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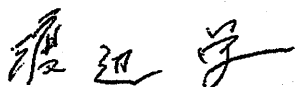
MINUTES OF MEETING
BETWEEN
THE JAPANESE EVALUATION TEAM
AND
THE AUTHORITIES CONCERNED
OF THE GOVERNMENT OF THE UNITED REPUBLIC OF TANZANIA
ON
THE PROJECT FOR STRENGTHENING OF CAPABILITIES OF THE NATIONAL
BUREAU OF STATISTICS IN DATA PROVIDING SERVICE
IN
TANZANIA

The Japanese Evaluation Team (hereinafter referred to as "the Team"), organized by Japan International Cooperation Agency (hereinafter referred to as "JICA") headed by Mr. Satoru Watanabe, visited The United Republic of Tanzania (hereinafter referred to as "Tanzania") from August 27 to September 9, 2006 for the purpose of conducting the joint evaluation concerning the Japanese Technical Cooperation on the Project for Strengthening of Capabilities of the National Bureau of Statistics in Data Providing Service (hereinafter referred to as "the Project").

During its stay in Tanzania, the Team had a series of discussions with the National Bureau of Statistics (hereinafter referred to as "NBS") and exchanged views on the achievement of the Project to fulfill the Record of Discussions signed on December 23, 2003.

The Joint Evaluation Team which consists of the Team and members of National Bureau of Statistics was established to evaluate the achievement of the Project and to make recommendations. The evaluation report was developed as attached here and submitted to the Joint Coordination Committee (hereinafter referred to as "JCC") on September 8. JCC discussed the achievement of the Project based on the evaluation report and concluded that some activities should be continued even after the termination of the Project.

Dar es Salaam September 8, 2006

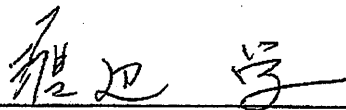


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JOINT EVALUATION REPORT
ON
THE PROJECT FOR STRENGTHENING OF CAPABILITIES OF THE NATIONAL
BUREAU OF STATISTICS IN DATA PROVIDING SERVICE
IN
TANZANIA



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1. Purpose of the Evaluation

1-1 Purpose of the Evaluation

The Project was initiated in February 2004 and will be completed by February 2007. The Japanese mission for the Project evaluation was dispatched for the period from 27 August 2006 to 9 September 2006. The objectives of the evaluation were as follows;

1. To review and confirm the achievements of and the implementation process followed in the Project, as indicated by documents such as the Record of Discussion (R/D) and the Project Design Matrix (PDM).
2. To evaluate the activities and achievement in terms of five evaluation criteria, namely relevance, effectiveness, efficiency, impact and sustainability.
3. To determine whether the Project has achieved the purpose and realized the outputs and to clarify issues and countermeasures to resolve them by the time Project is due to be completed.
4. To sum up the significance of the JICA's project towards an improvement of the Tanzanian poverty monitoring system.
5. To ensure that stakeholders share a common understanding of recommendations for further Project improvements and the lessons that can be applied to other similar ongoing and future JICA projects.
6. To discuss future cooperation between JICA and the Tanzanian Government with the aim of improving the statistics system in Tanzania.

1-2 Members of the Joint Evaluation

<Tanzanian Side>

- | | |
|---------------------------|-------------|
| (1) Mr. Abdulrahman Kaimu | Team Leader |
| (2) Mr. Sange Mbaruku | Member |
| (3) Mr. Ahmed M. Makbel | Member |

<Japanese Side>

- | | |
|-------------------------|--------------------------|
| (1) Mr. Satoru WATANABE | Team Leader |
| (2) Ms. Ayumi AKASAKA | Evaluation on Statistics |
| (3) Mr. Atsushi TOKURA | Evaluation Analysis |
| (4) Mr. Yuichi MASUNO | Evaluation Planning |

1-3 Methodology of Evaluation

The evaluation was jointly conducted by the Japanese and Tanzanian sides. The Project was evaluated based on the Project Design Matrix (PDM) for this Project.

Evaluation Criteria

The following five evaluation criteria are applied to the project evaluation.

- (1) **Relevance:** The Project's relevance is assessed in terms of validity of the Project Purpose and Overall Goal in relation to the development policy of the Government of Tanzania and the needs of the Project beneficiaries.
- (2) **Effectiveness:** Effectiveness is determined based on whether the Project has actually benefited the target group. It also assesses whether the Project Purpose is being achieved as expected and whether this is due to the project's Output.
- (3) **Efficiency:** An assessment of the Project's efficiency verifies whether the project used its resources effectively. The relationship between Input and Output is reviewed. In essence, this criteria examines whether the input cost was commensurate with the degree to which the Output and the Project Purpose have been achieved.
- (4) **Impact:** An assessment of the Project's impact examines the indirect effects and extended effects of the project in the long run. The analysis also extends to the positive and negative impacts that were not expected when the Project was planned.
- (5) **Sustainability:** The project's sustainability is assessed by focusing on the Project's institutional, financial and technical aspects in an examination of the extent to which the Project's achievement have been sustained or extended at this point.

2. Project Achievement

2-1 Input

<Japanese Side>

- List of Japanese experts dispatched : ANNEX3-1
- List of counterpart training courses in Japan : ANNEX3-2
- List of equipment provided : ANNEX3-3

<Tanzanian Side>

- List of counterparts for the Project : ANNEX3-4

2-2 Accomplishment of Activities

While there are still five months until the project cooperation period will be completed, some activities were not implemented or have been delayed.

- There have been delays in preparing the text book for the applied training course because the course design was changed. Editing of the text books was completed in August 2006 and the applied training course started in the same month.
- Activity of the PDM "1-9 LAN system connecting between main office and census office, including Vsat, is installed." has not been completed yet due to delays in renovating the NBS building.

2-3 Achievements of Outputs

The achievement level of each Output is shown below. The detailed information is included in the Evaluation Grid attached (ANNEX 4).

Output 1: "NBS Integrated Statistical Database System (TISD)" is established and operated appropriately.

Indicators: (1) Number of censuses and surveys that are stored in the TISD.
(2) Data flow system between IT and Marketing Department and other departments is established.

Note) The indicators were modified for the evaluation

Output 1 is likely to be achieved to some extent by the end of the project period. The database system was established in the first half of the project period and ten censuses and surveys and the old statistical publications have been stored in TISD as of August 2006.

Raw data is stored in different software. Users have to install different software to open the raw data files.

IT engineers at NBS have the capacity to store data in the TISD, but human resources are limited, with the database managed by a few NBS staff member concurrently with other duties.

Data flow system between IT and Marketing Department and other departments of NBS is introduced. According to the interviews with the staff of the IT and Marketing Department, other departments are now willing to provide their data to the IT and Marketing Department in a timely manner. On the other hand, data system flow between IT and Marketing Department and other ministries' statistics unit is not sometimes functional because staff of other ministry tends to forget the significance of statistical tables and they do not submit them to NBS smoothly.

Difference of TISD and Tanzanian Social Economic Database (TSED) supported by UNICEF and UNDP is clarified. TSED does store only indicators but no raw data while the TISD has three layers, raw data, statistical tables and publications. TISD raw data can be used for TSED's indicators. In this sense, TISD and TSED have complimentary quality.

Output 2: Statistical Library acquires the capacity to compile and disseminate the statistical data such as statistical abstracts and other publications through its own web site and library.

