

### **(3) Japanese ODA policy**

In the Japanese County Assistance Strategy (CAS) policy to Tanzania, it is considered that the strengthening of public administration and financial management is its focus area of assistance, and the support to local governance as a priority program. There is no change in this policy since the preliminary study of the Project, and it will be maintained in the next CAS that is currently in the drafting process. Therefore, the Project is relevant to this policy.

### **(4) Suitability as means**

In the Project, PLSD is employed as its basic concept in order to enhance Community Development Cycle (CDC) which comprehends the all the development stages; i.e. social preparation, community planning, implementation, and monitoring & evaluation. While the O&OD is a planning tool at village level, PLSD aims at promoting the possibility of endogenous community development through the social preparation which is assumed to ensure the quality of planning process of O&OD. In the course of the training on the concept of PLSD and its application in the target villages through the baseline survey, so far the counterpart personnel, WFs and RTF members consider that PLSD is effective to improve the conventional O&OD practices largely and to some extent, according to the results of questionnaire and interview done by the Midterm Review Team. Also the effectiveness of social preparation and improved facilitation has been already observed, as it was described in the achievement of Output 2.

As to the selection of target groups, it is considered that although the number was good to verify the models in the LGAs and villages in different conditions, the volume of work to cover all those target groups is too large, considering the limitation of human resources in both Japanese and Tanzanian sides.

#### **4-2-2. Effectiveness**

As mentioned above, there are many positive changes through the social preparation activities have been observed in the first half of the project period, which are quite important to improve the O&OD planning process and establish the Optimum Implementation Models. On the other hand, the effectiveness of the Project is difficult to analyze at this moment, since there is a necessity to reconsider the Indicators of Project Purpose based on the changes of project activities, and to share the concrete vision of "Optimum Implementation Models" among the Project Team members.

#### **(1) Prospect of achieving the Project Purpose**

As it is described in the "4-1-3 Achievement of Project Purpose", the Optimum Implementation Models are expected to be identified after the implementation of all activities required for the

verification and forthcoming revision. Regarding the Indicators of Project Purpose, the Project Team members have not reached to common understanding about what it is expected to achieve concretely, and the images of conceptual models to be verified through the project activities have not been shared among them. The timeframe required for sufficient verification of the model has not been clear yet. Therefore, it is difficult to analyze to what degree the Project Purpose can be achieved by the end of the project period at the moment.

## **(2) Causal relationship between the Outputs and the Project Purpose**

It is considered that each of the Outputs 1, 2 and 3 are composed of the “Optimum Implementation Models”. Regarding the Output 1, the effectiveness of the training introduced by the Project was observed, especially in the performance of WFs, which is described in the achievement of Output 2. However, after changing the flow of training provision for WFs and RTF members, the components of the “functional training system” which the Project is expected to establish has not been clearly defined. Therefore, it is unknown if the Output 1 can contribute sufficiently to achieve the Indicator 1 of the Project Purpose or not.

As to the Output 2, after the implementation of the social preparation process through the baseline survey in the target villages, various positive changes have been observed as mentioned in the achievement of Output 2. While some ideal practices have been getting verified through the project activities so far, the conditions in relation to the surrounding environment and situations, which allow those ideal practices to be applied in other villages, will be discussed from now on, and reflected in the “effective and realistic replication strategy and plan” by the end of project period.

In terms of the Output 3, the scope has been extended in a way that it was only to deal with “effective use of community development plan”, but now the Project Team decided to promote LGAs’ supports to communities in a broader sense. An optimum model for this aspect is still vague for the Project, and the strategies to elaborate the Model and a hypothetic Model to be verified for this Output remain unclear at the moment.

Regarding the Output 4, as it is mentioned in the section of the “Revision of PDM”, the institutional arrangement for further replication was deleted from the indicator. However, the Indicator 1 and 3 of the Project Purpose were not revised. As a result, even if all the Outputs are achieved the Indicator 1 and 3 of the Project Purpose cannot be achieved..

### **4-2-3. Efficiency**

Some approaches of the Project related to Output 1 and 2 are getting verified through the project

activities in the first half of the project period, using the limited input efficiently for the project activities in most cases. However, the total efficiency of the Project can not be clearly assessed, since the goals and objectives for each Output are not determined and shared sufficiently among the Project Team members..

#### **(1) Level of achievement of the Outputs**

The Project does not have shared updated PO for entire timeframe of the project period in accordance with the latest PDM, and only the activities which will be implemented in a shorter period are planned and shared among the Project Team. Such situations make it difficult to analyze the prospects to achieve the Outputs by the end of the Project Period. However, in the first half of the project period, some remarkable achievements have been observed, as it was described in the “4-1-2 Achievement of Outputs”, such as positive changes found in knowledge, attitude and skills of target villages and LGAs owing to the project activities. Identifying these positive social phenomena through the verification of project approaches, the strategic scenario toward achievement of Outputs will be established.

#### **(2) Factors which affect the achievement of Output**


The following contributing factors, issues and hindering factors in the implementation of project activities are identified.

##### **[Contributing factors]**

- The 3 counterpart personnel are committed to the Project in 100% of their work.
- Some DEDs of target LGAs are very supportive to the Project, and participated in the Exposure Visit to Indonesia, which contributed to the enhancement of understanding about the Project in the LGAs.
- The commitment of WFs and RTF members contributed to the implementation of project activities.
- A Senior Advisor of JICA on Local Governance and Local Administration, who is allocated in PMO-RALG, has been supporting the Project by promoting the understandings of higher level officers in PMO-RALG, and also by providing advices for the implementation of project activities.

##### **[Issues and hindering factors in the implementation of activities]**

- Changes and transfers of human resources in target RSs and LGAs were occurred during the implementation of project activities. As a result, 1 to 3 staff members of each LGAs (except Bagamoyo DC) left the Project after receiving the training in the 1<sup>st</sup> year up to now. The



vacancy period before replacing for new personnel affected negatively the implementation of project activities. Though new members have been learning the concepts of the Project from their colleagues.

- Although the Project provided a motorcycle to each group of WFs, the way of transportation has still limited their activities sometimes, since they visit frequently to the target villages with all 3 members together.
- Some RTF members were too busy to participate in the project activities in some cases. In such cases, an additional member was assigned, and it was improved to some extent.
- The duration of stay for 3 out of 4 Japanese Experts in Tanzania is not sufficient, considering the volume of work required for the Project.

### **(3) Causal relationship between the Outputs and Activities**

The project activities have been implemented by adding and deleting some activities when they are considered necessary or unnecessary to see better achievement. While most of the activities directly produced the achievement described above, there are challenges observed for the activities related to Output 3, where the strategy to achieve this output are not identified clearly yet, although the analysis in this theme was started at the earlier stage of the project period.

Regarding the important assumptions to achieve the Outputs, the following assumptions are defined in the current version of PDM. The situations related to each assumption are as described below.

#### Important Assumption to achieve Output 1

- 1) Local Government Capacity Building Grant (LGCBG) continues:

Although the budget scale of LGCBG is limited so far, the Tanzanian Government has been increasing annually its contribution to the Local Government Development Grant (LGDG), including LGCBG<sup>5</sup>. Meanwhile, so far the Target LGAs have been using the LGDG budget for the implementation of project activities, though it is not confirmed whether it is LGCBG or Local Government Council Development Grant (LGCDG).

