

**APPENDIX 9:**  
**MEMORANDUMS**

*MEMORANDUM*

2001/08/24

## Participants:

1. Mr. C. Kalugula        Director, Dep. of Policy and Planning
2. Mr. S.M. Mwairimu    Head, Policy Planning and Financing Section
3. Mr. C.M. Miyedu        Head, Research and Statistics
4. Ms. Kaoru Iwakawa     JICA Study Team

## Agenda:

1. Schedule of Phase III
2. Preparation Schedule
3. Method of Selecting Consulting Firm
4. Unit Cost of remuneration for personnel, and allowance to MoEC official

## Discussion:

1. Before agreeing on the schedule of School Mapping and Micro-Planning presented by the JICA Study Team, Mr. Miyedu will check the date of Std. VII exam.
2. MoEC and the JICA Study Team take the preparation period presented by the Stud Team (up to Sep.30) is the longest estimation, and the school mapping can be started even before 1<sup>st</sup> of October.
3. Tentative date of the meeting with 16 DEOs (Sep. 21<sup>st</sup>) proposed by the JICA Study Team will be examined, and MoEC will make the final definition. Mr. Miyedu will be in charge of it.
4. Mr. Miyedu is entrusted to make shortlist of 6 prospective consulting firms and present it to the JICA Study Team on Aug. 27<sup>th</sup>.
5. MoEC and the JICA Study Team will make a recommendation list of 16 facilitators to be hired by the consulting firm.
6. MoEC and the JICA Study Team agreed on that TCM (Technical Committee of the Ministry) would control the consulting firm on its method of payment for personnel Iwakawa will prepare the document necessary for this purpose and will present it on Aug. 27<sup>th</sup>.
7. MoEC and the JICA Study Team agreed on the importance of transparency between TCM and the consulting firm, and between TCM and districts.

Kaoru Iwakawa

JICA Study Team for SM &amp; MP

**MEMORANDUM**

2001/10/04

*Participants:*

Mr. S. M. Mwaimu, Acting Director, Dep. of Policy and Planning  
Mr. C. M Miyedu, Head, Research and Statistics, Dep. of Policy and Planning  
Dr. N. Kato, Team Leader, JICA Study Team  
Ms. K. Iwakawa, JICA Study Team

*Agenda:*

1. Monitoring Schedule
2. Progress of School Mapping
3. Any other issues

*Discussion:*

1. Draft Schedule (for monitoring of school mapping) made by Mr. Miyedu and Ms. Iwakawa was accepted.
2. It was agreed that JICA Study Team will prepare draft TOR for monitoring of School Mapping by tomorrow (October 5<sup>th</sup>), and will be finalised in the meeting to be held at 8:30 am on the same day.
3. It was agreed that the monitoring sheet prepared by the JICA Study Team will be reviewed by MoEC and be used as a tools for monitoring together with the TOR.
4. It was agreed that the meeting with the monitors will be held tomorrow (October 5<sup>th</sup>) in the afternoon.
5. The JICA Study Team informed the progress of the work including the approval of the sub-contracting consulting firm by the JICA headquarters.

Norio Kato  
The JICA Study Team

**MEMORANDUM**

2001/10/16

*Participants:*

Mr. F. M.J. Mkamati, Acting Director, Dep. of Policy and Planning  
 Mr. C. M Miyedu, Head, Research and Statistics, Dep. of Policy and Planning  
 Dr. N. Kato, Team Leader, JICA Study Team  
 Ms. K. Iwakawa, JICA Study Team

*Agenda:*

1. Modification of Micro Planning Manual - How to make priority
  - Unit Cost for the estimation
  - National Minimum Standard
2. Participants of the Micro Planning Workshop at District

*Discussion:*

1. Modification of Micro Planning Manual
  - It was agreed that the micro planning will be carried out according to the methodology applied last year with some modification discussed in this meeting.
  - It was agreed that the JICA Study Team will make a proposal on how to make priority on activities/programme.
  - It was agreed to include the standard unit cost for some activities in the Micro Planning Manual, and to use the standard unit applied in School Mapping supported by UNICEF with some modifications, if necessary.
  - It was agreed that MoEC would prepare the modified list of National Minimum Standard and other criteria for educational resource.
2. Participants of the Micro Planning Workshop at District
  - It was agreed to invite the following position and number of people for Micro Planning Workshop.
    - 1<sup>st</sup> ~ 3<sup>rd</sup> days: all WECs
      - seven district officers (DEO, DPO, District Engineer, SLO, School Inspector, Academic Officer, Community Development Officer)
    - 4<sup>th</sup> ~ 10<sup>th</sup> days: selected number of WECs to be defined by MoEC/JICA Study Team
      - seven district officers (DEO, DPO, District Engineer, SLO, School Inspector, Academic Officer, Community Development Officer)
  - JICA Study Team will estimated the possible maximum number of WECs to be included in 4<sup>th</sup> ~ 10<sup>th</sup> days, and will inform to MoEC.
  - Districts will be able to invite other participants such as head teachers, teachers, village/mitaa leaders as long as the above-mentioned participants are also invited.

Norio Kato, Team Leader, The JICA Study Team

**MEMORANDUM**

2001/10/25

*Participants:*

Mr. S.M. Mwaimu, Acting Director, Dep. of Policy and Planning  
Mr. F. M.J. Mkamati, Dep. of Policy and Planning  
Mr. C. M Miyedu, Head, Research and Statistics, Dep. of Policy and Planning  
Mr. C. Kalugula  
Dr. N. Kato, Team Leader, JICA Study Team  
Ms. K. Iwakawa, JICA Study Team  
Ms. S. Kamei, Project Formulation Advisor, JICA Tanzania Office  
MS. J. Ndalichako, Advisor in Education Sector, JICA Tanzania Office

*Agenda:*

2. Progress Report 2
3. Table of Contents of the Final Report
4. Participants of the Micro Planning Workshop
5. Unit Cost (to be included in the Micro Planning Handbook)
6. The Dissemination Meeting
7. Evaluation Meeting on School Mapping

*Discussion:*

1. The JICA Study Team will submit the Progress Report 2 which was revised according to the comments received from the MoEC, in this afternoon. It was agreed that MoEC will finish reviewing the part revised before the Team Leader of the JICA Study Team leaves.
2. The JICA Study Team submitted proposal concerning the Table of Contents for Final Report. It was agreed that the comments from MoEC will be given before the Team Leader of the JICA Study Team leaves.
3. It was agreed that the participants for the Micro Planning Workshop would be maximum of 22 including the following.

7 from the District Technical Committee

DEO, DPO, District Engineer, Academic Officer, School Inspector, Adult Education Officer, Logistics & Statistics Officer

10 WECs

from the wards which show the highest and lowest level in the following indicators: GER/Completion Rate/CPR/TPR/School Income per pupils. The name of the ward will be given during the Information Sharing Seminar. If the number of ward is less than 10, all WECs will participate.

4. The final version of Unit Cost to be integrated into Micro Planning Handbook will be prepared by MoEC.
5. It was agreed that the participants of the dissemination meeting will be the member of BEDC(Basic Education Development Committee), the presentation will be made by two DEOs, who will be selected by MoEC/JICA Study Team by that time, and that overall briefing of the study will be made by the JICA Study Team. It was also agreed that better preparation is necessary for the presentation by DEOs, considering the presentation made in last year.
6. It was agreed to organise evaluation meeting on School Mapping on either Friday or Saturday in this week.
7. The next meeting will be on 9:00 am on October 26, 2001

Norio Kato

Team Leader, The JICA Study Team

**MEMORANDUM**

2001/11/09

*Participants:*

Mr. S.M. Mwaimu, Acting Director, Dep. of Policy and Planning  
Mr. C. M. Miyedu, Head, Research and Statistics, Dep. of Policy and Planning  
Mr. Y. Chikamatsu, JICA Study Team  
Ms. K. Iwakawa, JICA Study Team

*Agenda:*

1. Survey about IT utilisation at central government level (EMIS)
2. Survey about IT utilisation at local government level
3. IT seminar at MoEC
4. Letter to the districts on MP Training Workshop
5. Fund Utilisation Report 1

*Discussion:*

1. It was agreed that MoEC will identify suitable interviewees for the Survey about EMIS carried out by JICA Study Team.
2. It was agreed that JICA Study Team will conduct a questionnaire survey during MP Training workshop, and he further visit one or two selected districts, if that is necessary.
3. It was agreed that MoEC and JICA Study Team will arrange to hold an brief IT seminar for the heads of department at MoEC to explain how IT can be utilised for Development of Education, in the next week.
4. It was agreed that MoEC will prepare the letter for districts to notify the date of MP Training Workshop, and JICA Study Team will fax them.
5. It was agreed that MoEC will make sure to get all Fund Utilisation Report 1, and will stress again to the DEOs, during MP training workshop, not to delay in submitting the report

Kaoru Iwakawa  
The JICA Study Team

**MEMORUMDOM**  
***On the discussion during Dissemination Seminar***

2002/01/16

**Participants:**

Mr. S.M. Mwaimu, Acting Director, Dep. of Policy and Planning  
 Mr. C. M Miyedu, Head, Research and Statistics, Dep. of Policy and Planning  
 F.S. Lumato, DEO-Njombe  
 Nassor Mwingira, Town Economist, Kigoma Ujiji Town Council  
 Dr. N. Kato, Team Leader, JICA Study Team  
 Jiro Iguchi, JICA Study Team  
 Ms. K. Iwakawa, JICA Study Team  
 Paul Gandye, Facilitator, Kigoma Ujiji Town Council  
 Benjamin Kulus, Assistant Director, MoEC  
 Godwin S. Noah, Facilitator, MoEC  
 Kissa Mwangsu, Statistics Unit, MoEC  
 Jareth Mteleka, Assistant Director, MoEC  
 Rosalia P. Msofe, Assistant Director, MoEC  
 Kumdaeli Lema, Chief Accountant, MoEC  
 Salum Mnjagila, Assitant Director, Adult Education, MoEC  
 Mary Macheve, Assistant Director, Education by Radio, MoEC  
 Oluer Mhalu, Director, Dep. of Primary Education Unit, MoEC  
 P.S. Temu, School Inspector, MoEC  
 A.S. Mmhi, Assistant Director, MoEC  
 C. Philemon, Assistant Director, Dep. Of Secondary Education, MoEC  
 S.E.D. Baitwa, Assistant Director, Dep. of Finance & Accounts, MoEC  
 Joyce Ndalichako, Senior Lecturer & JICA Consultant, UDSM  
 Tomoki Kobayashi, Assistant Resident Representative, JICA Tanzania  
 S. Kamei, Project Formulation Advisor, JICA Tanzania Office  
 Debora Sungusia, Programme Officer, JICA Tanzania  
 Keiko Banzai, volunteer, JICA/JOCV  
 Beatrice Omari, BEFF Coordinator, CIDA Tanzania  
 Victoria Moshi, Education Advisor, CIDA Tanzania  
 Beatrice Nalingigra, PRCP Officer, RNE  
 M.J.Kinunda, Consultant, UNESCO  
 Inger Sangnes, Education Officer, Embassy of Norway  
 Jocelyne Mkilima, Facilitator-Njombe