- Indicators:
- (1) More than 5,500 person visit to the Library during the project period.
 - (2) More than 1,000 books are sold at the bookshop in the Library during the project period.
 - (3) NBS's website is user-friendly and updated regularly.
-

Note) The indicators were modified for the evaluation

Output 2 is almost achieved. The Library was renovated as planned and is in good condition. There is a book shop in the Library. It is operated systematically in accordance with the instruction manual. 5,107 visitors to the Library are recorded and 1,256 books were sold at the bookshop as August, 2006. A navigational system will be necessary in the future as the number of publication stored increases.

The website contents are being improved, although NBS still needs assistance for its further improvement. Human resources are limited with the website managed by a single NBS staff currently with other duties. It is sometimes difficult to download the files from the website. However, this is due to Tanzania's poor communication infrastructure and not by the website's system.

Output 3: Users of statistical data (Officers of NBS Regional Office, line ministries, etc.) are able to use the Database appropriately.

- Indicators:
- (1) More than 9 applied training courses are held through the project period.
 - (2) More than 135 persons attend the applied training courses during the project period.
 - (3) The attendants acquire enough skill and knowledge to analyze data by using the database.
-

Note) The indicators were modified for the evaluation

Activities for Output 3 are still on going and it is too early to judge whether Output 3 will be achieved or not. Eight training courses were to have been introduced with one course for each survey and census. However, it was found that there was not a sufficient number and variety of statistical tables for each survey and census for use in the training courses. Therefore the course design was changed as follows;

- The training course consists of a preliminary and an applied course.
- Two courses were introduced, namely "Population and Development" and "Social,

Economic and Development” for the applied training course. Tables for the 2002 population census are used as training materials.

Preliminary training course has been held nine times, but the applied training course was postponed and finally introduced in August 2006. This delay was because the Japanese short-term experts were not dispatched as planned and the counterpart personnel was too busy to acquire knowledge from the Japanese experts. The text book was not prepared until August 2006. There are more than 135 participants with nine applied courses are expected by the end of the project period.

According to the report from the first two applied training courses, trainees gathered from NBS headquarter, NBS local offices, and the statistical units of other ministries, and level of their understanding was considered to be high.

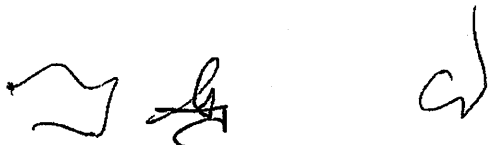
2-4 Achievement of Project Purpose

Although several achievements are verified as shown in 2-3, it is difficult to judge the achievement level of the Project Purpose, “NBS is able to provide policy makers, administrators, academicians, NGOs, development partners, and other general public with more reliable statistical data in a timely manner.”. Definition of reliability and timeliness is subjective and is not shared among the Project’s stakeholders. In addition, the verifiable indicators for the Project Purpose of the PDM are not set appropriately.

According to PDM’s indicators, the following figures were collected. Number of visitors to the NBS Library is 5,107 as August, 2006. Number of sales of statistical publication is 1,256 as August, 2006. Number of access to the NBS website is approximately 600,000 as August, 2006. According to the results of the interviews, data users feel that quality of statistical data produced by NBS has improved but there is still room to improve.

To improve the reliability of statistical data, NBS needs to simultaneously improve the analytical methodology, data collection as well as data storing. However, improvement of the methodology and data collection is not the project scope. Regarding timeliness of data dissemination, access to statistical data can be improved by the TISD and the website. However, NBS is not able to deliver statistical data for a shorter time without improving data collection and other processes.

The NBS staff’s analytical skills can be improved by use of the TISD, and improved



analytical skills will lead to more reliable statistical data. At the same time, the Japanese experts provided some technical advices to NBS when needed. For instance, they passed the skills needed to adjust the age heaping of the Population and Housing Census 2002 to NBS. In this sense, the Project has helped improve the reliability of the NBS statistical data to some extent.

The NBS website has made the statistical data more accessible. By using the website, statistical data is delivered in a timely manner to some extent.

3. Evaluation

3-1 Relevance

Overall, it is judged that the relevance of the Project is high. The details are outlined below.

Relevance of the Project for Tanzanian government's policy

Tanzania reviewed its Poverty Reduction Strategy (PRS) in 2004 and the new PRS was approved by Government in 2005. The second PRS emphasizes continued efforts to track indicators and integrate the Millennium Development Goals in the national indicator set. According to the interview with the person from the Poverty Monitoring Unit of Ministry of Planning, Economy and Empowerment, reliable statistics are indispensable to improving indicator tracking and NBS is expected to play an important role in this.

The Master Plan for the Poverty Monitoring System was formulated in March 2006. One of the challenges and issues that emerged during the process of revising the Monitoring System was "Timely and high-quality data: production and reporting needs further enhancement." This is consistent with the Project Purpose to provide more reliable statistical data in a timely manner.

There are four working groups under the Poverty Monitoring System. According to the Master Plan, one of the specific objectives of the Survey and Routine Data Technical Working Group is to ensure that high-quality data (both social and economic) is made available in a timely manner for the monitoring system. The Project Purpose is thus consistent with one of the objectives of the Survey and Routine Data Technical Working Group.



Relevance of the Project for the target areas

Implementation of censuses and surveys is partly financed by a common basket fund under the Poverty Monitoring System and some of them receive direct assistance from bilateral donors. The problem was that data storing system was not established and collected data has been stored not in a unified way. It has led to some loss of raw data. In addition, raw data had not been opened to the public. In this sense, the selection of the target area focusing on data storing and dissemination is appropriate.

Relevance of the Project for JICA Country Assistance Strategy

JICA has announced its policy to emphasize "strengthening implementation capacity towards poverty reduction" The Project is designed to contribute to the poverty monitoring system and PRS. The Project is therefore consistent with JICA's strategy for Tanzania.

Relevance of choice of aid modality

It was difficult for JICA to find a suitable Japanese expert in the field of statistics and it was sometimes difficult for the counterpart personnel to secure a time for communication with experts. A question arises whether the advantage of JICA's technical cooperation is materialized and choice of technical cooperation scheme was suitable or not. In fact, the Poverty Monitoring Master Plan mentions that technical assistance should make the greatest possible use of national expertise.

3-2 Effectiveness

Overall, the effectiveness of the Project is not high. The reasons are outlined below.

Probability of achieving the Project Purpose

As mentioned in 2-4, it is difficult to judge the achievement level of the Project Purpose because reliability and timeliness of data are subjective and verifiable indicators for the Project Purpose of the PDM are not set adequately.

Contribution of the Outputs to the Project Purpose

There are several achievements at the Output level. However, it is difficult to see whether the Project Purpose could be assured by the achievement of the Outputs or not.

Factors inhibiting the achievement of the Project Purpose

- Integration of data is difficult because each type of data has its own format. This is

- because development partners support a single survey or a census that adopts the development partners' own method.
- Some raw data from past censuses and surveys is not stored in the database because the data itself is missing due to poor data management.
 - As staff of IT and Marketing Department of NBS has several responsibilities in addition to their duties for the Project, they can not fully devote themselves to project activities.
 - NBS has introduced the pricing policy of data usage. Access to the TISD could be decreased due to the fee for data usage.
 - The speed of Internet communication is slow and the daily activities for the website are sometimes interrupted. Some users also complained because it took a long time to download data from the website. This could affect the website's credibility.

3-3 Efficiency

Conversion of input to output was sometimes disturbed as shown below.

