development Report: The State of Progress in Human Resource Development 1999, 2000.

The World Bank. Tanzania Social Sector Review, 1995.

国際協力事業団企画部地域第3課. 『企画調査報告書 タンザニア教育分野 企画調査』. 古谷典子 (ジュニア専門員), 1994.

国際協力事業団企画部地域第3課. 『企画調査報告書 平成10・11年度 タンザニア教育分野 服部浩幸 Jr 専門員』, 1997.

、