*Discussion:*

*I. General Comments*

- The participation is the important factor in school mapping, In the 3<sup>rd</sup> Phase, people at grassroots level could participate in the process. (Mwaimu, MoEC)
- The two districts presented in the seminar, had minimum mistakes in the data in school mapping and was selected as the best performer in school mapping and micro planning exercise. (Mr. Miyedu)
- According to the data from school mapping, we find that redistribution of the resource is necessary. For instance, Njombe achieves national minimum standard of TPR. But there are wards which have accurate shortage in teachers. (Mr. Miyedu, MoEC)

*II. Comments on Micro-Plan*

- In micro-plan, it is necessary to prioritise the activity in terms of reaching the target.
- Among the outputs planned at micro planning workshop, the outputs to be accomplished by central government is also included. (change of curriculum) Since this is the owner of the micro-plan is the district government, it is necessary to target the only outputs that can be accomplished by the district. (Ms. Omari, CIDA)

*III. Discussion Regarding the Comments by Ms. Omari, CIDA*

- Regarding the prioritisation, lack of facility is the main problem in all schools in Kigoma Town. Therefore schools are not attractive to teachers and pupils. However, Kigoma Town is the one of the best in Std VII Exam Pass Rate. (Facilitator-Kigoma Town)
- Though facility is important, creative teachers produce creative pupils. It does not cost money to plant flowers or to put stones in the garden for example. However, due to lack of incentive, the teachers do not tend to do such efforts. (Mr. Mwaimu-MoEC)
- What I heard about Kigoma is that the main reason for low quality of education is that the community are just waiting for government support (MoEC official)

*IV. Other Comments*

- Although there is a regular change of curriculum, orientation of new curriculum to teachers is more important rather than curriculum change. (MoEC official)
- As there is a programme for out-of-school children with curriculum, syllabus and ToT system prepared, MoEC can start the program once the fund is available. (MoEC official)

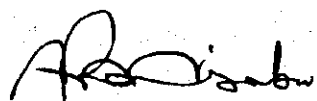
**APPENDIX 10:**

**MINUTES OF MEETINGS**

- 1 Minutes of Meeting on the Inception Report (14<sup>th</sup> December, 1999)
- 2 Minutes of Meeting on the Progress Report I (28<sup>th</sup> June, 2000)
- 3 Minutes of Meeting on the Progress Report II (25<sup>th</sup> October, 2001)
- 4 Minutes of Meeting for the smooth implementation of Phase III (20<sup>th</sup> December, 2000)
- 5 Minutes of Meeting on the Draft Final Report (19<sup>th</sup> February, 2002)

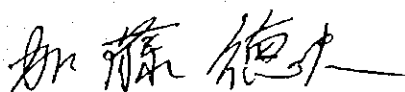
MINUTES OF MEETING  
BETWEEN  
THE REPUBLIC OF TANZANIA  
AND  
THE JICA STUDY TEAM  
FOR THE STUDY ON SCHOOL MAPPING AND MICRO PLNANING  
ON  
THE INCEPTION REPORT

14 ~~NOVEMBER~~ 1999  
DECEMBER



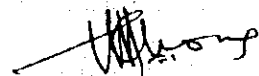
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Mr. Abubakar R.M.S. RAJABU  
Permanent Secretary  
Ministry of Education and Culture  
United Republic of Tanzania



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Dr. Norio KATO  
Team Leader  
JICA Study Team for School Mapping and Micro  
Planning



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Mr. A. A. Choma  
Acting Commissioner for External Finance  
Ministry of Finance  
United Republic of Tanzania



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Dr. Kazuo KURODA  
JICA Advisory Committee for the Study on  
School Mapping and Micro Planing

The meeting between the Ministry of Education and Culture (MoEC) and the JICA Study Team was held on 13 November 1999 according to the following agenda:

- 1 Opening of the meeting;
- 2 Presentation of the Inception Report by the Team Leader of the JICA Study Team
- 3 Discussion;
- 4 Closure of the meeting.

The meeting was chaired by Mr. Charles Kalugula, the Director of Policy and Planning of the Ministry of Education and Culture (hereinafter referred to as MoEC). The list of attendants is attached to this document.

1. The JICA Study Team submitted the Inception Report (hereinafter referred to as the "Report") to the Tanzanian side.
2. The JICA Study Team explained the details of the Report and stated that the study would be conducted in accordance with the Scope of Work agreed upon among MoEC and the JICA Preparatory Study Team signed on July 8<sup>th</sup> 1999. Then the JICA Study Team made a presentation concerning the School Mapping including the concept and general methods applicable to the Study. The JICA Study Team also requested assistance from the Tanzania side to make the Study effective.
3. The MoEC expressed that the study items and methodology described in the Report were clear and acceptable with a few amendments.
4. The comments by the MoEC and the clarification by the JICA Study Team to these comments are summarised hereafter:
  - (1) Regarding 1.2. "Objectives of the Study", some members of the Tanzania side commented that the words "school mapping" and "micro planning" have broader meaning than 1.2.1 and 1.2.2. The Study Team agreed with the idea and eliminated the words from 1.2.1 and 1.2.2.
  - (2) Concerning 2.3.1-2, a member of the Tanzania side commented that quantification of some kind of information is difficult, i.e. contribution of community to education. Methods to assess such information should be established. The study team agreed to take the idea into consideration in the implementation of the school mapping.
  - (3) Concerning 2.3.1-2, a member of the Tanzania side recommended to add "equity of education" to data to be analysed. The study team agreed with the amendment.
  - (4) Concerning 2.3.2-3(a), members of the Tanzania side informed specific officers or organisations, which should be involved in DCT and the informants, i.e. District Land and Planning Officers, District Statistics and Logistics Officers, District Education Boards and School Committees.

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- (5) A member of the Tanzania side asked the study team how they included qualitative aspects of education in their implementation plan. The team leader answered the question by showing a concept map, which describes a systematic process to determine quantitative and qualitative study items.
- (6) A member of the Tanzania side stressed the necessity to be aware of ownership of schoolyards. The Study Team answered that it has already been included in their study items.
- (7) Concerning "Specific requests for facilitation from the Study Team" (p.22), members of the Tanzania side asked the meaning of "3. appointment of full-time counterpart personnel..." The Study Team clarified their question that 2 or 3 educational officers of MoEC would be assigned as their counterpart personnel, and at least one of them should be ready to any requirement of the Study Team.
- (8) A member of the Tanzania side stressed the necessity to disseminate the result of the study to other agencies of the government and other development partners. The Study Team agreed to take the idea into consideration in the implementation of the study.

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*OR*

## LIST OF ATTENDANTS

### Tanzanian Side

#### Ministry of Education and Culture

Mr. C. Kalugula	Director, Policy and Planning Department
Mr. H. J. R. Ramadhani	Director – Sports/Games Development
Mr. A. S. M. Mwaimu	Policy and Planning Department
Mr. G. S. Noah	Policy and Planning Department
Mr. C. M. Miyedu	Policy and Planning Department
Mrs. M. J. N. Mongella	Policy and Planning Department
Mr. A. S. Mrutu	Office of Commissioner for Education
Mr. E. E. Mbasha	DBSPE Programme Officer, Policy and Planning Department
Mr. J. L. Gwaseko	Secondary Education Department
Mr. A. S. Malembeka	Education II Project, Policy and Planning Department

#### Related Agencies

Mrs. W. A. Kaliyo	District Education Officer of Kinondoni District
Mr. R. Mvugaro	District Education Officer of Temeke District
Mr. G. Urassa	District Education Officer of Ilala District

### Japanese Side

#### JICA Advisory Committee

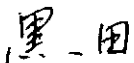
Dr. Kazuo Kuroda	Assistant Professor, Centre for the Study of International Cooperation in Education, Hiroshima University
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#### JICA Tanzania Office

Mr. Kaoru Suzuki	Assistant Resident Representative
Mr. Deborah Sungusla	Assistant Programme Officer

#### JICA Study Team

Dr. Norio Kato	Team Leader/Educational Planning
Mr. Kaoru Iwakawa	School Mapping
Dr. Jiro Iguchi	Social Consideration and Analysis



MINISTRY OF EDUCATION AND CULTURE  
UNITED REPUBLIC OF TANZANIA

JAPAN INTERNATIONAL COOPERATION AGENCY  
(JICA)

**THE STUDY ON  
SCHOOL MAPPING AND MICRO PLANNING IN  
EDUCATION IN  
THE UNITED REPUBLIC OF TANZANIA**

**INCEPTION REPORT**

14<sup>th</sup> December 1999

**PADECO**

THE STUDY  
ON  
SCHOOL MAPPING AND MICRO PLANNING IN EDUCATION  
IN  
THE UNITED REPUBLIC OF TANZANIA

**Inception Report**

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	A-1 Scope of Work for the Study agreed upon between MoEC and JICA	
	A-2 Minutes of Meeting for the Study agreed upon between MoEC and JICA	



# 1 INTRODUCTION

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## 1.1 Background

In response to the request of the Government of the United Republic of Tanzania (the Government of Tanzania), the Government of Japan decided to conduct the Study on School Mapping and Micro Planning in Education in the United Republic of Tanzania (the Study).

In June 1999, the Japan International Cooperation Agency (JICA), the agency responsible for the implementation of official technical cooperation programs, sent a Preparatory Study Team to hold discussions with the Ministry of Education and Culture (MoEC) and the related organisations. On 8 July, MoEC and JICA agreed upon the Scope of Work for the Study.

In August 1999, JICA called the technical offers for the selection of consultant to implement the Study. A team of experts organized by PADECO Co., Ltd. was selected and contracted as the Study Team in October 1999. On the part of the Government of Tanzania, MoEC will coordinate the Study in relation to the other governmental and non-governmental organisations concerned.