Dispatch of the Japanese experts

As JICA could not find a suitable Japanese expert in a timely fashion, some project activities were not implemented as planned. The Japanese experts were sometimes dispatched when their counterpart personnel was busy in other assignments. According to the counterpart personnel, their schedules are determined by NBS's "Annual Strategic and Business Plan". JICA should take in account the plan and decided the timing of the dispatch.

Provision of machinery and equipment

This was carried out as planned.

Counterpart personnel allocation

The counterpart personnel is allocated as planned, but they have other tasks and did not always have time for Project activities. In order to work more effectively and efficiently, it is desirable for IT engineers to have basic knowledge in statistics.

Buildings and facilities

Buildings and facilities were prepared by NBS as planned. The only problem is that the renovation of NBS's second floor has not been finished, and Local Area Network (LAN) installation has not started yet. LAN is necessary to access to the TISD and LAN of the second floor has to be installed by the end of the project period.

3-4 Impact

The Project has a significant impact on the Poverty Monitoring System and PRS in Tanzania. The Project does not seem to have caused any negative impact.

Probability of achieving the Overall Goal

The Overall Goal, "Statistical information is fully utilized in the process of policy and implementation with regard to poverty reduction in Tanzania," is certain to be achieved. As of the extent to which Poverty Monitoring Indicators have been achieved is measured every year, policymakers, administrators, academicians, NGOs and development partners will certainly become more aware of statistical data. In this light, the Overall Goal is not necessary achieved by the Project. However, the Project's outputs such as TISD, dissemination of data on the website and the database training course for data users will help fulfill the Overall Goal.

On the other hand, the statistical awareness of policymakers and other users will encourage NBS to improve the quality of its statistical data. Raising their statistical literacy could be effective in achieving the Overall Goal.

To achieve the Overall Goal, recognition level of TISD has to be raised among policy makers and other users. This requires promotional activities.

In addition, policy and budgeting system in Tanzania should be strengthened. Achievement of the government target should be monitored by the statistical indicators and results of the monitoring should be reflected on the decision making process for the next year's policy and budget. It means that policy makers and administrators have to show their achievement objectively with statistical data to secure the next year's resources. By strengthening this process, policy makers and administrators will be more conscious of statistics and the Overall Goal will be achieved effectively.

Other impact

The Project has succeeded in improving the methodology of surveys and census, although this was not within the Project's scope. For instance, skills to avoid age heaping in a population census was acquired by NBS and advice for methodology for social statistics mapping at a district level was delivered to NBS. The skills to avoid age heaping in a population census could be applied to other African countries. In addition, Dr. Otomo was a supervising editor for "Main Statistical Tables, Selected from National, Regional and District Profiles, 2002 Population and Housing Census." The impact would have been greater if this knowledge were also acquired by the

Technical Working Group under the Poverty Monitoring System, ministries, universities and research institutes.

3-5 Sustainability

To increase its sustainability, several measures should be taken.

Institutional Aspects

The institutional sustainability would likely be secured. NBS takes a significant role in the Poverty Monitoring System. While the IT and Marketing Department at NBS was recently established, its terms of references are casually clarified in written form. Interviews and questionnaires suggest that there is little turnover of NBS staff.

There is a risk that the counterpart personnel will not have enough time to continue the project-related activities after the Project's termination as they have several duties. Support from the Director General of NBS is essential for sustaining the Project's achievements.

Financial Aspects

NBS has executed its project related budget without any delay. It is not clear yet how NBS would pay for the expenses currently covered by JICA after the end of cooperation period. NBS has introduced the pricing policy for data usage. It will secure NBS's financial stability to some extent.

Technical Aspects

The counterpart personnel in the IT and Marketing Department has acquired enough skills to maintain the network and database.

The Japanese expert has trained two counterpart personnel to serve as trainers for the applied database training course thus far. To ensure the course's sustainability, the items below should be considered;

- Implementation system: It has to be clarified which department and section will carry out the administrative works such as logistics and advertising after the end of the project period.
- Number of trainers: it should be considered to foster more trainers, because the present trainers have other tasks and cannot devote themselves to this position.



4. Conclusion and Recommendations

4-1 Conclusion of the Evaluation

There have been several achievements since the Project started in February 2004. Main achievements are shown below.

- TISD was established and raw data, tables of censuses and surveys and some old publications are stored.
- Some data of the database is accessible through the NBS website, while NBS staff can access raw data by LAN.
- The Library was renovated and provides reading materials and data to visitors.
- The preliminary and applied courses for data users were introduced.

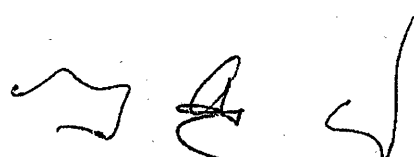
The Project's scope which mainly focuses on data maintenance and dissemination is relevant to Tanzanian policies in the field of the poverty reduction. According to the interviews, the scope is appreciated by government organizations, research institutes and other development partners. It is significant to assist NBS to maintain raw data from censuses and surveys in utilizable condition in order to respond to data users' needs.

Although it is difficult to measure the achievement of the Project Purpose because of its vagueness, The Joint Evaluation Committee concludes that reliability and timeliness of statistical data has improved to some extent due to the Project.

In terms of the evaluation criteria, the relevance of the project is high. In other words, the project scope is well defined. The effectiveness of the Project is not high because the logic of the project design is not clear. Efficiency is relatively low because the Japanese experts were not dispatched in a timely fashion and the counterpart personnel had limited time for the project activities. Positive impact is recognized while no negative impact has been reported. The sustainability will be maintained if some measures are taken.

4-2 Recommendations

The Joint Evaluation Committee carefully evaluated the achievements of the Project and estimated the extent to which the Project will be able to achieve the Activities, the Outputs and the Project Purpose by the end of the Project's period. The Joint Evaluation Committee concludes that additional inputs and activities are necessary to secure the Project's sustainability and its impact will be increased if data users' statistical awareness and literacy are raised. The Joint Evaluation Committee



consequently recommends that the Project should have continuously support from JICA in order to ensure the achievement and the sustainability.

Issues towards the end of the project period

- The achievements and lessons learnt of the Project should be brought up to the Technical Working Groups of the Poverty Monitoring System and shared with ministries, universities and research institutes to improve statistical methodology in Tanzania. Achievement and lessons learnt of the Project should be also reflected in the Statistical Master Plan.
- The Project should figure out which expenses are covered by JICA, and NBS should secure budget to cover the cost. This is a necessary measure for the sustainability of the project achievement.
- Promotion of TISD is very important, although the database training course just started and establishment of the Database has not been officially announced. The Project should formulate a promotion plan and TISD should be promoted to policy makers, administrators, NGOs, development partners and general public. The Poverty Policy Week in October is a good opportunity for the promotion.
- NBS should establish the implementation system and formulate a training plan for the post cooperation period.
- Increasing consciousness of quality control is very important. Quality control system should be strengthened at NBS.
- NBS should have a plan towards the introduction of new operation system. In case they introduce a new operation system, the whole system has to be updated.

Issues after the completion of the Project

- Implementation of the Dissemination Policy should be encouraged.
- Integration of routine data into the TISD should be considered and NBS should formulate a plan towards the integration.
- Communication with data users should be enhanced. It will lead to improvement of data quality and data users' statistical awareness.
- Statistical literacy and awareness of data users should be improved. The Project should stimulate the government to establish evidenced-based planning system that is based on statistical data.
- Statistical training for IT engineers should be introduced.