- 2) Participatory approach is accepted by decision makers:

As far as the target LGAs are concerned, the Project's approach which has been introduced to WFs and RTF members through the training and implemented in the target villages are accepted by CMT members so far, as evidenced by the allocation of budget for the project activities.

#### Important Assumption to achieve Output 2

- 1) Political stability will be maintained:

There is no such sign observed to promote political instability which may affect the achievement

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<sup>5</sup> LGDG consists of LGCDG and LGCBG.

of Output 2.

- 2) Other sector initiatives do not distort Community Resource Persons (CRP) motivation to work for communities:

As far as the target villages are concerned, so far no such other sector initiatives which directly distort the motivation of community leaders were identified. However, the use of different participatory methodologies at ward and village level by different sectors and/or programs can cause confusion at the village level.

#### Important Assumption to achieve Output 3

- 1) Sector policies do not contradict further with O&OD: and
- 2) Sector projects are not designed and implemented by using contradictory methodologies:  
According to the LGAs' officers interviewed by the Midterm Review Team, there are no such sector policies which contradict with O&OD, although most of funds are still sector oriented.

#### Important Assumption to achieve Output 4

- 1) RSs maintain their supporting role to LGA:  
The role of RSs to support LGAs has not been changed.

#### **(4) Timing, quality and quantity of the Inputs**

Most of input provided by both Japanese and Tanzanian sides has been utilized in the project activities efficiently. However, following issues in the input were pointed out by stakeholders:

- Although it has been meeting the initial requirement described in the R/D, the duration of stay for Japanese Experts in Tanzania and allocation of 3 counterpart personnel are not sufficient, considering the volume of work required for the Project.
- The disbursement of project cost borne by PMO-RALG sometimes delays, especially for per-diem allowance and transportation fee.

#### **4-2-4. Impact**

It is considered too early to assess the prospect of achieving the Overall Goal at the moment. The causal relationship between the Project Purpose and the Overall Goal needs to be re-examined after determining the goals and objectives which expected to be achieved during the project period.

#### **(1) Prospect of achieving the Overall Goal and Causal Relationship between the Project Purpose and the Overall Goal**

At the moment of Midterm Review, it is too early to foresee the achievement of Overall Goal as well as the causal relationship between the Project Purpose and the Overall Goal, especially considering

the unclearness remained in the goals and objectives for Outputs and Project Purpose.

## **(2) Multiplied effects of the Project**

As a positive effect of the Project, it was observed the following situation. 4 RTF members involved in the Project took the role of the NFs to roll out the conventional O&OD in 1 LGA other than target ones. They performed better as a facilitator leading the village people to realize their issues and needs, even though the process required for these activities was the conventional one.

There are no other positive and negative impacts which are caused by project activities have been observed by the moment of Midterm Review.

## **4-2-5. Sustainability**

Considering the sustainability of the approaches and activities introduced by the Project in the target LGAs and villages, as well as the replication of the “Optimum Implementation Model” in the other areas, there are following situations which should be taken into account.

### **(1) Policy and institutional aspects**

As it is described in the “4-2-1 Relevance; (2) Policy of the Tanzanian Government”, O&OD is recognized as the official planning tool at ward and village level which should be taken into account for budget planning of LGAs. In addition, revised action plan of LGRP2 assures O&OD implementation for next 5 years at village level. In this sense, the O&OD has been institutionalized in the Tanzanian Government system.

### **(2) Organizational and financial aspects**

Considering the future up-scaling of the Optimum Implementation Models of O&OD established by the Project, it is considered important to seek for a more consolidated institutional set-up (the organizational structure, budget preparation, and human resource allocation) within PMO-RALG.

One possible challenge is about the provision of training introduced by the Project. Although the curriculum/materials for the training are prepared, how the training can be delivered to them, including who perform as lecturers, which financial resource can be used etc, have to be determined, if the new approach is to be applied further. Also, considering the replication of the Models to the other LGAs, it is necessary to come up with a strategy to provide the training to those LGAs and secure the utilization of the knowledge and skills in their respective areas. The Project and JICA have been examining the possibility of LGTI and/or Community Development Training Institute (CDTI) to be a training provider in accordance with the Model of the Project, but it still

needs more discussion and arrangement among the stakeholders.

In terms of the roles and functions of each level of local administration, it is yet to be clearly defined what kinds of organizational and financial arrangement are necessary for the sustainability of activities introduced by the Project and replication of the Models in the future. However, the allocation of human and financial resources required for the replication of the Models can be an issue at the replication stage. For example, the WFs normally attend several villages including the target villages, but it is difficult for them to attend all those villages with same volume of works which they actually devote to the target villages in the project activities using the current resources available. In that sense, it is important to elaborate certain majors to overcome the above mentioned challenges such as to identify the facilitators in the communities and to empower their facilitation capacities as the progress of community activities.

Regarding the financial resources necessary to accommodate communities' needs, one possible source is the Local Government Development Grant (LGDG). However, since the amount of LGDG is limited, it is insufficient to meet all financial demand to accommodate hundreds of prioritized projects piled up at the LGA level. On the other hand, there are various types and modalities of budget allocated to different sectors at LGA level, which may be possible to utilize to meet the demands, although the possibility has not been examined sufficiently yet.

### **(3) Technical aspects**

Regarding the knowledge and skills provided by the Project to PMO-RALG, since there are only 3 staff members for the coordination of O&OD, it is important to identify measures to institutionalize the knowledge and skills in the latter half of the project period.

As to the knowledge and skills provided by the Project to target LGAs, although the staff members share the information among them, it is necessary to have more trained staff to spread the Optimum Models of O&OD implementation in the rest of villages in the districts.

## 5. Conclusion

The Project has implemented various activities and produced Output 1 and 2 to some extent, owing to the efforts made by each stakeholder involved in the project activities. The major achievement so far is some positive changes in the target villages and LGAs through the training (part 1) for WFs and RTFs and the social preparation in the target villages. The Relevance of the Project remains high in needs, priority and suitability as means. The direction of the Project as a whole is appropriate to contribute to the improvement of O&OD implementation, however, it is difficult to assess the Effectiveness as well as Efficiency, since the goals and objectives for the Project Purpose and Outputs were not clearly determined among the project team members. As to the impact, it is too early to foresee the possibility to achieve Overall Goal at this moment. In terms of the sustainability, although the role and functions for each stakeholder are not sufficiently identified yet, there are some issues pointed out which are necessary to be taken into account to maintain the approaches and activities introduced by the Project in the target villages and LGAs, and to ensure the replication of the “Optimum Implementation Models” in the other areas. On the whole, it is expected to clarify the images of each component of the “Models” and strategy to achieve the objectives as early stage as possible in the latter half of the project period, so that the project team members can make concerted effort together to maximize the achievement of Project Purpose by the end of the project period. The Midterm Review Team made following recommendations, in order to give shape to the actions necessary for the rest of project period.