This Inception Report is prepared by the Study Team to outline the implementation plan of the Study, aiming at mutual understanding among the parties concerned.

## 1.2 Objectives of the Study

The objectives of the Study agreed upon in the Scope of Work for the Study are:

- 1 to provide basic educational information at district level;
- 2 to prepare plan and programmes for basic education at district level;
- 3 to prepare recommendations for information systems for basic education; and
- 4 to transfer technical know-how to the counterpart in the course of the Study.

## 1.3 Study Area

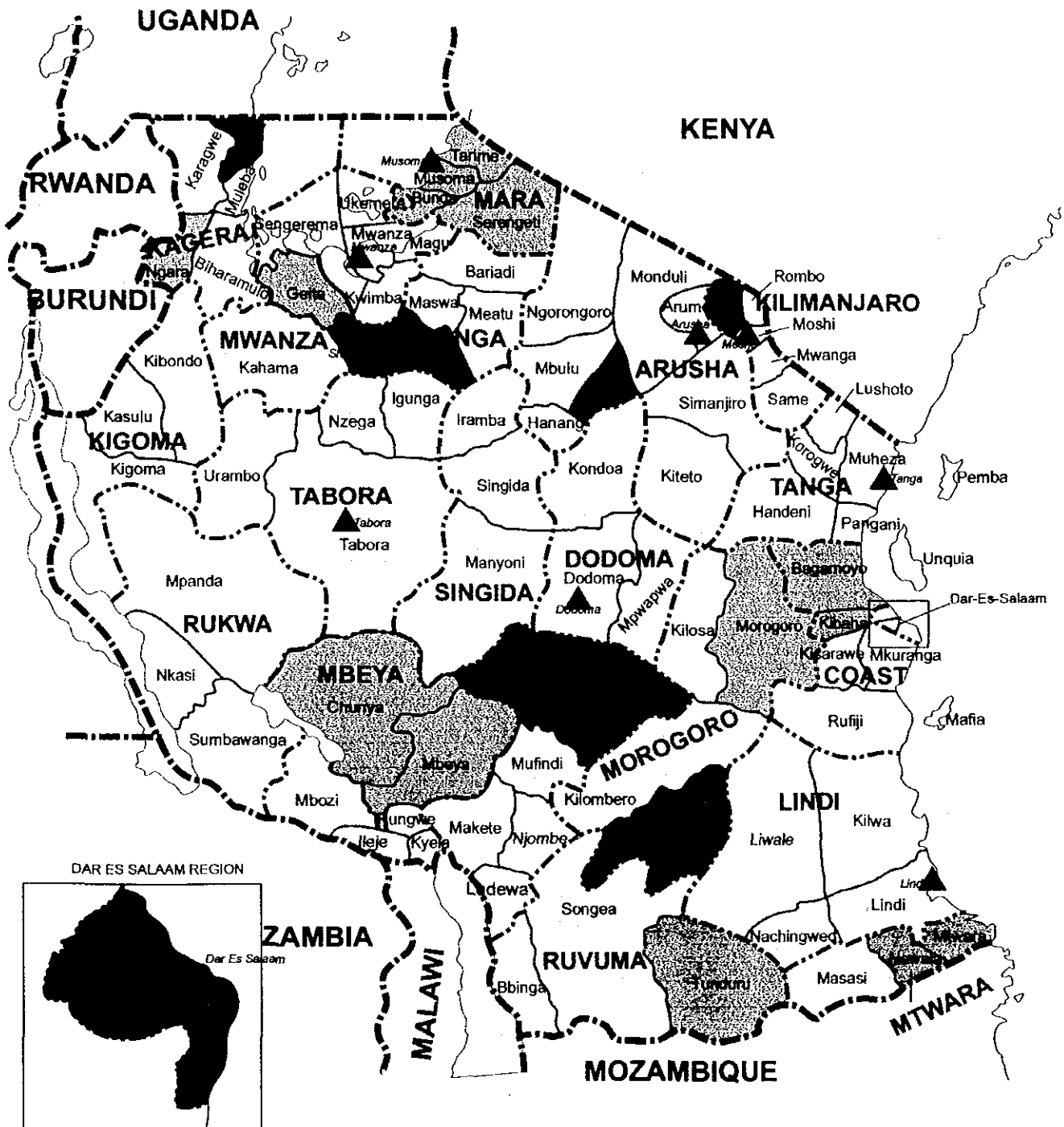
The Study Area will cover approximately 30 districts that are described in Table 1.1 and Figure 1.1.

In the first year the Study will cover three districts in Dar es Salaam, and in the second year it will cover 16 districts which have already been decided. The study area for the third year will be identified and selected by the end of the second year, taking into account the progress of Local Government Reform (LGR), the School Mapping programmes supported by UNICEF, and the District Based Support to Primary Education (DBSPE).

Table 1.1 Study Area

Year	Region	District	No. of wards	No. of schools
1 <sup>st</sup> year	Dar Es Salaam	Ilala	22	53
		Kinondoni	27	71
		Temeke	24	55
		Sub-Total	73	179
2 <sup>nd</sup> year	Arusha	Arusha Urban	15	24
		Babati	37	148
	Dodoma	Dodoma Urban	24	65
		Iringa	9	29
	Iringa	Iringa Urban	27	188
		Iringa	41	211
	Kagera	Bukoba	15	24
	Kilimanjaro	Moshi Urban	14	140
		Hai	6	13
	Lindi	Lindi Urban	13	20
	Mara	Musoma Urban	24	85
	Morogoro	Ulanga	20	58
	Mwanza	Mwanza Urban	10	37
		Shinyanga Urban	36	228
	Shinyanga	Shinyanga Rural	21	60
		Tabora Urban	24	64
Tabora	Tabora Urban	336	1,394	
Tanga	Tanga Urban	-	-	
Sub-Total				
3 <sup>rd</sup> year	To be decided in the second year study	About 10 districts	-	-

Figure 1.1 Study Area



- Districts Under JICA Support
- Municipalities Under JICA Support
- Districts Under UNICEF Support
- Districts with DBSPE Programme

## 2 METHODOLOGY

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### 2.1 Study Approach

The Study Team has established the following basic approach for the Study.

#### (1) Capacity Building of Local Government in the Education Sector

The Study is considered to be an efficient instrument for the capacity building of local government in the education sector, especially at the district level. Therefore, the Study Team will act as the management unit of the Study activities in order to bring out the active initiatives of the local government.

#### (2) Coordination with Various Parties Concerned including Foreign Development partners

Since many foreign development partners and NGOs are extending their activities under the Education Sector Development Programme (EdSDP), the Study Team will coordinate the Study with these parties by holding frequent workshops or seminars in addition to active communication.

#### (3) Learning from Various School Mapping Experiences

The Study Team has knowledge of various school mapping experiences through similar studies in the other countries. Based on UNICEF's method, the Study Team will develop the best School Mapping method for the Study taking these experiences into account.

#### (4) Participatory Planning by the Project Cycle Management (PCM) Method

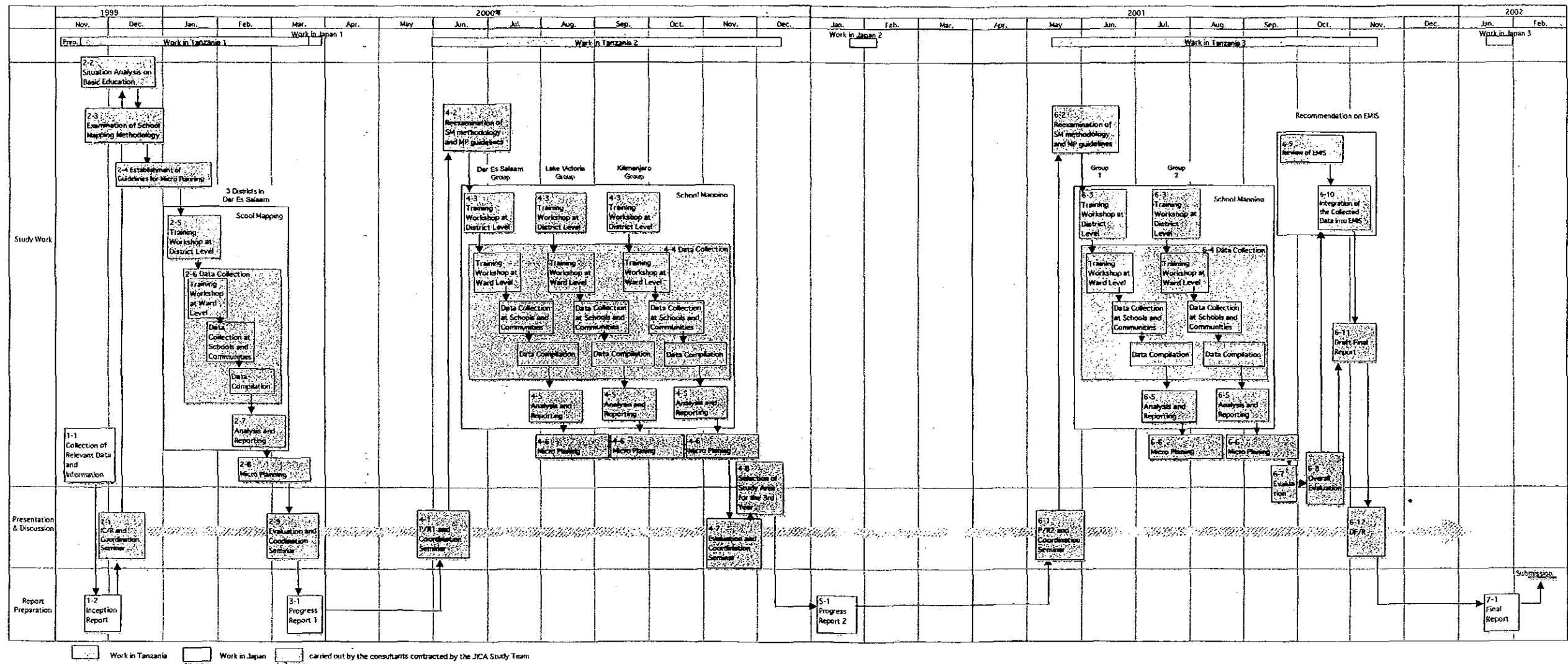
The Project Cycle Management (PCM) Method will be used as a tool for participatory micro planning at the district level. The planning process will include the following:

- 1 Classification of problems and tasks identified through the School Mapping;
- 2 Projection of demand in the short-term, mid-term and long-term future;
- 3 Workshops to discuss and decide the priority of tasks, following the guidelines of the Basic Education Master Plan (BEMP).