4-3 Lessons learnt

Modifying PDM in the implementation process

Definition of “reliability” and “in a timely manner” is not shared among the Project’s stakeholders. In addition, the verifiable indicators were not well clarified and the Important Assumption was not considered. There should be a moment to reconsider PDM in the initial stage, and PDM should be modified in case it is not adequate.

Towards strengthening of statistical awareness

The Project’s experience shows that statistical awareness of data users is very important to improve data quality. When a project is formulated in the field of statistics, it should be considered what kind of incentives is necessary for policy makers and administrators to make use of statistical data. In this sense, a preliminary research on the country’s policy-budget process and demand for statistical data should be introduced at the ex-ante period.

Duration: Feb., 2004~Feb., 2007

Project Design Matrix (PDM)
Project Title: Project for strengthening of National Bureau of Statistics In Data Providing Services
Implementing Agency: National Board of Statistics, Presidential Office Planning and Privatization
Target Group: Statistical Officers in NBS

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>Overall Goal Statistical information is fully utilized in the process of policy and implementation with regard to poverty reduction in Tanzania.</p> <p>Project Purpose NBS is able to provide policy makers, administrators, academicians, NGOs, development partners, and other general public with more reliable statistical data in a timely manner.</p>	<p>1 Usage of statistical data in the policy documents (number of quotation from survey results from NBS publications)</p> <p>1 Number of users of NBS library 2 Number of users who ask for NBS for data provision 3 Number of sales of statistical publications 4 Number of access to NBS web page 5 Satisfaction of users (research institute, line ministries, donors, etc.)</p>		
<p>OUTPUTS</p> <p>1 "NBS Integrated Statistical Database System (ISD)" is established and operated appropriately.</p> <p>2 Statistical Library will acquire the capacity to compile and disseminate the statistical data such as statistical abstracts and other publications through its own web site and library.</p> <p>3 Users of statistical data (Officers of NBS Regional Office, line ministries, etc.) will be able to use the Database appropriately.</p>	<p>1-1 Condition and updating record of ISD 1-2 Updating record of ISD</p> <p>2-1 Utilization of statistical library 2-2 Number of statistical publications 2-3 Condition of updating of web page</p> <p>3-1 Number of training courses conducted 3-2 Extent of understanding by the trainees</p>	<p>1 2 3</p>	
<p>Activities</p> <p>1 "NBS Integrated Statistical Database System (ISD)" is established and operated appropriately.</p> <p>1-1 Formulation of marketing strategy, and formulation of regulation on management of statistical database and dissemination of statistical data</p> <p>1-2 Formulation of the regulation on Network management and utilization</p> <p>1-3 Installation of necessary equipment</p> <p>1-4 Data management software for storing and utilizing statistical data from ISD</p> <p>1-5 On-the job training for utilization of data extraction software</p> <p>1-6 General training for database utilization</p> <p>1-7 Sub-databases for each statistical surveys are to be created</p> <p>1-8 methodology of data-processing of relevant statistical surveys is to be</p> <p>1-9 LAN system connecting between main office and census office, including Vsat, is installed.</p> <p>1-10 On-the job training for statistical application of IT (including formulation and updating of homepage)</p> <p>2 Statistical Library will acquire the capacity to compile and disseminate the statistical data such as statistical abstracts and other publications</p> <p>2-1 Formulation of the regulation on statistical library operation and utilization</p> <p>2-2 Installation of necessary equipment for statistical library</p> <p>2-3 On-the-job training on statistical library operation and management of statistical documents using IT</p> <p>2-4 On-the-job training on basic knowledge on statistics for statistical</p> <p>2-5 Scanning of existing statistical data in the NBS publications in the past to be stored in ISD</p> <p>2-6 Selection of necessary statistical publications in NBS statistical library and procurement of them</p> <p>2-7 Training on the methodology for compiling and printing general statistical publications</p> <p>3 Users of statistical data (Officers of NBS Regional Office, line ministries, etc.) will be able to use the Database appropriately.</p> <p>3-1 Preparation of textbook for training on utilization of statistical data in each field of statistics</p> <p>3-2 General training and training on each field of statistics</p>	<p>INPUTS</p> <p>Tanzanian Side</p> <p>Office space as well as data processing room and library</p> <p>Running cost for data processing room and library</p> <p>Office space for Japanese experts</p> <p>Assignment of counterpart personnel</p> <p>Approval for use of statistical data</p> <p>Cost for statistical publication</p> <p>Approval for use of governmental web pages operated by POPP</p>	<p>Japanese Side</p> <p>Long-term Expert: 1</p> <p>Short-term Experts: 16</p> <p>Counterpart Training in Japan : 1</p> <p>Equipment: equipment for establishment of ISD and library</p>	<p>Pre-Conditions</p> <p>Decision makers recognize the importance of statistical information.</p>

Overall Goal	Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
<p>Statistical information is fully utilized in the process of policy and implementation with regard to poverty reduction in Tanzania.</p>	<p>1 Statistical data is more quoted in the Poverty and Human Development Report. 2 Discussion is enlarged and deepened based on the statistical data in the Poverty Monitoring Working Groups.</p>	<p>1-1 Number of censuses and surveys those are stored in the ISD. 1-2 Data flow between IT and Marketing Department and other departments is established and functional. 2-1 More than 5500 persons visit the Library through the project period. 2-2 More than 1000 books are sold in the Library through the project period. 2-3 NBS's website is user-friendly and updated regularly. 3-1 14 sessions of applied training course are implemented. 3-2 More than 135 persons attend the applied training courses during the project period. 3-3 Participants acquire skills and knowledge.</p>	<p>Poverty and Human Development Report Interview with JICA planning officer</p>	<p>The Poverty Monitoring is implemented as planned.</p>
<p>NBS is able to provide policy makers, administrators, academicians, NGOs, development partners, and other general public with more reliable statistical data in a timely manner.</p>	<p>1 "NBS Integrated Statistical Database System (ISD)" is established and operated appropriately.</p>	<p>1-1 Number of censuses and surveys those are stored in the ISD. 1-2 Data flow between IT and Marketing Department and other departments is established and functional. 2-1 More than 5500 persons visit the Library through the project period. 2-2 More than 1000 books are sold in the Library through the project period. 2-3 NBS's website is user-friendly and updated regularly. 3-1 14 sessions of applied training course are implemented. 3-2 More than 135 persons attend the applied training courses during the project period. 3-3 Participants acquire skills and knowledge.</p>	<p>NBS record Interview with NBS staff Library Registration Record Library report Interview with data users Project report Project report Questionnaires at the end of the courses</p>	<p>The Poverty Monitoring is implemented as planned.</p>
<p>NBS acquires the capacity to compile and disseminate the statistical data such as statistical abstracts and other publications through its own web site and library.</p>	<p>2 Statistical Library acquires the capacity to compile and disseminate the statistical data such as statistical abstracts and other publications through its own web site and library.</p>	<p>2-1 More than 5500 persons visit the Library through the project period. 2-2 More than 1000 books are sold in the Library through the project period. 2-3 NBS's website is user-friendly and updated regularly.</p>	<p>Library Registration Record Library report Interview with data users</p>	<p>The Poverty Monitoring is implemented as planned.</p>
<p>Users of statistical data (Officers of NBS Regional Office, line ministries, etc.) are able to use the Database appropriately.</p>	<p>3 Users of statistical data (Officers of NBS Regional Office, line ministries, etc.) are able to use the Database appropriately.</p>	<p>3-1 14 sessions of applied training course are implemented. 3-2 More than 135 persons attend the applied training courses during the project period. 3-3 Participants acquire skills and knowledge.</p>	<p>Project report Project report Questionnaires at the end of the courses</p>	<p>The Poverty Monitoring is implemented as planned.</p>
<p>"NBS Integrated Statistical Database System (ISD)" is established and operated appropriately.</p>	<p>1 "NBS Integrated Statistical Database System (ISD)" is established and operated appropriately.</p>	<p>1-1 Formulation of marketing strategy, and formulation of regulation on management of statistical database and dissemination of statistical data 1-2 Formulation of the regulation on Network management and utilization 1-3 Installation of necessary equipment 1-4 Data management software for storing and utilizing statistical data from ISD 1-5 On-the-job training for utilization of data extraction software 1-6 General training for database utilization 1-7 Sub-databases for each statistical surveys are to be created 1-8 methodology of data-processing of relevant statistical surveys is to be 1-9 LAN system connecting between main office and census office, including Vsat, is installed. 1-10 On-the-job training for statistical application of IT (including formulation and updating of homepage)</p>	<p>Japanese Side Long-term Expert: 1 Short-term Experts: 16 Counterpart Training in Japan : 15 equipment for establishment of ISD and library</p>	<p>Number of black outs does not increase.</p>
<p>Statistical Library will acquire the capacity to compile and disseminate the statistical data such as statistical abstracts and other publications</p>	<p>2-1 Formulation of the regulation on statistical library operation and utilization 2-2 Installation of necessary equipment for statistical library 2-3 On-the-job training on statistical library operation and management of statistical documents using IT 2-4 On-the-job training on basic knowledge on statistics for statistical stored in ISD 2-5 Scanning of existing statistical data in the NBS publications in the past to be stored in ISD 2-6 Selection of necessary statistical publications in NBS statistical library and procurement of them 2-7 Training on the methodology for compiling and printing general statistical publications 3 Users of statistical data (Officers of NBS Regional Office, line ministries, etc.) will be able to use the Database appropriately. 3-1 Preparation of textbook for training on utilization of statistical data in each field of statistics 3-2 General training and training on each field of statistics</p>	<p>Tanzanian Side Office space as well as data processing room and library Running cost for data processing room and library Office space for Japanese experts Assignment of counterpart personnel Approval for use of statistical data Cost for statistical publication Approval for use of governmental web pages operated by POPP</p>	<p>Pre-Conditions Decision makers recognize the importance of statistical information.</p>	<p>Number of black outs does not increase.</p>