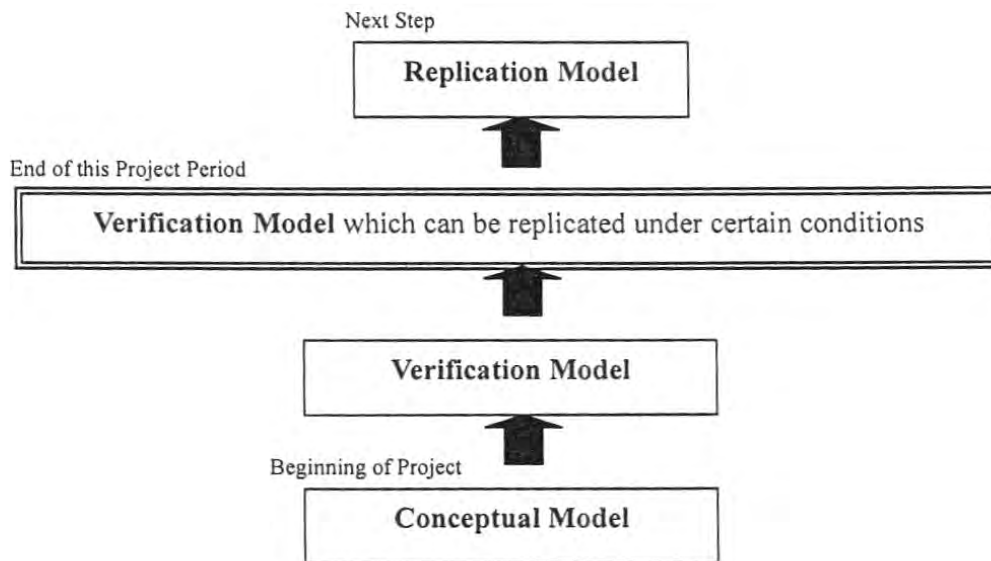




## 6. Recommendations

### (1) Definition of “Models”

Since the Project Team members have not yet reached consensus on the vision of “Optimum Implementation Models”, it is important to have a common understanding among the stakeholders at this stage to have clear image of “Models”. The Midterm Review Team suggests to produce “a verification Model/Models which can be replicated under certain conditions” by the end of this project period as shown in the Figure 2 below.



**Figure 2: Development of Replication Model**

In addition, the components of the Optimum Implementation Models are described in the Figure 3 which leads to better understanding of goals and objectives of each Output.

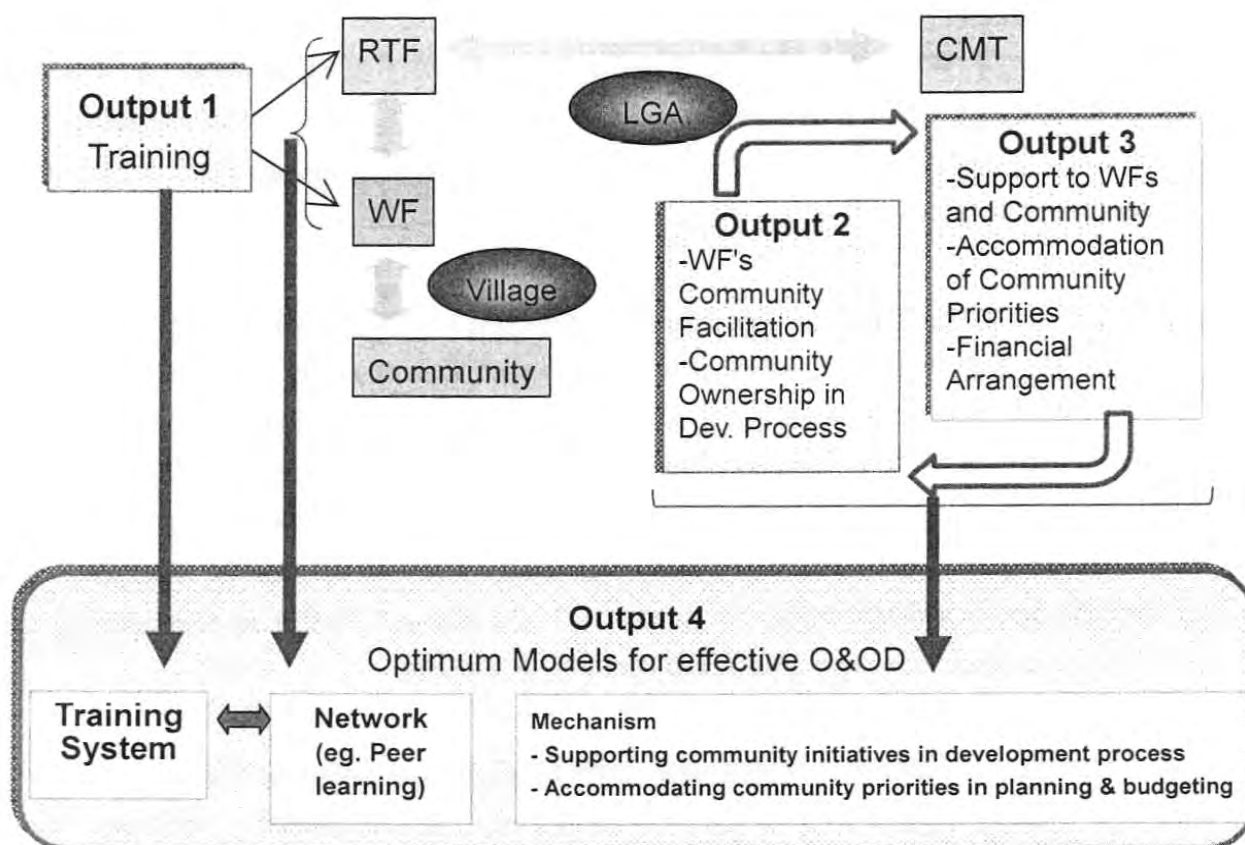


Figure 3: Project Structure

Then the Project should review the current PDM (especially indicators) and PO accordingly, and revise them taking the recommendations of the Review Team into account so that the way forward of the Project can be shared clearly among all the people who are involved in the Project.

It is also necessary to measure achievement of capacity development at each level systematically and documented. Therefore, development of Assessment Framework of capacity development at target villages and LGAs is important and needs urgent attention.

**(2) Exploring Trainers/Training Institutions for WFs and RTF members**

In order to have a sustainable training system for WFs and RTF members at other areas of Tanzania, the Project should explore the qualified trainers/training institutions for WFs and RTF members (NFs/DFs). Although it is difficult to establish the comprehensive training system with enough number of qualified trainers in such a short time, the Project should make a survey for identifying the existing trainers/training institutions and analyze their availabilities by the end of the project period.

### **(3) Peer Learning Opportunities for WFs**

The Midterm Review Team also suggests introducing peer learning opportunities for the trained WFs to learn amongst themselves by sharing their experiences, lessons learnt and challenges at each target LGA or at regional level. The Project can begin with organizing meetings where WFs share annual reports for example.

### **(4) Linkage between Community Priorities and Plans and Budgets in Various Sectors**

The Project should seek the possibility to accommodate the community priorities into various plans and budgets, such as Tanzania Social Action Fund (TASAF) and national sector programmes like Agricultural Sector Development Programme (ASDP) as well as LGDG. It is therefore recommended to grasp the facts as to the volume of available resources, its decision making mechanisms and possibilities to link with community priorities through the dialogue with CMT members and sector Ministries concerned. CMT can take part further in strengthening the link between the council planning process and community priorities.