### 2.2 Work Flow

The General Work Flow for the Study is shown in Figure 2.1.

Figure 2.1 General Work Flow



## 2.3 Work Plan

The Study Team plans to carry out the Study according to the following process.

### Preparatory Work in Japan

#### 1-1 Collection of Relevant Data and Information

#### 1-2 Preparation of Inception Report

The Study Team conducts preparatory work in Japan including collection and analysis of available data and information, examination of study approaches, methods and procedures, and preparation of the Inception Report.

Available data and information are:

- TOR, S/W, M/M;
- relevant documents, statistics, guide books, technical paper;
- national development plan; and
- project information from other development partners, etc.

Data and information to be analyzed are:

- a. social and natural conditions;
  - b. social development policy;
  - c. basic education condition (primary and non-formal education);
- educational policy;
  - access to education;
  - equity of education;
  - quality of education;
  - organisation and budget; and
  - activities of other development partners in the education sector.

### Work in Tanzania 1

#### 2-1 Presentation of Inception Report

Upon arrival, the Study Team will present its Inception Report to the Tanzanian side.

Items to be confirmed by the both sides are:

- Scope of Work for the Study;
- study area;
- methods and approaches of the Study;
- study schedule including reporting and seminars;
- study organisations;
- facilitation for the Study to be undertaken by the Government of Tanzania, etc.

Following the presentation of the Inception Report, a co-ordination seminar will be held, inviting parties concerned including foreign development partners in the education sector.

## 2-2 Analysis on Basic Education Situation

Based on the results of the work carried out in (1-1) "Collection of Relevant Data and Information", the Study team will analyze the situation of basic education in Tanzania through discussions with the parties concerned. Items to be analyzed are:

- national development plan and various plans in the education sector;
- administrative, organisational, and financial aspects on basic education;
- the level of basic education services; and
- related projects and those of foreign development partners.

As the Study is aiming at strengthening the capacity of local government administration in the education sector, the Study Team will clarify in particular the roles of each party in education administration and education planning at MoEC level, district level, ward level, and school level.

## 2-3 Examination of School Mapping Methodology

The Study Team will examine the School Mapping methodology to be applied in the Study in collaboration with the Tanzanian side.

Since UNICEF has been conducting school mapping in nine districts until now, the Study Team will make full use of their experiences by sub-contracting a qualified and experienced local consultant team. The Study Team will take the experiences of District Based Support to Primary Education (DBSPE) into consideration as well.

The items to be examined are:

### (a) Organisational Structure for School Mapping

MoEC, the district governments and the Study Team will select the District Counterpart Team (DCT), which will basically include all of the education-related officers at the district level: district education officers, adult education officers, academic officers, school inspectors, etc, as well as personnel from social services such as health, water supply, community development, social welfare, etc. Ward education co-ordinators (WECs), ward executive officers (WEOs) and selected head teachers will be also included in DCT. The prospective persons for DCT are summarised below:

### Prospective Persons for District Counterpart Team (DCT)

Administrative Level	Position or Responsible Field
Education Officers at District Level	district education officers, academic officers, adult education officers, school inspectors, etc
Social Service Officers at District Level	district officers in charge of primary health care, water supply, community development, social welfare, land and planning officers, etc.
Ward Level	ward education co-ordinators, ward executive officers
School /Community	head teachers, village executive officers

After the establishment of DCT, the Study Team will select informants for the school mapping. The informants will be selected based on the following 11 categories.

### Prospective Informants for School Mapping

	Informants	Type of Questionnaire
Leaders at District and Ward Level	District officers Divisional Secretaries Ward Education Coordinators Ward Executive Officers	1
Community Level	Village Executive Officers Key Personalities	1
	Out of School Children	1
School Level	Head teachers Teachers Pupils Pupils' Parents	1 1 1 1
<b>TOTAL</b>	<b>11 categories</b>	<b>7 types</b>

#### (b) Work Schedule for School Mapping

The school mapping will be carried out by the local government officers at the district and ward levels related basic education, and persons concerned with the communities and schools through a participatory method under the guidance of the Study Team and its sub-contracted consultant team.

A tentative work plan for the school mapping is shown below:



### Tentative Schedule for School Mapping

Work Item	Duration
1 Overall Preparation	7 days
2 Training Workshop at District	6 days
3 Data Collection:	
3-1 Training Workshop at Ward Level	2 days
3-2 Data Collection at Schools and Communities	8 days
3-3 Data Compilation	10 days
4 Analysis and Reporting	30 days
<b>TOTAL:</b>	<b>63 days</b>

The work items from 1 to 2 will be carried out by the Study Team and its sub-contacted consultant in collaboration with DCT. Then, work item 3(shadowed) will be carried out by DCT. The work item 4 will be carried out by the Study Team and its sub-contacted consultant in collaboration with DCT.

#### (c) Questionnaire and Workshop Agenda

The Study Team will prepare the questionnaire that will be used for the data and information collection with reference to the one developed by UNICEF.

The agenda for the training workshop will also be prepared with reference to the module developed by UNICEF.

#### (d) Method for Data Compilation and Analysis

The Study Team will examine the most appropriate method for data compilation and analysis with reference to the past experiences of UNICEF as well as its own. It is understood that the development of the Education Management Information System (EMIS) has been initiated with a support from the EU and that the contents and the structure of the system however are yet to be determined. The Study Team will closely follow the development of the EMIS so that its output will be in line with the desirable integration with the EMIS in the future.

#### 2-4 Establishment of Guidelines for Micro Planning

The Study Team will establish realistic guidelines for the Micro Planning in close collaboration with the Tanzanian side, taking into account Micro Planning supported by UNICEF and District Education Plans by DBSPE.

Since the Micro Planning is aiming at realizing the "Basic Education Master Plan"(BEMP), the guidelines should be established corresponding to BEMP taking the existing conditions and constraints into account.

## **2-5 Training Workshop at the District Level**

The training workshop at the district level will be conducted by the sub-contracted consultant team. There are two types of training sessions.

The first group of trainees will be DCT noted previously in work item (2-3). They will be trained for 5 days on the technical aspects of school mapping, and on the training methods of other data collectors at the ward level.

The second group of trainees will be leaders, local councillor and executives. They will be given a one-day sensitisation seminar at the district center on school mapping and its implementation in their district.

## **2-6 Data Collection**

### **(Training Workshop at the Ward Level)**

The training will be conducted by members of DCT who had technical training at the district level according to work item (2-5). Trainees will be representatives at the ward and community levels such as village executive officers (VEOs), key personalities, and head teachers. They will be given 2-day technical training on the overall concept of school mapping and the data collection method.

### **(Data Collection at Schools and Communities)**

The data collection will be carried out using the questionnaire prepared in work item (2-3). Most members of DCT including ward education officers (WEOs) and ward executive co-ordinators (WECs), will be the principal data collectors assisted by the people who received the 2-day technical training at ward level.

### **(Data Compilation)**

The data and information collected will be compiled and consolidated at each ward by DCT and submitted to the Study Team and its sub-contracted consultant.

## **2-7 Analysis and Reporting**

The Study Team and its sub-contracted consultant team will provide a thorough analysis assisted by the resource people of each district. A draft school mapping report will be submitted to MoEC and the respective district. Then information dissemination seminars will be held, where further inputs and comments will be given to draw up the final school mapping report for each district.

## **2-8 Micro Planning**

Based on the results of the school mapping and the micro planning guidelines established in work item (2-4), the micro planning (which is the district education plan, including budgetary considerations) will be formulated by the district education officers. The Study Team will coordinate and assist with the formulation work.

## 2-9 Evaluation of School Mapping and Micro Planning

The evaluation of the school mapping and micro planning in the first year will be carried out by the Study Team and Tanzanian side.

Then, a coordination seminar will be held inviting concerned parties including foreign development partners, in order to present the study results and to exchange opinions.

## Work in Japan 1

### 3-1 Preparation of Progress Report 1

Progress Report 1 will be prepared, after summarizing the results of the first year.

## Work in Tanzania 2

### 4-1 Presentation of Progress Report 1

The Study Team will present Progress Report 1 to the Tanzanian side.

Then, a coordination seminar will be held inviting concerned parties (including foreign development partners), in order to present the study programme and to exchange opinions.

### 4-2 Re-examination of School Mapping Methodology and Micro Planning Guidelines

The Study Team will reexamine the school mapping methodology and the micro planning guidelines in collaboration with the Tanzanian side, taking the experience of the first year into consideration.

The 16 districts for the second year of the Study will be divided into three groups as tentatively shown below. The Study Team will establish the base office, and carry out the school mapping for each group one after another.

Group	Tentative Base	Study Area
1 Dar Es Salaam Group	Dar Es Salaam	Dodoma Urban Iringa Urban Iringa Lindi Urban Ulanga Tanga urban
2 Lake Victoria Group	Mwanza	Mwanza Urban Bukoba Musoma Urban Shinyanga Urban Shinyanga Rural Tabora Urban
3 Kilimanjaro Group	Arusha or Moshi	Arusha Urban Babati Moshi Urban Hai

#### 4-3 Training Workshop at District Level

#### 4-4 Data Collection

(Training Workshop at Ward Level)

(Data Collection at Schools and Communities)

(Data Compilation)

#### 4-5 Analysis and Reporting

#### 4-6 Micro Planning

(From 4-3 to 4-6): School mapping and micro planning will be carried out, following the result of (4-2) "Re-examination of School Mapping Methodology and Micro Planning Guidelines",

#### 4-7 Evaluation of School Mapping and Micro Planning

The evaluation of the school mapping and micro planning in the second year will be carried out by the Study Team and the Tanzanian side. Then, a coordination seminar will be held inviting concerned parties including foreign development partners, in order to present the study results and to exchange opinions.

#### 4-8 Selection of Study Area for the Third Year

The Study Area for the third year will be selected taking into account the following: the progress of the second phase of Local Government Reform (LGR) scheduled to be decided by June 2000, UNICEF's School Mapping and EBSPEE's work. The number of districts to be selected will be about 10.

## Work in Japan 2

### 5-1 Preparation of Progress Report 2

Progress Report 2 will be prepared summarizing the study result of the second year.

## Work in Tanzania 3

### 6-1 Presentation of Progress Report 2

The Study Team will present Progress Report 2 to the Tanzanian side.