List of Japanese experts dispatched: Project for Strengthening of National Bureau of Statistics in Data Providing Services

Name	Field	Dispatched Period	Occupation when dispatched
HIROYUKI KOZU	Database system	2004/2/4~2005/8/3	Y-S-K Consultant .Co
YOSHIE AIHARA	Statistical Library	2004/2/4~2004/3/22	Institute of Developing Economies Japan External Trade Organization
ATSUSHI OTOMO	Statistical Data Management	2004/3/6~2004/6/6	ICONS International Cooperation Inc.
YOSHIE AIHARA	Statistical Library2	2004/5/10~2004/8/9	Institute of Developing Economies Japan External Trade Organization
ATSUSHI OTOMO	Statistical Data Management2	2004/9/18~2004/11/6	ICONS International Cooperation Inc.
YUKI MIURA	Advisor for editing of the analytical report on the Population Census	2005/2/5~2005/3/30	Unemployed
TAKASHI ABE	Utilization and Analysis of Statistics (Urban Development)	2005/3/3~2005/5/4	Japan Women`s University
HARUKO SUZUKI	Utilization and Analysis of Statistics (Social Development and Gender)	2005/3/3~2005/5/5	Unemployed
SHUNICHI INOUE	Utilization and Analysis of Statistics (Social and Economic Development)	2005/7/11~2005/9/10	Nihon University
YASUKO HAYASE	Utilization and Analysis of Statistics (Population and Development)	2005/7/11~2005/9/10	Unemployed
HARUKO SUZUKI	Statistical Data Processing 1	2005/7/11~2005/9/10	Unemployed
YUKI MIURA	Advisor for editing of the analytical report on the Population Census2	2005/7/30~2005/9/14	Unemployed
KAZUMA TANIGUCHI	Project Coordinator/IT	2005/10/4~2007/2/27	Japan International Cooperation Agency
ATSUSHI OTOMO	Management of Statistical Data (Chief Advisor)	2006/3/18~2006/4/9	ICONS International Cooperation Inc.
TAKASHI ABE	Utilization and Analysis of Statistics (Statistical Atlas)	2006/3/18~2006/3/27	Japan Women`s University
TAKASHI INOUE	Utilization and Analysis of Statistics (Population and Development2)	2006/3/24~2006/4/16	Aoyama Gakuin University
SHUNICHI INOUE	Utilization and analysis of statistics	2006/8/11~2006/10/9	ICONS International Cooperation Inc.
ATSUSHI OTOMO	Management of Statistical Data (Chief Advisor)	2006/7/16~2006/7/30	ICONS International Cooperation Inc.
HARUKO SUZUKI	Statistical Data Processing	2006/7/16~2006/9/13	ICONS International Cooperation Inc.
ATSUSHI OTOMO	Management of Statistical Data (Chief Advisor)	2007/early in January (expected schedule)	ICONS International Cooperation Inc.

List of training courses in Japan

Name	Duration		Field*	Training Topic	Training institute	Position then	Current position
	From	To					
Mr. Ephraim Elias Kwesigabo	2000/10/30	2000/12/9	Statistics	Labour Statistics for Policy Planning Seminar	JICA HACHIOJI	Senior Statistician	Likewise
Mr. Matola Fred Edson	2002/5/7	2002/7/13	Statistics	Application of Information and Communications Technology to Statistical Operation	JICA TOKYO	Statistician	Likewise
Ms. Minja Ruth Davison	2002/10/14	2003/3/29	Information Technology	Computer (Website Application Server System Designer)	JICA OKINAWA	Statistician	Likewise
Mr. Mkai Cletus Patrick	2003/2/9	2003/2/22	Statistics	National Framework for Data Collection	JICA TOKYO	Director General	Likewise
Ms. Elide Mwanri Samwel	2003/5/6	2003/7/12	Statistics	Application of Information and Communications Technology to Statistical Operation	JICA TOKYO	Senior Statistician	Likewise
Mr. Gabriel Kulumba Simbila	2003/9/29	2004/3/20	Statistics	Modules on Core Official Statistics	JICA TOKYO	Regional Statistical Officer	Likewise
Ms. Rukia Saidi Manduta	2004/5/5	2004/7/10	Statistics	Application of Information and Communications Technology to Statistical Operation	JICA TOKYO	Regional Statistical Officer	Likewise
Mr. Muftula Festo Kwesi	2004/11/2	2004/11/20	Statistics	Management and Provision of Statistical Data	JICA TOKYO	Director of Finance, Administration and Marketing	Likewise
Ms. Aldegunda Silverius Komba	2005/8/2	2005/9/11	Agriculture	Agricultural Statistics Course for Senior Statistical Officers	JICA TSUKUBA	Manager of Agriculture Statistics Department	Likewise
Mr. Kinyage Anthony	2006/3/27	2006/8/5	Information Technology	Database Architect for E-Government Promotion	JICA OKINAWA	IT Analyst	Likewise
Mr. Abdulrahman Mohamed	2005/11/7	2005/12/5	Statistics	Management of Statistical Operation	JICA TOKYO	Director of Population Census and Social Statistics	Likewise
Mr. Gregory Luxford Elias Millinga	2005/11/7	2005/12/5	Statistics	Management of Statistical Operation	JICA TOKYO	Senior Statistician	Likewise
Ms. Ngikwa Danford Milay	2005/11/7	2005/12/5	Statistics	Management of Statistical Operation	JICA TOKYO	Senior Supplies Officer	Likewise
Mr. Sange Mubaruku	2006		Statistics	Management of Statistical Operation	JICA TOKYO	Director of Economic Statistics	Likewise
Mr. William Mabusi	2006		Statistics	Management of Statistical Operation	JICA TOKYO	IT Officer	Likewise