### **(5) Sharing and Compiling Information during the Implementation of Project Activities**

It is important to start sharing and compiling the information regarding the good practices/challenges/lessons learnt in the course of implementation of Output 2 and Output 3 so that the conditions to implement the optimum O&OD models will be identified by the end of the project. There are some opportunities at Regional level where planning officers and other sector officials at LGAs meet regularly by the coordination of RSs. There are also opportunities at national level such as the Director of Policy and Planning (DPP) meeting where the Project Team members can present the good practices as well as challenges in order to appeal to the sector policy planning and budget. If the Project takes advantages of these opportunities at several levels, it will ideally result in further actions by higher authorities towards harmonization of sector planning & budget and optimum resource utilization.

### **(6) Better Management of the Project**

The successful implementation of the Project largely depends on good management of the Project. In this regard, the findings from the Midterm Review Team show some room for improvement in communication among/between stakeholders and monitoring system. Information sharing among the Project Team members need to be strengthened further by establishing means of communication and conducting periodical meetings at all levels. Also it is suggested to utilize Plan of Operation effectively as a basis of monitoring in order to secure the achievement in all Outputs and Project Purpose within the project period.

(7) **Project Period**

Due to uncertainty whether Outputs and Project Purpose will be achieved in the project period given the current input level from both Japanese and Tanzanian side and taking into consideration of the government planning and budget cycle and capacity building of Tanzanian counterpart personnel, there is a possibility of necessity to extend the project period in order to make sure the success of the Project in all aspects. This issue has to be considered and finalized during the Terminal Evaluation which is planned to be conducted six months before the completion of the project period.



Annex 2: Plan of Operation  
 (1) PO attached in the R/D (there is no recent version preapproved and agreed among the Project Team)

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Functional Training System (A) established for Ward facilitators	A												K/R												PR												TR												A												K/R												PR												TR																																																																																															
1.1 Formation of the Training Task Force consisting of PMORALG, LGTI, NF and related stakeholders	█												█												█												█												█												█												█												█																																																																																															
1.2 Develop financial arrangements for training along the LGA's budget cycle	█												█												█												█												█												█												█												█												█																																																																																			
1.3 Orientate participatory approach to the decision makers and Training Task Force (whole process of community development i.e. planning, implementation, M&E, review and feedback)	█												█												█												█												█												█												█												█												█												█																																																																							
1.4 Analyze actual situation of level of capacity of NFs, DFs and WFs.	█												█												█												█												█												█												█												█												█												█																																																																							
1.5 Analyze actual situation of training system for OLOD facilities.	█												█												█												█												█												█												█												█												█												█																																																																							
1.6 Develop recommendations for improved training system	█												█												█												█												█												█												█												█												█												█												█																																																											
1.7 Develop training curricula/materials for facilitators and pictorial material for village sta-holders.	█												█												█												█												█												█												█												█												█												█												█																																																											
1.8 Prepare methodological arrangement for training implementation in collaboration with the LGT (Homobok).	█												█												█												█												█												█												█												█												█												█												█												█																																															
1.9 Prepare strategic facilitators selection criteria	█												█												█												█												█												█												█												█												█												█												█												█																																															
1.10 Train all NFs (TOT) and evaluate their capacity as trainers by the Training Task Force (About 6 batch training for 200 NFs in total) 2 batch/line	█												█												█												█												█												█												█												█												█												█												█												█																																															
1.11 Train selected DFs and WFs by NFs with supervision of the Training Task Force (All LGAs (about 10 LGAs) in target 2 regions)	█												█												█												█												█												█												█												█												█												█												█												█																																															
1.12 Review the trainings and feedback for improvement of training curriculum by the Training Task Force	█												█												█												█												█												█												█												█												█												█												█												█												█																																			
1.13 Establish supportive supervision system from DFs to WFs	█												█												█												█												█												█												█												█												█												█												█												█												█																																			
1.14 Review effectiveness of developed training system	█												█												█												█												█												█												█												█												█												█												█												█												█																																			
1.15 Incorporate experience and lessons learnt of pilot to training curricula/materials	█												█												█												█												█												█												█												█												█												█												█												█												█																																			
2.1 Formation of the Regional Task Force with selected members of PMORALG, RS, LGA and training task force each at 2 pilot regions for Outout 2.4.3	█												█												█												█												█												█												█												█												█												█												█												█												█																																			
2.2 Select target areas and DF-WFs to work with.	█												█												█												█												█												█												█												█												█												█												█												█												█												█																							
2.3 Support pilot LGAs to make required financial arrangements for sustainable operation.	█												█												█												█												█												█												█												█												█												█												█												█												█												█																							
2.4 Develop and verify effective supportive supervision system from DFs to WFs	█												█												█												█												█												█												█												█												█												█												█												█												█												█																							
2.5 (After WFs Training) Conduct baseline survey of villages in target Wards and select target villages with WFs and elaborate an adequate framework to assess capacity development of the target communities	█												█												█												█												█												█												█												█												█												█												█												█												█												█												█											
2.6 Conduct function analysis of stakeholders in the villages such as CRPs, focus groups, village council members, etc with WFs.	█												█												█												█												█												█												█												█												█												█												█												█												█												█												█											
2.7 Apply pictorial materials to facilitate participatory process.	█												█												█												█												█												█												█												█												█												█												█												█												█												█												█											
2.8 Support WFs to realize social preparation process of communities	█												█												█												█												█												█												█												█												█												█												█												█												█												█												█											
2.9 Define role and function of such stakeholder within OLOD process with WFs	█												█												█												█												█												█												█												█												█												█												█												█												█												█												█											
2.10 Define decision-making process in the villages within OLOD process, and document them by the Regional Task Force:	█												█												█												█												█												█												█												█												█												█												█												█												█												█												█											
2.11 Community members undertake OLOD planning process with facilitation of WFs and CRPs.	█												█												█												█												█												█												█												█												█												█												█												█												█												█												█											
2.12 Community members formulate projects prioritized in the community development plans with facilitation of WFs and CRPs.	█												█												█												█												█												█												█												█												█												█												█												█												█												█												█											
2.13 Community members implement the projects prioritized in the community development plans with facilitation of WFs and CRPs.	█												█												█												█												█												█												█												█												█												█												█												█												█												█												█											
2.14 Improve and customize pictorial materials based on experience by WFs and other LGA stakeholders	█												█												█												█												█												█												█												█												█												█												█												█												█												█												█											
2.15 Review the whole process of 2.1 to 2.13, and document lessons learnt by the Regional Task Force.	█												█												█												█												█												█												█												█												█												█												█												█												█												█												█											
2.16 Share the review results with stakeholders for consultation such as RSs, LGAs and others.	█												█												█												█												█												█												█												█												█												█												█												█												█												█												█											
2.17 Revise OLOD manuals based on lessons learnt in the pilot to be approved by the PMO-RALG.	█												█												█												█												█												█												█												█												█												█												█												█												█												█												█											
2.18 Prepare policy recommendation on necessary measures to be taken and conditions required for effective retention of the models developed.	█												█												█												█												█												█												█												█												█												█												█												█												█												█												█											