Then, a coordination seminar will be held inviting concerned parties (including foreign development partners), in order to present the study programme and to exchange opinions.

### 6-2 Re-examination of School Mapping Methodology and Micro Planning Guidelines

For the 10 districts selected in the work item (4-9), the Study Team will reexamine the School Mapping methodology and the Micro Planning guidelines in collaboration with the Tanzanian side, taking the experience in the first and second years into consideration.

### 6-3 Training Workshop at District Level

#### 6-4 Data Collection

(Training Workshop at Ward Level)

(Data Collection at Schools and Communities)

(Data Compilation)

### 6-5 Analysis and Reporting

### 6-6 Micro Planning

(From 6-3 to 6-8): School mapping and micro planning will be carried out, following the results of (6-2) "Re-examination of School Mapping Methodology and Micro Planning Guidelines",

### 6-7 Evaluation of School Mapping and Micro Planning

The evaluation of the school mapping and micro planning in the third year will be carried out by the Study Team and Tanzanian side.

### 6-8 Overall Evaluation of School Mapping and Micro Planning

The Study Team together with the Tanzanian side will evaluate school mapping and micro planning from the first through the third year, and will make recommendations for further improvement.

### 6-9 Review of Educational Management Information System (EMIS)

The Study Team will review the establishment process of EMIS that is being supported by EU.

#### **6-10 Integration of Collected Data into EMIS**

The Study Team will examine the data integration of the School Mapping into EMIS, which is the national-level information system. The Study Team will make realistic recommendations, taking into account physical and institutional aspects.

#### **6-11 Preparation of Draft Final Report**

The Draft Final Report will be prepared including all output of the Study.

#### **6-12 Presentation of Draft Final Report**

The Study Team will present the Draft Final Report to the Tanzanian side. Official comments from the Tanzanian side will be conveyed to the Study Team within one month after the presentation.

### **Work in Japan 3**

#### **7-1 Preparation of Final Report**

The Study Team will examine the comments on Draft Final Report by the Tanzanian side, and then prepare the Final Report.

## 3 WORK PROGRAM

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### 3.1 Work Schedule

A tentative time schedule for the Study is shown in Table 3.1. The total period of the Study is 27 months. The "Work in Tanzania 1" started in November 1999 and will last for four months. The "Work in Tanzania 2" will start at mid-June 2000 and will last for six months. The "Work in Tanzania 3" will start at mid-May 2001 and will last for six months, at which time the Draft Final Report will be presented. The Final Report will be submitted to the Tanzanian side at the end of January 2002.

### 3.2 Organisation of the Study

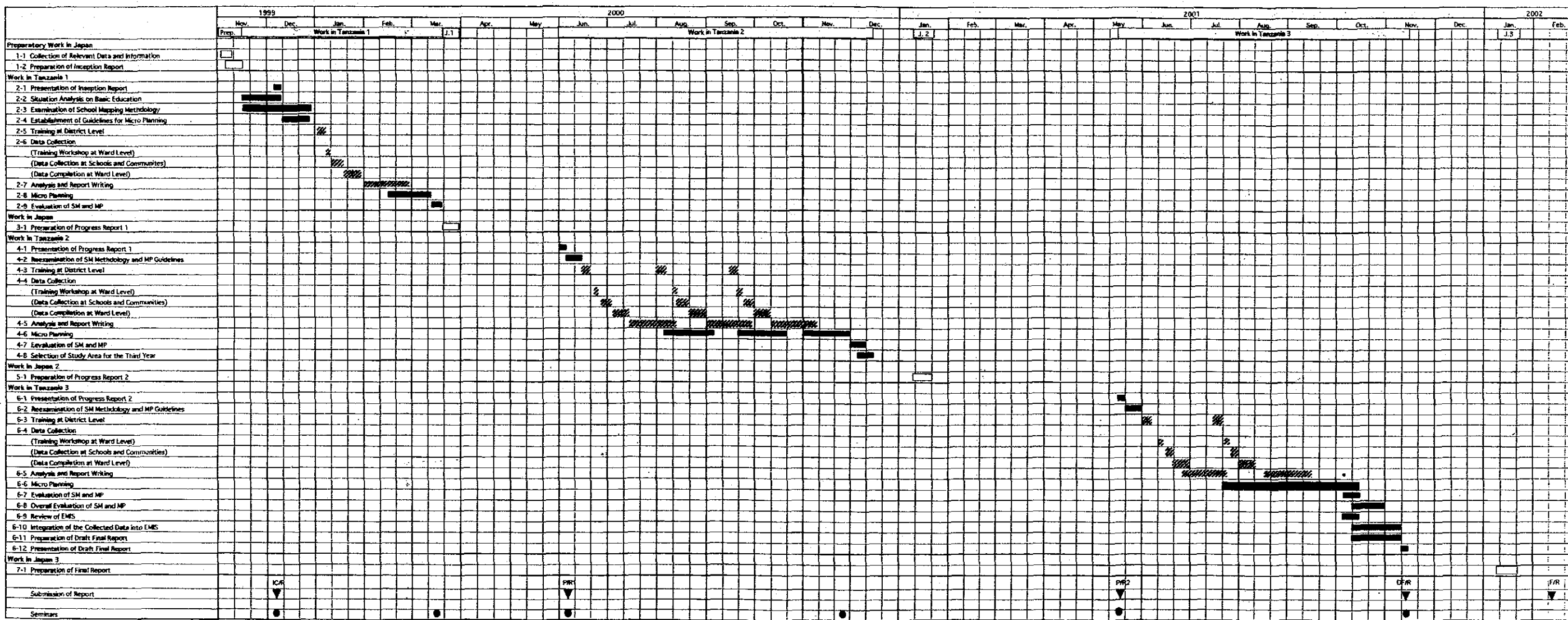
The Study Team is headed by Mr. Norio Kato and is comprised of members of PADECO Co., Ltd.

The Study Team will work in close collaboration with the Tanzanian counterpart, Department of Planning, Ministry of Education and Culture (MoEC).

JICA headquarters has organised the Advisory Committee to give advice regarding the Study. JICA's Tanzanian office will represent the JICA headquarters in Tanzania.

The Study organisation is shown in Figure 3.2.

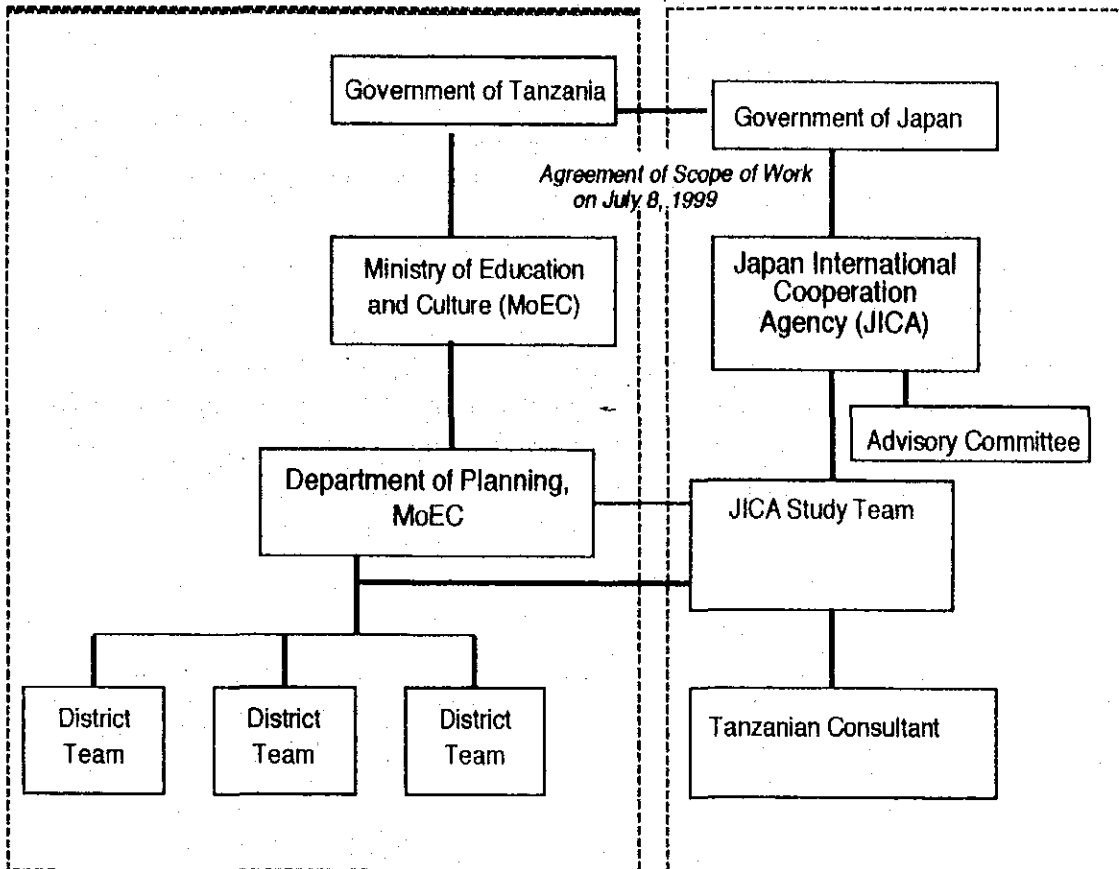
Figure 3.1 Work Schedule



Work in Tanzania
  Work in Japan
  carried out by the consultants contracted by the JICA Study Team. (It will be reexamined for the 2nd and 3rd year Study)



Figure 3.2 Organisation of the Study



(1) Japan International Cooperation Agency (JICA)

JICA Advisory Committee:

Dr. Kazuo KURODA	Assistant Professor, Center for the Study of International Cooperation in Education, Hiroshima University
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JICA Tanzania Office:

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Mr. Kaoru SUZUKI	Assistant Resident Representative of JICA Tanzanian Office
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JICA Headquarters' Project Officer:

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Ms. Chisato TANAKA	First Development Study Division, Social Development Study Department, JICA
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(2) Ministry of Education and Culture

The Department of Planning of the Ministry of Education and Culture (MoEC) will act as a counterpart agency to the Study Team for the smooth implementation of the Study, and also as a coordinating body in relation to the other governmental and non-governmental organisations as well as concerned foreign development partners.