List of Equipment provided: Project for Strengthening of National Bureau of Statistics in Data Providing Services

Date	Equipment	Description	Price(Ven)	Price(Tsh)	Price(US\$)	Ino.	Total(Tsh)	Supplier	Rate Tsh/Us\$	Remarks
2004.1	Software	MS-Office Professional 2003	59,500			1		JCS		
		MS-Windows XP Professional SP1	36,500			1				
			96,000				Sub Total			
2004.2	Compaq Desktop Computer	40GB		1,360,000		1	1,360,000	Computer Clinic		
	Compaq Desktop Computer	80GB		1,470,000		1	1,470,000			
	Office XP Professional			324,000		2	648,000			
	Norton Antivirus			70,000		2	140,000			
	HP LaserJet 1300 Printer			410,000		1	410,000			
							Sub Total			
							4,028,000			
2004.3	Database Server	Compaq Proliant ML350T3			8,500	1	7,215,000	SCAN Tanzania		1,110
	Web Server	Compaq Proliant ML350T3			6,500	1	7,215,000			1,110
	Software	Microsoft Windows 2003 Server			990	2	2,197,800			1,110
	Software	Microsoft SQL Server			2,260	1	2,508,600			1,110
	Software	Microsoft Visual Studio.Net Enterprise edition			2,600	1	2,886,000			1,110
	Software	SPSS Base for Server			1,100	1	1,221,000			1,110
	Software	Microsoft Exchange Server			1,600	1	1,776,000			1,110
	Software	Symantec/Norton Antivirus			250	2	555,000			1,110
	UPS	2KVA for Server			450	2	999,000			1,110
	Tape Cartridge	for Server			20	20	444,000			1,110
	Router	With Firewall function			2,000	1	2,220,000			1,110
	Backbone Switch	48ports 100BaseTx			1,400	1	1,554,000			1,110
	Switch	24ports 100BaseTx			250	1	277,500			1,110
	UPS	for Switch			100	2	222,000			1,110
	Desktop computer	Compaq EY0530			1,500	15	24,975,000			1,110
	Laptop computer	Toshiba Satellite P10-S429			2,200	2	4,984,000			1,110
	UPS	for Desktop computer			100	15	1,665,000			1,110
	Software	Adobe Acrobat			600	3	1,998,000			1,110
	Software	Symantec/Norton Antivirus			60	15	999,000			1,110
	Software	Office XP Professional			300	15	4,995,000			1,110
	Network Printer	HP4200N			1,400	2	3,108,000			1,110
	Network Printer	HP4600N Color			2,900	1	3,219,000			1,110
	Scanner	Epson GT10000			1,250	3	4,162,500			1,110
	(Flight)				6,700	1	7,437,000			1,110
							Sub Total			1,110
							88,733,400			1,110
2004.3	Generator	60KVA			17,294	1	19,196,340	Merry Water		1,110
	Photocopy Machine	Cannon iR2000			4,670	1	5,183,700	Comtech International		1,110
							Sub Total			1,110
							5,183,700			1,110
2004.3	Bookshelf			180,000		22	3,960,000	Suma JKT Chan'gombe		
	Desk			65,000		5	325,000			
	Periodical Rack			150,000		1	150,000			
	Reception Table			653,660		1	653,660			
							Sub Total			
							5,088,660			
2004.3	Newspaper Rack			80,000		1	80,000	Suma JKT Chan'gombe		
	Leaflet Rack			80,000		1	80,000			
	Desk for Computer			65,000		1	65,000			
	Stepstool			40,000		2	80,000			
							Sub Total			
							305,000			
2004.3	Typewriter	Olivetti ET 2450			900	1	999,000	Computer Clinic		1,110
	Chairs	without arms					Sub Total			
							100,833			
							1,008,330	Furniture Center		

List of counterpart training courses in Japan: Project for Strengthening of National Bureau of Statistics in Data Providing Services

Name	Position	Academic Qualification	Assigned period		Expert in charge	Posted at NBS		Remarks
			From	To		From	To	
Mr. Anthony Kinyage	IT Analyst	N/A	2004/2/4	2005/8/3	Mr. HIROYUKI KOZU	N/A	-	
Mr. Ngikwa Danford Mlay	Senior Supplies Officer	N/A	2004/2/4	2004/3/22	Ms. YOSHIE AIHARA	N/A	-	
Mr. Cletus P. B. Mkwai	DG	N/A	2004/3/6	2004/6/6	Dr. ATSUSHI OTOMO	N/A	Oct.2006	Project Director
Ms. Ngikwa Danford Mlay	Senior Supplies Officer	N/A	2004/5/10	2004/8/9	Ms. YOSHIE AIHARA	N/A	-	
Mr. Cletus P. B. Mkwai	DG	N/A	2004/9/18	2004/11/6	Dr. ATSUSHI OTOMO	N/A	Oct.2006	Project Director
Ms. Chuwa	Principal Statistician	N/A	2005/2/5	2005/3/30	Mr. YUKI MIURA	N/A	-	
Mr. Gregory Millinga	Senior Statistician	N/A	2005/3/3	2005/5/4	Mr. TAKASHI ABE	N/A	-	
Mr. Emilian Karugendo	Senior Statistician	N/A	2005/3/3	2005/5/5	Ms. HARUKO SUZUKI	N/A	-	
Mr. Gregory Millinga	Senior Statistician	N/A	2005/7/11	2005/9/10	Dr. SHUNICHI INOUE	N/A	-	
Mr. Emilian Karugendo	Senior Statistician	N/A	2005/7/11	2005/9/10	Dr. YASUKO HAYASE	N/A	-	
Mr. Elias Millinga	Senior Statistician	N/A	2005/7/11	2005/9/10	Ms. HARUKO SUZUKI	N/A	-	
Mr. Karugendo	Senior Statistician	N/A	2005/7/11	2005/9/10	Mr. YUKI MIURA	N/A	-	
Mr. Anthony Kinyage	IT Analyst	N/A	2005/7/30	2005/9/14	Mr. YUKI MIURA	N/A	-	
Ms. Chuwa	Principal Statistician	N/A	2005/10/4	2007/2/27	Mr. KAZUMA TANIGUCHI	N/A	-	
Mr. Anthony Kinyage	IT Analyst	N/A	2006/3/18	2006/4/9	Dr. ATSUSHI OTOMO	N/A	Oct.2006	Project Director
Mr. William Mabusi	IT Officer	N/A	2006/3/18	2006/3/27	Mr. TAKASHI ABE	N/A	-	
Mr. Cletus P. B. Mkwai	DG	N/A	2006/3/18	2006/3/27	Dr. TAKASHI INOUE	N/A	-	
Mr. Ruyobya	Statistician	N/A	2006/3/24	2006/4/16	Dr. SHUNICHI INOUE	N/A	-	
Mr. Macanda	Statistician	N/A	2006/8/11	2006/10/9	Dr. SHUNICHI INOUE	N/A	-	
Mr. Gregory Millinga	Senior Statistician	N/A	2006/7/16	2006/7/30	Dr. ATSUSHI OTOMO	N/A	Oct.2006	Project Director
Mr. Emilian Karugendo	Senior Statistician	N/A	2006/7/16	2006/9/13	Ms. HARUKO SUZUKI	N/A	-	
Mr. Gregory Millinga	Senior Statistician	N/A	2006/8/7	2006/9/13	Dr. ATSUSHI OTOMO	N/A	-	
Mr. Emilian Karugendo	Senior Statistician	N/A	2007/early in January	(scheduled)	Dr. ATSUSHI OTOMO	N/A	-	
Mr. Cletus P. B. Mkwai	DG	N/A						
Mr. William Mabusi	IT Officer	N/A						
Mr. Anthony Kinyage	IT Analyst	N/A						
N/A	DG	N/A						