Calendar Year Calendar Months	2009			2010			2011			2012			2013																	
	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3
LGA Planning	LGA Budget			Net Election			Budget Planning			O&OD Roll-out			Budget Planning			O&OD Roll-out			Planning											
Events	KCR Inspection Report			PR: Final Report																										
Output:	<p>Optimum model for effective use of community development plans by sector departments of LGAs are elaborated and verified.</p> <p>3.1 Review of actual situation on sector coordination at LGA level by Regional Task Force</p> <p>3.2 Support pilot LGAs to take possible measures to arrange implementer take-up of WF learn.</p> <p>3.3 Support pilot LGAs to make sustainable financial arrangements</p> <p>3.4 Support VECs and CRPs to access and utilize sector data for community development planning process.</p> <p>3.5 Support WFs to access to sector policies and standards required in the community development planning process.</p> <p>3.6 Support WFs to practice planning/budgeting and documentation skills acquired in the facilitator training</p> <p>3.7 Operationalise Simplified Format for sector planning at LGA level.</p> <p>3.8 Support LGAs to strengthen coordination among sector departments.</p> <p>3.9 Review the whole process of 3.1 to 3.6, and document lessons learnt by the Regional Task Force.</p> <p>3.10 Share the review results with stakeholders for consultation such as R3s, LGAs and others.</p> <p>3.11 Refine O&amp;OD manuals based on lessons learnt in the pilot to be approved by the PMO-RALG</p> <p>3.12 Prepare policy recommendation on necessary measures to be taken and conditions required for effective realization of the models developed through Output 3.</p>																													
Output:	<p>Necessary conditions (capacity development, institutional setup, etc) are developed towards the next replication stage.</p>																													
National	<p>4.1 Propose replication strategy of the models developed under the Project</p> <p>4.2 Share the experience and policy recommendations with stakeholders such as Central Government, RSs, LGAs, DPA, and CSOs.</p>																													

Annex 3: Input Provided by Japanese Side

1. Dispatch of Experts

Name	Title Organization Note	Planned	2009			2010												2011											
			10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6						
Yoshio Aizawa	Chief Advisor / Local Government Planning and Sector Coordination	Planned																										7.37M/M	
	IDCJ	Implemented																											10.30M/M
Yoshiaki Kakizaki	Participatory Local Social Development	Planned																											18.00M/M
	IDCJ (Sevana LLC)	Implemented																											19.00M/M
Chiaki Shiga	Training System Development 1 / Local Government Planning and Sector Coordination 2 / Coordinator	Planned																											8.50M/M
	IDCJ	Implemented																											9.07M/M
Makiko Tada	Training System Development 2	Planned																											10.50M/M
	IDCJ	Implemented																											10.50M/M

## 2. Local Expense of the Project

Unit: Tsh

	Category	FY 1	FY 2	Total
		From: Oct. 2009 To: Jun. 2010	From: Jul. 2010 To: April. 2011	
1	CP Allowance / Transportation, etc.	13,629,000	29,032,000	42,661,000
2	Project Operation Cost	121,980,000	114,838,000	236,818,000
3	O&OD Facilitator Training**	88,738,000	13,756,000	102,494,000
4	Provision of Equipment	46,054,000	22,942,000	68,996,000
5	Other Equipment	13,050,000	7,192,000	20,242,000
6	Subcontract for O&OD Facilitator Training with 5 target LGAs***	146,523,000	Not yet reported	146,523,000
7	Vehicle ****	60,580,636	n/a	60,580,636
8	Moter bike*****	n/a	36,686,500	36,686,500
	<b>Total</b>	<b>490,554,636</b>	<b>224,446,500</b>	<b>715,001,136</b>

Notes:

\* Exchange rate between Tsh and JPY is as follows: Tsh 1= JPY 0.055 (Based on JICA Monthly Rate (as of April 2011) )

\*\* Direct expenses made by the Project for the training.

\*\*\*The expenses made through each target LGA under the subcontract with the Project.

\*\*\*\*Direct expnses made by JICA Tanzania Office.

## 3. Equipment

### (1) Fiscal Year 1 (From October 2009 to June 2010)

No	Item	QTY	Unit Price	Total Price	User	Purpose	Use
1	Laptop Computer (DELL LATITUDE E5400, including Windows Office Pro 2007, Kaspersky Antivirus 2010)	3	USD 1,620	USD 4,860	O&OD Team, DLG, PMO-RALG	Office use (for CP officials)	***
2	Hub Switch (D-Link 16-Port10)	1	USD 65	USD 65	O&OD Team, DLG, PMO-RALG	Office use	*
3	UPS (APC Back 650 VA UPS)	4	USD 90	USD 360	O&OD Team, DLG, PMO-RALG	Office use	**
4	Projector (Sony VPL-ES7 3LCD)	1	USD 780	USD 780	O&OD Team, DLG, PMO-RALG	Workshops and meetings	***
5	Vehicle (MITSUBISHI PAJERO GL 5-door)	1	USD 38,450	USD 38,450	O&OD Team, DLG, PMO-RALG	Transportation for target regions, districts and villages	***
6	Whiteboard	1	Tsh 220,000	Tsh 220,000	O&OD Team, DLG, PMO-RALG	Office use	***
7	Printer (HP Laserjet 2055dn)	1	Tsh 720,000	Tsh 720,000	O&OD Team, DLG, PMO-RALG	Office use	***
8	Fax Machine (Panasonic KXFP 701)	1	Tsh 350,000	Tsh 350,000	O&OD Team, DLG, PMO-RALG	Office use	***
9	Photocopier (IR 2018)	1	Tsh 6,817,000	Tsh 6,817,000	O&OD Team, DLG, PMO-RALG	Office use	***



10	Office Table	1	Tsh 1,350,000	Tsh 1,350,000	O&OD Team, DLG, PMO-RALG	Office use (for meetings)	***
11	Partition and Other Set-ups for Office and Meeting Rooms	1	Tsh 16,496,000	Tsh 16,496,000	O&OD Team, DLG, PMO-RALG	Set-up of office space	***
12	Chair Set for Meeting Table	1	Tsh 2,690,000	Tsh 2,690,000	O&OD Team, DLG, PMO-RALG	Office use (for meetings)	***

## (2) Fiscal Year 2 (From July 2010 to June 2011)

No	Item	QTY	Unit Price	Total Price	User	Purpose	Use
1	Motorcycle	10	Tsh 3,668,650	Tsh 36,686,500	5 target LGAs (Bagamoyo, Kisarawe, Morogoro, Kilombero, Ulanga: 2/each LGA)	Ward Facilitators' transportation to target villages	***
2	Electric Wiring	1	Tsh 952,500	Tsh 952,500	Morogoro RTF Office, Morogoro RS	Office set-up	***
3	Bookshelf	1	Tsh 450,000	Tsh 450,000	Coast RTF Office, Coast RS	Office use	***
4	Desk Set	1	Tsh 330,000	Tsh 330,000	Coast RTF Office, Coast RS	Office use	***
5	Photocopier (IR 2525)	2	USD 5,728	USD 11,456	Coast RTF Office, Coast RS (1), Morogoro RTF Office, Morogoro RS (1)	Office use	***
6	AC (Samsung 12000 BTU)	1	Tsh 1,050,000	Tsh 1,050,000	Coast RTF Office, Coast RS	Office use	***
7	Bookshelf	1	Tsh 450,000	Tsh 450,000	Morogoro RTF Office, Morogoro RS	Office use	***
8	Desk Set	2	Tsh 385,000	Tsh 770,000	Morogoro RTF Office, Morogoro RS	Office use	***
9	AC (Samsung 18000 BTU)	1	Tsh 1,250,000	Tsh 1,250,000	Morogoro RTF Office, Morogoro RS	Office use	***
10	Whiteboard	2	Tsh 200,000	Tsh 400,000	Coast RTF Office, Coast RS (1), Morogoro RTF Office, Morogoro RS (1)	Office use	***