(3) Study Team

The members of the Study Team are:

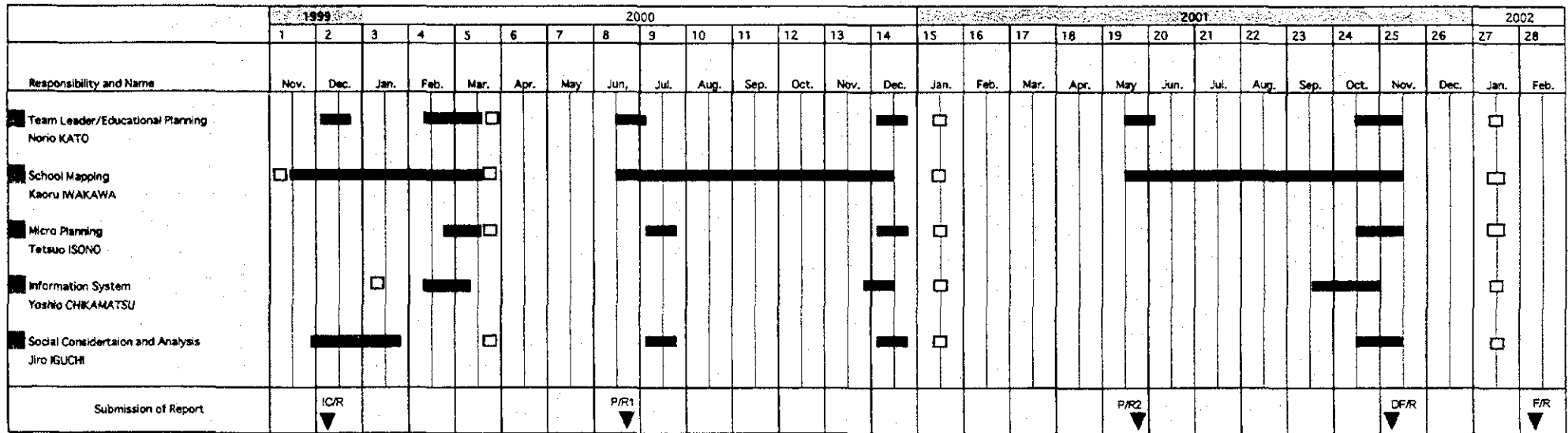
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Responsibilities	Name
1. Team Leader /Educational Planning	Dr. Norio KATO
2. School Mapping	Ms. Kaoru IWAKAWA
3. Micro Planning	Mr. Tetsuo ISONO
4. Information Systems	Mr. Yoshio CHIKAMATSU
5. Social Consideration and Analysis	Dr. Jiro IGUCHI

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A tentative staffing schedule is shown in Figure 3.2.

Figure 3.2 Staffing Schedule



JICA Study Team Member     
  Work in Tanzania     
  Work in Japan     
 (Assignment schedule for the 2nd and 3rd year will be reexamined at the end of the 1st year study.)

### 3.3 Reports

#### (1) Inception Report

The Study Team prepared this Inception Report to specify the objectives and framework of the Study, to present study approaches, and to indicate expected outputs.

#### (2) Progress Report 1

The Progress Report 1 will summarize the results of "Work in Tanzania 1" and "Work in Japan 1". This report will include an analysis on basic education situation, and the results of the school mapping and micro planning in the three districts of Dar Es Salaam.

#### (3) Progress Report 2

The Progress Report will summarize the study results of "Work in Tanzania 2" and "Work in Japan 2". This report will include the results of the school mapping and micro planning in the 16 districts.

#### (4) Draft Final Report

The Draft Final Report will summarize the overall results of the Study. The report will be submitted to MoEC for discussion.

#### (5) Final Report

The Final Report will be produced by modifying the Draft Final Report based on the results of discussions and comments from MoEC and concerned parties.

#### (6) Reporting Schedule

Report Name	Submission Date	Copies
Inception Report	December 1999	30 (English)
Progress Report 1	June 2000	30 (English)
Progress Report 2	May 2001	30 (English)
Draft Final Report	November 2001	30 (English)
Final Report	February 2002	50 (English)

### 3.4 Seminars

In the course of the Study, the Study Team will organize coordination seminars inviting all parties concerned with the education sector including foreign development partners, in order to exchange information and opinions on school mapping and micro planning. A tentative schedule of seminars is indicated in Figure 2.1 (General Work Flow).

## 4 UNDERTAKING OF THE GOVERNMENT OF TANZANIA

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For the efficient implementation of the Study, the Government of Tanzania is requested to provide thorough assistance to the Study Team, and to undertake the following items prescribed in the Scope of Work for the Study agreed upon between MoEC and JICA.

- 1 To facilitate the smooth implementation of the Study, the Government of Tanzania shall take necessary measures:
  - (1) to secure the safety of the Japanese Study Team (hereinafter referred to as "the Team");
  - (2) to permit the members of the Team to enter, leave, and sojourn in the United Republic of Tanzania for the duration of their assignments therein, and exempt them from foreign registration requirements and consular fees;
  - (3) to exempt the members of the Team from taxes, duties, and any other charges on equipment, machinery, and other material brought into the United Republic of Tanzania for the conduct of the Study;
  - (4) to exempt the members of the Team from income tax and charges of any kind imposed on or in connection with any emoluments or allowances paid to the members of the Team for their services in connection with the implementation of the Study;
  - (5) to provide necessary facilities to the Team for the remittance as well as utilization of the funds introduced into the United Republic of Tanzania from Japan in connection with the implementation of the Study;
  - (6) to secure permission for entry into private properties or restricted areas for the implementation of the Study;
  - (7) to secure permission for the Team to take all data and documents (including photographs and maps) related to the Study out of the United Republic of Tanzania to Japan; and
  - (8) to provide medical services as needed. Such expenses will be chargeable to members of the Team.
- 2 The Government of Tanzania shall bear claims, if any arise, against the members of the Team resulting from, occurring in the course of, or otherwise connected with, the discharge of their duties in the implementation of the Study, except when such claims arise from gross negligence or willful misconduct on the part of the members of the Team.
- 3 The Department of Planning of the Ministry of Education and Culture shall act as a

counterpart agency to the Team and also as coordinating body in relation with other governmental organisations, non-governmental organisations, and international agencies concerned for the smooth implementation of the Study.

- 4 The Ministry of Education and Culture and the targeted districts shall undertake, at their own expense, to provide the Team with the following, in cooperation with other organisations concerned:

- (1) available data and information related to the Study;
- (2) counterpart personnel;
- (3) suitable office space with necessary equipment, furniture, fixture, and stationary;  
and
- (4) credentials or identification cards.

**Specific requests for facilitation from the Study Team are:**

- 1 appropriate office space for five persons with desks, chairs, and book shelves within the Department of Planning (Ministry of Education and Culture);
- 2 provision of one direct dial international telephone line chargeable to the Study Team;
- 3 appointment of full-time counterpart personnel (2 or 3 educational officers) within the Department of Planning, Ministry of Education and Culture;
- 4 counterpart personnel in each district of the Study Area; and
- 5 others such as the appointment of other personnel as the need arise.

## **APPENDIXES**

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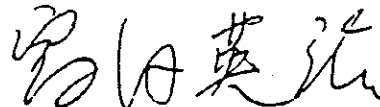
- A-1 Scope of Work for the Study agreed upon between MoEC and JICA
- A-2 Minutes of Meeting for the Study agreed upon between MoEC and JICA

**SCOPE OF WORK  
FOR  
THE STUDY  
ON  
SCHOOL MAPPING AND MICRO-PLANNING  
AGREED UPON  
BETWEEN  
MINISTRY OF EDUCATION AND CULTURE  
THE UNITED REPUBLIC OF TANZANIA  
AND  
THE JAPAN INTERNATIONAL COOPERATION AGENCY**

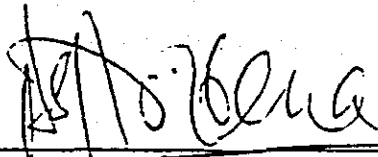
in Dar es Salaam, Tanzania, on 8th July, 1999



Mr. Abubakar R.M. S. Rajabu  
Permanent Secretary  
Ministry of Education and Culture  
United Republic of Tanzania



Mr. Eiji Tomida  
Leader of Preparatory Study Team,  
Japan International Cooperation Agency



Mr. Prosper J. Mbena  
Commissioner for External Finance  
Ministry of Finance  
United Republic of Tanzania



## I. INTRODUCTION

In response to the request of the Government of the United Republic of Tanzania (hereinafter referred to as "GOT"), the Government of Japan (hereinafter referred to as "GOJ") has decided to conduct a Study on School Mapping and Micro-Planning in the United Republic of Tanzania (hereinafter referred to as "the Study"), in accordance with the relevant laws and regulations in force in Japan. Accordingly, the Japan International Cooperation Agency (hereinafter referred to as "JICA"), the official agency responsible for the implementation of the technical cooperation programmes of the GOJ, will undertake the Study in close cooperation with the relevant authorities of the GOT. The present document sets forth the Scope of Work with regard to the Study.

## II. OBJECTIVES OF THE STUDY

The objectives of the Study are the followings:

1. to provide basic educational information at district level;
2. to prepare plans and programmes in basic education at district level;
3. to prepare recommendations for information system for basic education; and
4. to transfer technical know-how to the counterpart in the course of the Study according to the above mentioned objectives.

## III. STUDY AREA

The study area consists of around 30 districts.

## IV. SCOPE OF THE STUDY

In order to achieve the above objectives, participatory approaches and collaboration between the Tanzanian side and the Japanese side are indispensable.

The Study will cover the following items:

1. Current situation of the basic education sector
  - (1) Review of existing national development plans and education plans
  - (2) Analysis of administrative system, organizational setup, and financial arrangements for basic education

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JICA

(3) Analysis of current service levels of basic education

## 2. School Mapping and District Education Plan

- (1) Review of on-going School Mapping exercises supported by UNICEF and other related activities such as the District Based Support ~~Programme~~<sup>to Primary</sup> to Education (DBSPE)
- (2) Establishment of improved School Mapping methodology based on the experiences acquired through the preceding exercises supported by UNICEF
- (3) Development of general guidelines on formulation of District Education Plan
- (4) Inauguration and consolidation workshop at the national level
- (5) Training for resource persons including educational officers (trainers) at the national level
- (6) Orientation and training workshop for relevant personnel at district, ward, and village level
- (7) Data collection through field survey
- (8) Analysis of data, and clarification of constraints and potential through identification of gaps between needs and current services based on the results of School Mapping
- (9) Preparation of plans, which involve cost estimation, schedule, suggestions for improvement in administration, system, and finance.
- (10) Dissemination workshop at district and ward level
- (11) Evaluation and necessary revision of methodology of School Mapping and District Education Plan

## 3. Information System for Basic Education

- (1) Review of the progress of the preceding projects on the education information system including the EMIS
- (2) Analysis and preparation of recommendations for appropriate and cost effective information system for education management focusing on School Mapping and District Education Plan on the premise of integration with the EMIS

## V. STUDY SCHEDULE

The Study will be carried out in accordance with the attached tentative schedule.