**Annex 4: Evaluation Grid for "Project for Strengthening of National Bureau of Statistics in Data Providing Service"
Achievement and Implementation Process**

Items to be checked		Indicators (Criteria /Method for assessment)	Means of Verification	Actual Achievement (up to August, 2006)
Main points	Specific Questions			
Achievement/Performance - Degree of achievement on Outputs	(1) "NBS Integrated Statistical Database System (ISD)" is established and operated appropriately.	(1)-1 Number of Censuses and Surveys those are stored in the ISD. (1)-2 Data flow between IT and Marketing Department and other departments is established.	The project report	Ten censuses and surveys are stored in the ISD in total. Established. However, it takes a long time to receive data.
	(2) Statistical Library will acquire the capacity to compile and disseminate the statistical data such as statistical abstracts and other publications through its own web site and	(2)-1 More than 5500 persons visit the Library through the project period.	The Library's record	4680 as August, 2006
	(3) Users of statistical data (Officers of NBS Regional Office, line ministries, etc.) will be able to use the Database appropriately.	(2)-2 More than 1000 books are sold in the Library through the project period. (2)-3 NBS's website is user-friendly and updated regularly.	The Library's record Interviews	1185 as August, 2006 In general positive comments are heard. But several issues were mentioned.
		(3)-1 14 sessions of applied training course are implemented.	The project record	2 sessions were implemented in August, 2006
		(3)-2 More than 135 persons attend training courses during the project period.	The project record	?
		(3)-3 The attendants get enough skill to use the database.	Interview with attendants	According to the Dr Inoue, level of attendants understanding is very high.

Items to be checked		Indicators (Criteria /Method for assessment)	Means of Verification	Actual Achievement (up to August, 2006)
Main points	Specific Questions			
- Prospect of degree of achievement on Project Purpose	- The extent to which the project purpose of "NBS is able to provide policy makers, administrators, academicians, NGOs, development partners, and other general public with more reliable statistical data in a timely manner." - The extent to which the overall goal "Statistical information is fully utilized in the process of policy and implementation with regard to poverty reduction in Tanzania." will be achieved.	(1) Data user is satisfied with NBS statistics.	Interview with users	
- Prospect of achievement on Overall Goal		(1) Higher quality data is made available in a timely manner for the poverty monitoring system.	Interview with the Survey and Routine Data Technical Working Group	
Implementation Process				
- Progress of activities	- Whether the activities were taken as planned	- Comparison between the plan and the actual performance		See the attachment. - Since the project has six more months to complete the cooperation period, many activities are ongoing. It was recognized that some activities were delayed due to various reasons. - Design of training for utilization of ISD was changed. - Preparation of text book for the applied course was delay due to lack of human resources and the text book was completed in August 2006. The applied course started in August 2006. - Activity "1-8 Methodology of statistical data processing is to be instructed." was implemented from August 2006 due to lack of human resources. - Activity "1-9 LAN system connecting between main office and census office, including Vsat, is installed" was not completed as scheduled due to delay of renovation of the main building. The mid-term evaluation was not implemented. Joint Coordinating Committee is never held. Instead, when Dr. Otomo was dispatched, a meeting with Mr. Mukai, the counterpart personnel and JICA Tanzania staff in charge was held. Modification of the project activities was discussed in the meeting. Plan of Operation has been modified continuously by the project coordinator and shared with the counterpart personnel.
- Monitoring	- Whether the monitoring system of the project is appropriate and effective	- Whether the monitoring system was established - Whether the monitoring system was utilized to revise PDM or PO		

Items to be checked		Indicators (Criteria /Method for assessment)	Means of Verification	Actual Achievement (up to August, 2006)
Main points	Specific Questions			
- Relationship between Japanese experts and Tanzanian counterpart	- Whether the communications between them was established well and intensive	- Whether the regular meetings were held effectively (frequency, effects on problem solving)		Some short-term Japanese experts could not achieve technical transfer due to shortness of their dispatched period. Counterpart personnel were occupied with other tasks and could not have a time to work with the Japanese experts. When the Japanese expert was dispatched, the project coordinator had to assign a counter personnel to work with.
- Ownership of Tanzanian side	- Allocation of budget necessary for the activities	- Whether the budget by Tanzanian side was disbursed timely and as planned		The budget seems to be allocated as scheduled.
	- Attitude of the counterparts	- Whether C/Ps are self-motivated toward the project activities - Whether C/Ps understand the significance of project		- Counterpart personnel have other duties and can not devote themselves to the Project activities because number of NBS staff is very limited. The period of short-term Japanese experts was not long enough for their technology transfer. As a result, Japanese experts tend to devote themselves to their own duties and not to have enough communication with counterpart personnel. - Some NABS staff do not understand the significance of SID.
Implementation system	Mica's support system	Whether MICA headquarter and Tanzania Office support the Project adequately		The Project requested dispatch of short-term Japanese expert, but the headquarter could not find a suitable candidate.
- Contribution to alignment	- Degree of alignment	- Whether the Project is implemented as aligned to the Tanzanian system		Annual budget cycle of the Project and Tanzanian fiscal cycle are not matched. The project budget is not "On budget", but "On budget" for the MTEF. Japan provides multi-year project budget information to the Government but non committable base. Activities and progress of the project have been informed casually by JICA officer in the Technical Working Group meeting.