\*\*\* High frequency in use

\*\* Middle frequency in use

\* Low frequency in use

## 4. Training of Counterpart Personnel

### 1) Group Training (Jan. 25 - Mar. 6, 2010)

Title	Participatory Local Social Development; Theories and Practices		
Duration	From 25 January to 6 March 2010		
Organizer	JICA Chubu International Center		
Place	Japan		
Contents	1. Introduction of the Participants' Project and of the PLSD Framework	February 1-5	
	2. Practical Methods of the PA and Case Studies	February 8-12	
	3. Field Trip to Iida City, Nagano	February 15-19	
	4. The PLSD Planning, Management, Monitoring and Evaluation	February 22-26	
	5. Field Trip to Mano, Kobe City and Action Plan Development	March 1-5	
Participants	No	Name	Title
	1	Benedict Mabula	Ulanga District Council District Planning Officer / District Facilitator
	2	Agness Chamdoma	Morogoro District Council Education Officer / National Facilitator
	3	Erast Mfugale	Bagamoyo District Council District Community Development Officer / District Facilitator

2) Group Training (Jul. 26 - Sep. 4, 2010)

Title	Participatory Local Social Development			
Duration	From 26 July to 4 September 2010			
Organizer	JICA Chubu International Center			
Place	Japan			
Contents	1. Introduction of the Participants' Project and of the PLSD Framework		August 2-6	
	2. Practical Methods of the PA and Case Studies		August 9-13	
	3. Field Trip to Iida City, Nagano		August 16-20	
	4. The PLSD Planning, Management, Monitoring and Evaluation		August 23-27	
	5. Field Trip to Mano, Kobe City and Action Plan Development		August 30-September 3	
Participants	No	Name	Organization	Title
	1	Constantine Mneleme	Kisarawe District Council	Community Development Officer / District Facilitator
	2	Loyce mnyenyelwa	Kilombero District Council	District Community Development Officer / District Facilitator

3) Country Focused Training (Oct. 15 - 27, 2010)

Title of training course	Participatory Local Social Development			
Duration	From 26 July to 4 September 2010			
Organizer	JICA Chubu International Center			
Place	Japan			
Contents	1. Course Orientation / Conceptual Framework of PLSD		October 16-19	
	2. Field Trip to Iida City / Analysis and Summary of Local Autonomy System in Iida		October 19-23	
	3. Action Plan Development by Participants		October 25-26	
Participants	No	Name	Organization	Title
	1	Martha Nzungu	Coast Regional Secretariat	Assistant Administrative Secretary (Local Government) / Regional Task Force Chairperson (Coast Region)
	2	Diaz Ndomba	Morogoro Regional Secretariat	Senior Economist / Regional Task Force Chairperson (Morogoro Region)
	3	Deus Mbalamwezi	Kisarawe District Council	Economist / District Facilitator
	4	Dionise Mahilane	Bagamoyo District Council	Principal Irrigation Officer / National Facilitator
	5	Mary Nyanje	Morogoro District Council	Community Development Officer / District Facilitator
	6	Neema Kilembe	Morogoro District Council	Statistician / District Facilitator
	7	Juliana Kibonde	Kilombero District Council	Community Development Officer / District Facilitator
	8	Joseph Satta	Ulanga District Council	District Community Development Officer / District Facilitator
9	Laurent Mabagara	Ulanga District Council	Economist / District Facilitator	

4) Exposure Visit (9-23, April, 2011)

Title of training course	Exposure Visit to Indonesia: SULAWESI Capacity Development Project			
Duration	11-22/04/2011			
Organizer	JICA			
Place	Indonesia			
Contents	1. Briefing on CD Project and history of JICA's Technical Cooperation		April, 11	
	2. Briefing on activities in Wakatobi District		April, 12	
	3. Field trip to Longa Village and Wapia-pia Village in Wangi-Wangi Sub District		April, 13	
	4. Field trip to Peropa Village in Kaledupa Sub District		April, 14	
	5. Briefing on activities related to CD Project and Role of Provincial Government		April, 18	
	6. Briefing on SISDUK and field trip		April, 19	
	7. Review meeting/Report making at JICA MFO		April, 20	
	8. Meeting with Ministry of Home Affairs		April, 21	
	9. Review Meeting		April, 22	
Participants	No	Name	Organization	Title
	1	Bernard A. Nzungu	Coast Region	Regional Administrative Secretary
	2	Mgeni S. Baruani	Morogoro Region	Regional Administrative Secretary
	3	Denis I. Bandisa	PMO-RALG	Assistant Director Local Government (Service Delivery)
	4	Rashid Kitambulilo	PMO-RALG	Principal Economist
	5	Issaya Moses	Kisarawe District Council	District Executive Director
	6	Eden A. Munisi	Morogoro District Council	District Executive Director
	7	Alfred Luanda	Ulanga District Council	District Executive Director
8	Fikiri Malembeka	Kilombero District Council	District Planning Officer	

### Annex 4: Input Provided by Tanzanian Side

(1) Counterpart Personnel

Name	Title Organization Duration	2009												2010												2011					
		10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6									
Solanus Nyimbi	Project Manager / Director, Department of Local Government (DLG) PMO-RALG October - November 2009																														
Severine Kahitwa	Project Manager / Acting Director, DLG PMO-RALG December 2009 - Present																														
Denis Bandisa	Project Coordinator / Assistant Director, Service Delivery Section, DLG PMO-RALG October 2009 - Present																														
Ally Mlupilo *	Project Member / Principal Trade Officer, DLG PMO-RALG October - November 2009 (PMO-RALG) December 2009 - Present (IDCJ)																														
Idris Mtandi	Project Member / Principal Economist, DLG PMO-RALG October 2009 - Present																														
Felister Njovu	Project Member / Human Resource Officer, DLG PMO-RALG October 2009 - Present																														
Emmanuel Mkonongo	Project Member / Economist, DLG PMO-RALG December 2009 - Present																														

\* After the retirement from PMO-RALG in November 2009, Mr. Mlupilo has continued to work in the Project team as O&OD specialist

(2) RTF members and Ward Facilitators (R: RTF member/W: Ward Facilitator)