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## VI. REPORTS

JICA shall prepare and submit the following reports in English to the GOT:

1. Inception Report; Thirty (30) copies.
2. Progress Report I summarizing the results of the initial batch of the Study; Thirty (30) copies.
3. Progress Report II reviewing the Study and sharpening methodology; Thirty (30) copies.
4. Draft Final Report summarizing the overall results of the Study; Thirty (30) copies.

The GOT will provide JICA with its comments on the Draft Final Report within two (2) months after receipt of the Draft Final Report, and


5. Final Report; Fifty (50) copies.

The report will be submitted within one (1) month after the receipt of the written comments on the Draft Final Report from the GOT.

## VII. UNDERTAKING OF THE GOVERNMENT OF TANZANIA

1. To facilitate smooth conduct of the study, the GOT shall take necessary measures:

- (1) to secure the safety of the Japanese study team;
- (2) to permit the members of the Japanese study team to enter, leave and sojourn in the United Republic of Tanzania for the duration of their assignment therein, and exempt them from foreign registration requirements and consular fees;
- (3) to exempt the members of the Japanese study team from taxes, duties, fees and any other charges on equipment, machinery and other materials brought into the United Republic of Tanzania for the conduct of the Study;
- (4) to exempt the members of the Japanese study team from income tax and charges of any kind imposed on or in connection with any emoluments or allowances paid to the members of the Japanese study team for their services in connection with the implementation of the Study;
- (5) to provide necessary facilities to the Japanese study team for the remittance as well as utilization of the funds introduced into the United Republic of Tanzania from Japan in connection with the implementation of the Study;
- (6) to secure permission for entry into private properties or restricted areas for the implementation of the Study;
- (7) to secure permission for the Japanese study team to take all data and documents (including photographs and maps) related to the Study out of the United Republic of Tanzania to Japan; and
- (8) to provide medical services as needed. Such expense will be chargeable to the members of the Japanese study team.

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2. The GOT shall bear claims, if any arises, against the members of the Japanese study team resulting from, occurring in the course of, or otherwise connected with, the discharge of their duties in the implementation of the Study, except when such claims arise from gross negligence or willful misconduct on the part of the members of the Japanese study team.

3. Department of Planning of the Ministry of Education and Culture shall act as a counterpart agency to the Japanese study Team and also as a coordinating body in relation with other governmental organizations, non-governmental organizations, and international agencies concerned, for the smooth implementation of the Study.

4. The Ministry of Education and Culture and the targeted districts shall undertake, at their own expense, to provide the Japanese study team with the following, in cooperation with other organizations concerned:

- (1) available data and information related to the Study;
- (2) counterpart personnel;
- (3) suitable office space with necessary equipment, furniture, fixture, and stationary; and
- (4) credentials or identification cards.

#### VIII. UNDERTAKING OF JICA

For the implementation of the Study, JICA shall take the following measures:

1. to dispatch, at its own expense, a study team to the GOT; and
2. to pursue technology transfer to the counterpart personnel of the GOT in the course of the Study.

#### IX. CONSULTATION

JICA and the GOT shall consult with each other in respect of any matter that may arise from or in connection with the Study.

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### Tentative Schedule

Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
Work in Tanzania																									
Work in Japan	□				□										□								□		□
Reports	▲ IC/R				▲ P/R1									▲ P/R2									▲ DF/R		▲ F/R

IC/R Inception Report

P/R1 Progress Report I

P/R2 Progress Report II

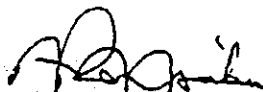
DF/R Draft Final Report

F/R Final Report

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 1/11/91

MINUTES OF MEETINGS  
FOR  
THE STUDY  
ON  
SCHOOL MAPPING AND MICRO-PLANNING  
AGREED UPON  
BETWEEN  
MINISTRY OF EDUCATION AND CULTURE  
THE UNITED REPUBLIC OF TANZANIA  
AND  
THE JAPAN INTERNATIONAL COOPERATION AGENCY

in Dar es Salaam, Tanzania, on 8th July, 1999



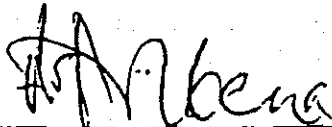
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Mr. Abubakar R.M. S.Rajabu  
Permanent Secretary  
Ministry of Education and Culture  
United Republic of Tanzania



---

Mr. Eiji Tomida  
Leader of Preparatory Study Team,  
Japan International Cooperation Agency



---

Mr. Prosper J.Mbena  
Commissioner for External Finance  
Ministry of Finance  
United Republic of Tanzania

Based on the request of the United Republic of Tanzania (hereinafter referred to as "GOT", the Government of Japan, through the Japan International Cooperation Agency (hereinafter referred to as "JICA"), has agreed to conduct the Study on School Mapping and Micro-Planning in the United Republic of Tanzania (hereinafter referred to as " Study").

The JICA preparatory study team (hereinafter referred to as " team"), headed by Mr. Eiji Tomida was dispatched from 26th June to July 19th, 1999. The Tanzanian representatives and the team agreed upon on the Scope of Work on 8th July, 1999.

In the course of the meetings with Ministry of Education and Culture and other authorities concerned, it is certain that capacity building is the key factor of the study, which will be enhanced through participatory approaches, maximizing positive involvement of stakeholders. Major points of the discussion made are the following.

#### 1 Study Area

Both sides agreed that the Study area of the initial and the first phases includes the following 19 districts, mainly which are selected as targeted districts for the first phase of Local Government Reform (LGR) are not covered by School Mapping supported by UNICEF as well as District Based Support to Primary Education (DBSPE): Arusha Urban, Babati, Ilala, Kinondoni, Temeke, Dodoma Urban, Iringa Urban, Iringa, Bukoba, Moshi Urban, Hai, Lindi Urban, Musoma Urban, Ulanga, Mwanza Urban, Shinyanga Urban, Shinyanga Rural, Tabora Urban, and Tanga Urban.

In addition, it is agreed that the rest of the Study area would be identified at the end of the first phase, taking into account the progress of LGR, School Mapping supported by UNICEF, and DBSPE.

#### 2 Time schedule

The Tanzanian side requested that the Study should take place as soon as possible in order to maximize effectiveness of the Study on Local Government Reform process. The team agreed that timing be taken into account.

#### 3 Opportunities of information sharing

It is agreed that information and lessons acquired through the Study should be shared with not only the stakeholders but also other organizations concerned. The Tanzanian side promised to play a key role to maximize opportunities of information sharing.

#### 4 Maximizing preceding experiences and lessons

Both sides agreed that experiences financed by UNICEF should be utilized as the basis for the Study in order to maximize its effectiveness.

#### 5 Coordination

It is agreed that coordination, especially among similar activities, is crucial in order to share experience and minimize redundancy. The Tanzanian bears a responsibility for coordination.

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## Attendant List

## (Tanzanian Side)

## Ministry of Finance

Mr. Prosper M Mbena  
Mr. R.A. Bitungwa

Commissioner for External Finance  
Desk Office for Japan

## Ministry of Education and Culture

Mr. Abubakar R.M. S. Rajabu  
Mr. Charles Kalugula  
Mr. Ally S.M Mwaimu  
Mr. Cyprian Miyedu  
Mr. Salum Mnjagila  
Ms. Redemta Senga  
Mr. Godfrey Ponera  
Mr. A.S. Kamwela  
Mr. E.E. Mbasha

Permanent Secretary  
Director of Planning  
Acting Sector Management Team Leader  
Strategic Planner  
Education Planner  
Legal Officer  
i/c Documentation Centre and EMIS Development  
Programme coordinator of DBSPE  
Physical Planning Officer

## (Japanese Side)

## JICA Tanzania Office

Mr. Kaoru Suzuki  
Mr. Hiroyuki Hattori

Assistant Resident Representative  
Project Formulation Advisor (Education)

## JICA Preparatory Study Team

Mr. Eiji Tomida  
Mr. Kazuo Kuroda  
Ms. Chisato Tanaka  
Mr. Charles L.S. Omari

Leader/ Deputy Managing Director of Social Development  
Study Development Department, JICA Japan  
Assistant Professor, Center for the Study of International  
Cooperation in Education, Hiroshima University  
Associate Expert, Social Development Study Development  
Department, JICA Japan  
School Mapping and Micro-Planning

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MINUTES OF MEETING  
BETWEEN  
THE UNITED REPUBLIC OF TANZANIA  
AND  
THE JICA STUDY TEAM  
FOR  
THE SCHOOL MAPPING AND MICRO PLANNING  
ON  
THE PROGRESS REPORT 1

28 JUNE 2000



Mr. Charles KALUGULA  
Director of Policy and Planning,  
Ministry of Education and Culture



Mr. Norio KATO  
Team Leader,  
JICA Study Team for  
School Mapping and Micro Planning

The meetings between the Ministry of Education and Culture (MoEC) and the JICA Study Team were held on 19, 20, 22 and 23 June 2000. The list of attendants is attached to this document.

1. The Progress Report 1 was submitted by the JICA Study Team to MoEC on 19 June 2000.

2. MoEC expressed that the study items and methodology described in the Progress Report 1 are clear and acceptable.

3. Major comments by MoEC were as follows and JICA Study Team revised Progress Report 1 following these and other comments from MoEC.

- In the organization chart on page 4, there is a line between JICA Study Team and MoEC, and another line between JICA Study Team and District Team. There should be only one line, which is between JICA Study Team and MoEC.

- In many parts of the RP1, it mentions primary education without mentioning adult education which is also a part of basic education. It should be stated as basic education which include both primary education and adult education.

- There is a description stating UNICEF's School Mapping, but that should be stated as School Mapping by UNICEF and MoEC.

- The part written as "Selection of a national consultant team" should be changed to "Appointment of a consultant firm"

4. MoEC and the JICA Study Team agreed upon holding of regular weekly meetings for the implementation of the School Mapping and Micro Planning in the second phase.

5. As a general election is expected in October 2000 in Tanzania, MoEC and the JICA Study Team re-examined the Study schedule.