Five Evaluation Criteria

Items to be checked		Criteria /Method for assessment	Result
Main points	Specific Questions		
<p>Relevance</p> <ul style="list-style-type: none"> - Consistency with the development policy in Tanzania 	<ul style="list-style-type: none"> - Whether the project is still line with the Poverty Monitoring system in Tanzania 	<ul style="list-style-type: none"> - Whether the project purpose (actual performance) still keeps the consistency with the Poverty Monitoring Master Plan - Whether the prospect overall goal still keeps the consistency with the Poverty Monitoring Master Plan. 	<p>New Monitoring Master Plan is formulated in March 2006, but not authorized by the cabinet yet.</p> <p>One of challenges and issues emerged during the process of revising the Monitoring Plan is "Timely and quality data: production and reporting needs further enhancement".</p> <p>According to the Mater Plan, one of specific objectives of the Survey and Routine Data Technical Working Group is to ensure that high quality data (both social and economic), Survey and Census data is indispensable for policy makers in Tanzania. The overall goal of the Project; "Statistical information is fully utilized in the process of policy and implementation with regard to poverty reduction in Tanzania." is line with the objective of new master plan.</p>
<ul style="list-style-type: none"> - Consistency with Japanese policy 	<ul style="list-style-type: none"> - Whether the project is still line with the JICA Country Strategy 	<ul style="list-style-type: none"> - Whether the poverty monitoring is prioritized in JICA assistance strategy for Tanzania. 	<p>According to JICA's Country Assistance Strategy for Tanzania, JICA announced the policy to emphasize "to strengthen implementation capacity towards poverty eradication." The Project is designed to strengthen the poverty monitoring system in Tanzania. Therefore, the purpose of the project is consistent with JICA's policy.</p>
<ul style="list-style-type: none"> - Appropriateness of selection of target area 	<ul style="list-style-type: none"> - Whether the selection of target groups was appropriate 		<p>On the PDM, whole NBS staff is designated as the target group. Staff in region level are invited for the database training courses.</p>
<p>Comparative advantage of technology provided by Japanese side</p>	<ul style="list-style-type: none"> - Whether the selection of target areas was appropriate 		<p>Surveys and censuses are partly financed by the common basket fund and some of them are assisted by bi-lateral donors.</p> <p>Other donors have not paid attention to data management and dissemination although statistics are supposed to be widely used.</p>
<p>Appropriateness of selection of JICA technical cooperation style</p>		<ul style="list-style-type: none"> - To confirm whether Japanese side had the know-how to achieve this project purpose Whether technical and knowledge transfer from the Japanese experts is appreciated by the Tanzanian side 	<p>The Project is not designed to give assistance to statistical survey itself, but the Japanese experts were sometimes asked to give an advice to methodology.</p> <p>Japan has advanced statistical system in terms of methodology, technology and human resources.</p> <p>Japan's comparative advantage in the field of Information and Communication Technology is relatively high.</p> <p>The counterpart personnel appreciate JICA's cooperation style which is technical and knowledge transfer through on the job training and training in Japan.</p> <p>The new Poverty Monitoring Master Plan mentions technical assistance will make the greatest possible use of national expertise.</p>

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Items to be checked		Criteria / Method for assessment	Result
Main points	Specific Questions		
Effectiveness - Probability of achieving the project purpose - Contribution of the outputs to the project purpose - Promoting / hampering factors	- Whether the Project Purpose is likely to be achieved by the end of the project completion - Whether the effects (project purpose) are generated by the achievement of project outputs - If the Project Purpose is not likely to be achieved by the end of the project completion, identify the hampering factors	- To verify the degree of achievement based on the indicators of project purpose in PDM - To check the logic of PDM - The same as left mentioned	Definition of the Project Purpose is vague and not shared among stakeholders. Although the Purpose is introduced as "NBS is able to provide policy makers, administrators, academicians, NGOs, development partners, and other general public with more reliable statistical data in a timely manner.", the project scope is data processing, management and dissemination, not quality of statistical survey itself. Reliability of the statistical surveys can not be improved only by the Project. Results of statistical survey can be delivered in a timely manner by improving process of data processing, management and dissemination. Reliability and timeliness can not be achieved by the Project itself. Integration of data is difficult because each data has its own format. It is caused by the fact donors support a single survey and census and they tend to force NBS to use their own method. Raw data of the population census before 2002 is not stored. Quality of tables is not high. In addition, data cleaning is not done properly. Staff of IT department usually have another task and they can not devote themselves to activities of the Project. Blackout sometimes happens and lead to delay of data processing. Internet connection speed is slow and the daily activities for website are disturbed. Some users complained because it took a long time to download a data from the website. It may affect credibility of the website.
Efficiency - Conversion of the input to the outputs	- Whether dispatch of Japanese experts was adequate - Whether provision of machinery and equipment was adequate. - Whether training for the database is appropriate - Whether allocation of the counter personnel are adequate in terms of number, their qualification	- Comparison of plan and actual - Comparison of plan and actual - Comparison of plan and actual - Comparison of plan and actual	JICA had a hard time to find a suitable Japanese expert and activities of the Project were postponed. One of the main reason is that JICA could not receive expected support from the Statistics Bureau in Japan. Dispatch of some experts was not done as planned and activities of the Project were affected. It was done as planned. VSAT may not be used from next year because its provider cost is too expensive. Curriculum was changed after the first training course. The advanced course was finally introduced in August 2006 because delay and cancel of some Japanese short-term experts' dispatch. Attendants were selected among the counterpart personnel, NBS staff and other statisticians. The two counterpart personnel will be instructors for the next session. The counterpart personnel are allocated as planned, but they were sometimes occupied with other tasks and could not work with the Japanese experts. Statistical knowledge of IT staff is not sufficient.

Items to be checked	Criteria /Method for assessment	Result
Main points	<ul style="list-style-type: none"> - Comparison of plan and actual - Comparison of plan and actual 	<ul style="list-style-type: none"> - Installation of LAN on the second floor of NBS building was supposed to be done in first half of the project period, but is not finished yet because renovation of the building is still on-going. - NBS has got its own domain name. - Statistical materials in the Library is not enough because the related ministries have not provided their documents to the Library. - According to the interviews, NBS's budget execution has been done as planned.
Impact	<ul style="list-style-type: none"> - Whether the overall goal will be achieved because of this project - Whether the achievement of the project purpose will contribute to achieving the Overall Goal - Whether the achievement of the overall goal will contribute to the poverty monitoring system in Tanzania 	<ul style="list-style-type: none"> - Statistical awareness has to be raised. - To achieve the Overall Goal, statistical literacy among policy makers and others has to be raised. - Surveys and censuses are partly financed by the common basket fund and some of them are assisted by bi-lateral donors. - Other donors have not paid attention to data management and dissemination although statistics are supposed to be widely used. - The Project is not designed to give assistance to statistical survey itself, but the Japanese experts were sometimes asked to give an advice to methodology. - Japanese experts has provided technical assistance for statistical methodologies. Skills to avoid age heaping of population census was transferred to NBS and Dr. Otomo was supervising editor for "Main Statistical Tables, Selected from National, regional and District Profiles, 2002 Population and Housing Census". Skills for Social Statistics mapping at district level was transferred.
Sustainability	<ul style="list-style-type: none"> - Whether the effects generated by the project are likely to be kept after the project completion - Whether the government will maintain the policy on water resource management as it is now. - Whether the counter personnel remain at NBS 	<ul style="list-style-type: none"> - Since many activities are in process, meaning that the skills of counterparts are in the process of being developed. - The institutional sustainability is likely to be secured. - The poverty monitoring will be strengthened by the Master Plan. - It seems the turnover of the NBS staff is not problem so far. As the counter personnel are very busy, there is risk that they will not have enough time to continue their project related activities after the termination of the Project. - NBS has introduces the pricing policy. - NBS will change the internet provider as they will have to pay 20000USD/m. - They have no plan yet how to cover the cost that is covered by JICA now.
(1) Prospect of the effects generated by the project	<ul style="list-style-type: none"> - Whether the skills/techniques acquired in the projects will be maintained after the project completion - Whether the counterparts have any tools or means to upgrade the skills/techniques acquired through the project after the project completion. 	<ul style="list-style-type: none"> - At this moment, this point seems not clear enough since the Project has six months to complete. The applied course for database usage just started. - The counterpart personnel have acquired the basic skills for the maintenance of network and the database.
(2) Institutional/political aspects	<ul style="list-style-type: none"> - Whether the equipment will be maintained well 	
(3) Financial aspects		
(4) Technical aspects		