Name		Coast	Position	Name	Morogoro	Position
1.	R	Martha Nzungu	RTF Chairperson (AAS Local Government)	Diaz Ndomba	RTF Chairperson (Senior Economist)	
<b>Bagamoyo DC</b>						
1.	R	Erasto Mfugale	DF (Head, Dept. of Community Development)	Agnes Chandoma	NF (Education)	
2.	R	Dionis Mahilane	NF (Agriculture & Irrigation)	Neema Kilembe	DF (Statistician)	
3.	R	Joakim Assay	DF (Economist)	Mary Nyanje	DF (Community Development)	
4.	W	Bakari Sengoli	WF (Livestock)	Abdalla Chivi	WF (Agriculture)	
5.	W	Blandina Mhando	WF (Agriculture)	Alice Haule	WF (Communication Development)	
6.	W	Jackson Mwakapugi	WF (Health)	Hussein Lugazo	WF (Education)	
7.	W	Grace A. Ngoo	WF (Health)	Johari A. Dongwala	WF (Community Development)	
8.	W	Innocent Lyimo	WF (Agriculture)	Leonard Kimaro	WF (Agriculture)	
9.	W	Philbert Mashingia	WF (Community Development)	Melksedk Mbonde	WF (Education)	
<b>Kisarawe DC</b>						
1.	R	Mustafa Sabuni	DF (Head, Dept. of Planning)	Fikiri A. Malenbeka	DF (Head, Dept. of Planning)	
2.	R	Costantine Mnemele	DF (Community Development)	Sendema Zengo	DF (Statistician)	
3.	R	Deus Mbalamwezi	DF (Economist)	Loyce Mnyenylwa	DF (Head, Dept. of Community Development)	
4.	W	Blasius Kibosangi	WF (Agriculture)	Lucy Msisia	DF (Community Development)	
5.	W	Said Bakari Mrutu	WF (Health)	Brayan Tayari	WF (Agriculture)	
6.	W	Manase Matembo	WF (Education)	Selina Moshia	WF (Community Development)	
7.	W	Richard Kisomeko	WF (Agriculture)	Justine Mkalula	WF (Education)	
8.	W	Tungalaja Makebu	WF (Education)	Edward Teemba	WF (Fisheries)	
9.	W	Pamela Mbepera	WF (Community Development)	Sharif Ponera	WF (Community Development)	
10.	W			Shaban Kizindu	WF (Agriculture)	
<b>Ulanga DC</b>						
1.	R	B.J. Mabula	DF (Head, Dept. of Planning)		DF (Head, Dept. of Planning)	
2.	R	Mohamed Atiki	DF (Community Development)		DF (Community Development)	
3.	R	Laurent Mabagara	DF (Economist)		DF (Economist)	
4.	R	Joseph Balele	DF (Veterinary Officer)		DF (Veterinary Officer)	
5.	W	Abdul Mlindoko	WF (Community Development)		WF (Community Development)	
6.	W	Habibu Ally	WF (Education)		WF (Education)	
7.	W	Erasto Batholomeo	WF (Health)		WF (Health)	
8.	W	Robert Madenge	WF (Agriculture)		WF (Agriculture)	
9.	W	Hadija Mahimbo	WF (Community Development)		WF (Community Development)	
10.	W	Chonda Carol	WF (Education)		WF (Education)	

## (3) Budget Allocation

Unit=Tsh.

SECTION	CATEGORY	FY 1		FY 2	
		From: Oct.2009 Jun. 2010	Actual Expense*	Budget	From: Oct.2010 To: Jun. 2011
PMO-RALG	O&OD General Activities/Project Activities	No Cost Sharing	33,000,000	33,000,000	10,600,000
Coast RS	Project Activities	No Cost Sharing	2,200,000	2,200,000	679,636
Morogoro RS	Project Activities	No Cost Sharing	3,000,000	3,000,000	1,800,000
Bagamoyo DC	Field Activities	No Cost Sharing	20,009,800	20,009,800	2,195,000
Kisarawe DC	Field Activities/O&OD R&B	No Cost Sharing	22,137,000	22,137,000	1,725,000
Morogoro DC	Field Activities/O&OD R&B	No Cost Sharing	20,000,000	20,000,000	18,800,000
Kilombero DC	Field Activities/O&OD R&B	No Cost Sharing	29,113,000	29,113,000	2,583,000
Ulanga DC	Field Activities/O&OD R&B	No Cost Sharing	23,005,040	23,005,040	8,238,689
<b>TOTAL</b>				<b>152,464,840</b>	<b>46,621,325</b>

Note: \* JICA covered cost because the project fund was used for all activities required by the Project in FY 1

## Annex 5: Record of Training and Workshop

List of Training/Workshops (Provided to RTF Members, WFs, WEOs, VCs, CMT Members)

1) FY 1 (October 2009 – June 2010)

Title of Training/Workshop	Date (Duration)	Place	Participants (Number)	Contents
RTF/TTF Joint Seminar/Workshop	2009/12/22-23 (2 days)	Morogoro	RTF members (17) TTF members (7)	<ul style="list-style-type: none"> <li>· Briefing of the Project</li> <li>· Roles and responsibilities of the RTF and TTF (group discussion)</li> </ul>
WF Training	2009/3/1-5/26 (74 days)	Class session: Morogoro / Kibaha Field Session: Assigned wards at each LGA	WFs (30)	<ul style="list-style-type: none"> <li>· Refer to the Attachment for detailed schedule and contents.</li> </ul>
RTF (NF/DF) Training	2009/3/15-5/26 (18 days)	Class session: Morogoro / Kibaha Field session: WFs' assigned wards at each LGA; Morogoro/Kibaha (for sharing field experience)	RTF members (17)	<ul style="list-style-type: none"> <li>· Refer to the Attachment for detailed schedule and contents.</li> </ul>

2) FY 2 (July 2010 – June 2011)

Title of Training/Workshop	Date (Duration)	Place	Participants (Number)	Contents
Workshop on Project Activities in 2010/11 for RTF Chairperson and LGA Decision Makers	2010/8/23-26 (1 day for each of 5 target LGAs)	Each target LGA's office	Acting DEDs (3), DPOs (4), DTs (4), RTF chairpersons (2), RTF members (12), Other LGA officials (2) (27 in total)	<ul style="list-style-type: none"> <li>· Sharing of last year's progress (2009/10)</li> <li>· Project activities in 2010/11</li> <li>· LGA's presentation on the financial arrangement for the Project activities in 2010/11</li> </ul>
Workshop on Project Activities in 2010/11 for RTF Members and WFs	2010/9/7 (1 day)	Morogoro	RTF members (14) WFs (25)	<ul style="list-style-type: none"> <li>· Reflection on the Project activities in 2010/11</li> <li>· Discussion on achievement, challenges, and Suggestions for the Project</li> <li>· Project activities in 2010/11</li> <li>· Discussion on baseline survey, roles and responsibilities of RTF members and WFs, and LGA's supportiveness to communities</li> </ul>
Workshop on Project Activities in 2010/11 for VC, VEO and WEO of Target Villages	2010/9/23-30 (1 day for each of 5 target LGAs)	Each target LGA's office	Village Chairpersons of target villages (10), Village Executive Officers (10), Ward Executive Officers (9), RTF chairpersons (2), RTF members (12), WFs (30) (73 in total)	<ul style="list-style-type: none"> <li>· Introduction of target villages (by participants)</li> <li>· Introduction of the Project</li> <li>· Progress of the Project in 2009/2010</li> <li>· Introduction of the Project Activities in 2010/11</li> </ul>
Workshop for RTFs and WFs on LGA's Supportiveness to Communities	2010/12/1-3 (3 days)	Morogoro	RTF chairpersons (2), RTF members (12), WFs (29) (43 in total)	<ul style="list-style-type: none"> <li>· Self-assessment by RTF members and WFs on LGA's supportiveness to communities</li> <li>· Project approach on LGA's supportiveness to communities</li> </ul>