6. MoEC and the JICA Study Team discussed the Terms of Reference for the sub-contracted consultant for School Mapping and Micro Planning in the second phase. Candidate consultants will be nominated by the both sides and a short list of capable consultants will be prepared by the JICA Study Team in consultation with MoEC.

## LIST OF ATTENDANTS

### Tanzanian Side

#### Ministry of Education and Culture

Mr. C. Kalugula	Director – Policy and Planning Department
Mr. A. S. M. Mwairu	Policy and Planning Department
Mr. C. M. Miyedu	Policy and Planning Department
Mrs. M. J. N. Mongella	Policy and Planning Department
Mr. G. Noah	Policy and Planning Department
Mr. D. L. Mallya	Policy and Planning Department
Ms. E.G. Ntukamazina	Policy and Planning Department
Mr. D.I. Mugussi	Policy and Planning Department
Mr. Francis J. Mkamati	Policy and Planning Department
Ms. Grace Naburi	Policy and Planning Department
Mr. A. Ching'ali	Department of Secondary Education
Mr. C. T. Shayo	Inspectorate Department
Ms. S. Kironde	Department of Teacher Education
Mr. D.W. Pambe	Primary Education Department
Mr. Salum Mnjagila	PS's office

#### Local Authorities

Mrs. W. Kalio	District Education Officer of Kinondoni Municipality
Mr. R. Mvugaro	District Education Officer of Temeke Municipality
Mr. G. Urassa	District Education Officer of Ilala District

### Japanese Side

#### JICA Advisory Committee

Dr. Kazuo Kuroda	Assistant Professor, Center for the Study of International Cooperation in Education, Hiroshima University
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#### JICA Tokyo Head Quarters

Dr. Eisuke Saito	Project Coordinator
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#### JICA Tanzania Office

Ms. Chisato Tanaka	Education Specialist
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#### JICA Study Team

Dr. Norio Kato	Team Leader
Ms. Kaoru Iwakawa	School Mapping
Mr. Tetsuo Isono	Micro Planning
Ms. Yuko Shinonaga	Coordinator

## MINUTES OF MEETING

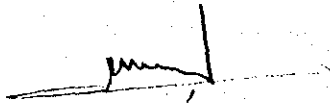
The meetings between the Ministry of Education and Culture (MoEC) and the JICA Study Team were held on 25th October 2001.

Comments by MoEC had been received as follows and JICA Study Team revised Progress Report 2 accordingly.

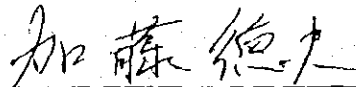
- Location of Table of Contents of Appendices in the report is not indicated. In the revised report, it is specified Table of Contents by Volume 1 and Volume 2. Volume 2 contains Appendices.
- Phrase 'United Government of the Republic of Tanzania' in page 1 should read 'United Republic of Tanzania'. In the revised report, it is replaced.
- In 2<sup>nd</sup> line of page 1, the word 'namely' should be changed to 'represented by'. In the revised report it is replaced.
- In third paragraph of page 5, Phrase 'appointing assistance to WEC in order to have successful ward level training' does not show clearly what was done. In the revised report, it is changed to 'appointing someone who can assist WEC when he was facilitating ward level training.
- In 2.6.1 of page 9, This could be updated to give the current number, i.e. 63 districts, of school mapped districts in line with the date of the document which is July 2001. In the revised report, it is specified the date of status as well as noted the number as of July 2001 in the Table 2.1.
- In 3.1.5 of page 14, the phrase 'fill the questionnaires by interviewing with school committees' is not clear. In the revised report, it is changed to 'fill the questionnaires by using existing data at school and village or by interviewing school committees, parents and any other persons concerned'.

- At the bottom of page 15, it is indicated that information sharing workshop took 1 to 3 days instead of planned one day. Specify the reasons. In the revised report, the reason is specified as a footnote on page 23.
- In paragraph 3 and 4 of page 24, The study team participated in the drafting of the Micro-Plan Guide and the Micro-Plan Handbook but it is not clear, as stated, that this amounted to an offer technical assistance to MOEC by the Study Team as claimed in the text. In the revised report, the phrase 'provide technical assistance' is replaced to the phrase 'provide comments'.

26<sup>th</sup> October, 2001



Mr. A. S. M. Mwaimu  
Acting Director of Policy and Planning,  
Ministry of Education and Culture



Dr. Norio KATO  
Team Leader,  
JICA Study Team for  
School Mapping and Micro Planning

## Minutes of Meeting

The Ministry of Education and Culture, United Republic of Tanzania and the JICA Study Team had a meeting for the smooth implementation of the Third Phase (May-November, 2001) of the School Mapping and Micro-Planning in the United Republic of Tanzania.

The meeting was held at December 16<sup>th</sup>, 2000 at the head office of the MoEC. The Director of Policy and Planning Department, Mr. Charles Kalugula, the representative of the JICA Tanzania Office, Mr. Kaoru Suzuki, and the team leader of JICA for the Study, Dr. Norio Kato discussed on several issues concerning the Study. Major Points agreed are the following.

### 1. Monitoring of School Mapping and Micro-planning

The Ministry and JICA agreed to establish the strategic monitoring system for the implementation of School Mapping and Micro-planning in the Third Phase of the Study, which is more elaborated and articulated than the monitoring method applied for the study in the First and Second Phases. The monitoring system must include items as follows: -

- Well programmed monitoring methodology by organising and mobilising the staff of the ministry.
- A better feedback system of the results of the monitoring,
- Monitoring of the management by local private consulting firms subcontracting the part of the study.

### 2. Setting up Technical Committee

The Ministry and JICA Study Team agreed on organising the Technical Committee consisting of the officers of the Ministry and the districts targeted in the Third Phase of the Study. The draft Terms of Reference of the Technical Committee for School Mapping and Micro Planning is shown in the Appendix attached.

### 3. District Covered in the Third Phase of the Study


The Ministry proposed 14 districts, namely Karatu, Mbulu, Njombe, Bukoba Urban, Mufeba, Kigoma Urban, Sumbawanga Urban, Bukombe, Maswa, Singida Urban, Nzega, Pangani,

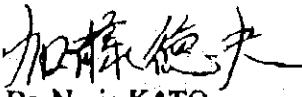
Mwanga, Rombo. These districts have not been school mapped, and not covered by DBSPE programme. The Ministry will write a formal request on the target districts to JICA.

#### 4. Provision of the School Mapping and Micro Planning Reports

JICA agreed to provide 10 copies of the draft reports of School Mapping and Micro Planning for the 14 districts in the Second Phase, and also 5 copies of the revised School Mapping and Micro Planning reports for the 3 municipalities of Ilala, Kinononi and Temeke in the First Phase. 1 copy of all reports above will also be provided to UNICEF. 2 copies of the reports for each district in the First and Second Phases will be provided to the respective councils.

December 20, 2000

  
Mr. Charles KALUGULA  
Director of Policy and Planning  
Ministry of Education and Culture

  
Dr. Norio KATO  
Team Leader  
JICA Study Team

MINUTES OF MEETING  
BETWEEN  
THE UNITED REPUBLIC OF TANZANIA  
AND  
THE JICA STUDY TEAM  
FOR  
THE SCHOOL MAPPING AND MICRO PLANNING  
ON  
THE DRAFT FINAL REPORT

19 FEBURARY 2002



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Mr. Amos G. MWAKALINGA  
Director of Policy and Planning,  
Ministry of Education and Culture



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Dr. Norio KATO  
Team Leader,  
JICA Study Team for  
School Mapping and Micro Planning



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Dr. Kazuo KURODA  
Associate Professor  
Center for the Study of International Cooperation in  
Education, Hiroshima University



The meetings between the Ministry of Education and Culture (MoEC) and the JICA Study Team were held on 18 February 2002. The list of attendants is attached to this document.

1. The Draft Final Report was submitted by the JICA Study Team to MoEC on 23 January 2002 and circulated for the comments.
2. MoEC expressed that the format and content of the report have no problem or mistakes, which need serious attention of the Ministry.
3. Major comments by MoEC on the contents of Draft Report were as follows and JICA Study Team revises Draft Final Report following these and other comments from MoEC.
  - i) The total number of wards and schools given page 3 of the report need to be checked for accuracy especially in the 3<sup>rd</sup> Phase area.
  - ii) Para 3.2.4 at top of page 24, the statements in the two lower dots on self-reliance and payment to councilors are unnecessary and could be deleted.
4. The Ministry commented to the District Report of School Mapping and Micro Planning that:
  - i) In the developing micro-plans there are some cases where the Direct Causes of Core Problem given are not relevant.
  - ii) It is necessary in the Plan of Operation to show how much activities are to be done in each individual year.
  - iii) There are some inaccurate figures such as NER and GER in a ward due to the absence of up to date census data.
5. On the process and methodology of school mapping and micro planning, the Ministry commented that:
  - i) The questionnaire used in the school mapping needs to follow the same format which was discussed at the joint workshop attended by MOEC, UNICEF and JICA on December 2000, even though the JICA questionnaire is quite precise, easy to use and efficient in terms of cost. In future more questionnaires should be used to collect inputs from more stakeholders than is currently done

- ii) The school mapping and micro planning report have uniform format and more systematic than others. However the methodology and process of micro planning targeted district level should be consider to take a step from school and village level in the future. The process given in the Micro Planning Handbook need to be further refine to make the process more brief.
- iii) The success of the exercise in 3<sup>rd</sup> Phase is mostly due to the use of better management structure learned from past experience.
- iv) The utilization of MOEC staffs as facilitator, attention to the district in data consolidation and involvement of all ward coordinator in planning are suggested in terms of capacity building.

## LIST OF ATTENDANTS

### Tanzanian Side

#### Ministry of Education and Culture

Mr. Amos G. Mwakalinga  
Mr. Cyprian M. Miyedu  
Mr. Francis J Mkamati

Director, Policy and Planning Department  
Education Planner, Policy and Planning Department  
Education Planner, Policy and Planning Department

### Japanese Side

#### JICA Advisory Committee

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#### JICA Tokyo Head Quarters

Mr. Akihito Sanjo

Project Coordinator

#### JICA Tanzania Office

Mr. Tomoki Kobayashi  
Ms. Satomi Kamei  
Dr. Joyce Ndalichako

Assistant Resident Representative  
Education Advisor  
JICA Education Consultant

#### JICA Study Team

Dr. Norio Kato

Team Leader

JICA