Title of Training/Workshop	Date (Duration)	Place	Participants (Number)	Contents
				<ul style="list-style-type: none"> <li>· Understanding on LGA's supportiveness to communities (group discussion and presentation)</li> <li>· Preparation of Strategies (group discussion and presentation)</li> </ul>
Baseline Survey at Target Villages (as part of the training for WFs)*	2010/11-Present (The duration differs for each target village, depending on the progress of the survey)	Each target village	WFs (30)	<ul style="list-style-type: none"> <li>· Collection of baseline data on:               <ol style="list-style-type: none"> <li>1) General information on socio-economic, political, cultural and environmental situation;</li> <li>2) Felt problems and needs of community people and their capability and experience to cope; and</li> <li>3) Experience/Capability of collective actions, social organizations in the community and its functional category.</li> </ol> </li> </ul>
Training for Community Leaders	2011/3/14-mid-April (1 day for each target village)	Each target village	??	<ul style="list-style-type: none"> <li>· Presentation on roles and responsibilities for village and kitongoji leaders (by a LGA officer)</li> <li>· Presentation on O&amp;OD Project</li> <li>· Discussion among participants</li> </ul>
CMT Workshop on LGA's Supportiveness to Communities	Planned to start in April, 2011	Each target LGA's office	CMT members (), RTF members (). (?? in total)	<ul style="list-style-type: none"> <li>· Introduction of the Project framework</li> <li>· Project strategy for LGA's supportiveness to communities</li> <li>· Action Plan Preparation</li> </ul>

\* Major objective of the baseline survey is to collect baseline information of the target villages; however, WFs obtain knowledge and experience in the course of the survey, and therefore the Project considers it as part of the training for WFs.



### 3. 評価グリッド

#### 1. 実績の検証

評価項目	評価設問		必要な情報・データ(指標)	情報源・指標の入手手段	データ収集方法
	大項目	小項目			
実績の検証	上位目標達成の見込み	O&ODが参加型地域社会開発プロセスを通じた真の地方自治(Local Autonomy/Local Good Governance)の確立のためのツールとして有効に機能するための制度改善が、特定対象州でO&OD実施モデルの検証活動を通じて行われる。	1. O&OD改善のための政策提言が中央省庁、州政府、地方自治体および市民社会団体に受け入れられ、導入される。	関連する政策文書	資料レビュー・聞き取り調査
			2. 改善されたO&ODプロセスを通じて、コミュニティ開発への住民の参加度合いが増加する。	WFの報告書、その他異なるレベルの報告書	資料レビュー・聞き取り調査
			3. コミュニティ開発計画の実現に向けた地方自治体セクター担当部局の理解と支援が増大する。	県の開発計画	資料レビュー・聞き取り調査
	プロジェクト目標の達成見込み	コミュニティ、郡、県レベルでO&ODプロセスが有効に機能するためのO&OD実施モデルが実証を通じて開発される。	1. O&ODファシリテーター研修の国家実施戦略および研修実施計画が策定される。	策定された戦略	資料レビュー・聞き取り調査
			2. 実証活動の経験に基づき、O&OD実施モデルとO&OD改善のための政策提言が提示される。	1. O&OD実施モデル報告書/マニュアル 2. 政策提言文書	資料レビュー・聞き取り調査
			3. O&OD実施モデルの有効かつ現実的な普及戦略および普及計画が策定される。	策定された戦略	資料レビュー・聞き取り調査
	アウトプットの達成状況	成果1: ファシリテーターの効果的な研修制度が確立する。	1-1. 対象5県における、ファシリテーター研修と支援・監督業務のために必要とされる予算の措置。	1-1. LGAの計画及び予算	資料レビュー・聞き取り調査
			1-2. 研修カリキュラム・教材の作成。	1-2. 研修カリキュラム/教材	資料レビュー・聞き取り調査
			1-3. 研修運営制度に関する関係者の役割の明確化。	1-3. プロジェクト報告書、研修戦略文書	資料レビュー・聞き取り調査
			-	1-4. 研修報告書	資料レビュー・聞き取り調査
			-	1-5. LGAの監督報告書、WFへの聞き取り	資料レビュー・聞き取り調査
		成果2: 村の開発プロセスにおけるコミュニティの主体性が強化されるための、有効なO&OD実施モデルが(選定された対象村において)実証を通じて開発される。	2-1. 対象10村を郡ファシリテーターが定期的に訪問し、住民のファシリテーションを行う。	2-1. WFの報告書、その他の異なるレベルの行政の報告書	資料レビュー・聞き取り調査
			2-2. 対象村と対象県の能力変化が以下の視点から測られて文書化される。 1) コミュニティ住民の能力(知識、態度、スキル) 2) コミュニティの組織能力(CRP、住民組織・グループ、村議会の機能) 3) 郡ファシリテーターを通じた地方行政とコミュニティの連携関係 4) 郡ファシリテーターの能力(知識、態度、スキル) 5) 県行政職員の能力(知識、態度、スキル) 6) コミュニティ開発のための県行政の機能・構造の強化	2-2. 能力強化のアセスメントの枠組み、WFの報告書、RTFのモニタリング評価の報告書、モニタリング評価に関するプロジェクト報告書	資料レビュー・聞き取り調査
			2-3. プロジェクト活動の経験に基づいて、村レベルのO&OD実施モデルが政策提言と共に提示される。	2-3. O&OD実施モデル報告書/マニュアル、政策提言文書	資料レビュー・聞き取り調査
		成果3: 地方自治体が、コミュニティのイニシアティブを積極的に支援するためのモデルが実証を通じて、開発される。	3-1. 対象県における、セクター担当官のセクター間調整に対するマインドセットの変化。	3-1. プロジェクト報告書、異なるレベルの政府の入手可能な報告書	資料レビュー・聞き取り調査
			3-2. 地方自治体計画に含まれる、コミュニティ開発計画に基づいた優先項目の数。	3-2. 県開発計画	資料レビュー・聞き取り調査
			3-3. 実施モデルの基本条件(財政的、物理的、制度的、マインドセット等)の特定ならびに文書化。	3-3. O&OD実施モデル報告書、マニュアル、政策提言文書	資料レビュー・聞き取り調査
		成果4: O&OD実施モデルの普及段階のために必要な基本条件(財政的、物理的、制度・組織的、人的能力等)が示される。	4-1. O&OD実施モデル普及段階のために必要な基本条件(財政的、物理的、制度・組織的、人的能力、マインドセット等)が、州作業部会の活動を通じて特定され文書化される。	4-1. 政策提言文書、普及戦略、O&OD実施モデル報告書、マニュアル	資料レビュー・聞き取り調査

評価項目	評価設問		必要な情報・データ(指標)	情報源・指標の入手手段	データ収集方法	
	大項目	小項目				
タンザニア側の投入実績			PMO-RALGのC/P配置実績	事業進捗報告書、専門家、C/P	資料レビュー・聞き取り調査	
			RSsのC/P配置実績			
			LGAsのC/P配置実績			
			LGTIのC/P配置実績			
			NFs, DFs, WFsのC/P配置実績			
事務所施設	事務所施設の提供・配置実績 (PMO-RALGオフィス、モロゴロ州オフィス、コースト州オフィス)	事業進捗報告書、専門家、C/P	資料レビュー・聞き取り調査			
プロジェクト経費			PMO-RALGによる経費支出実績	事業進捗報告書、専門家、C/P	資料レビュー・聞き取り調査	
			RSsによる経費支出実績			
			LGRPIIによる経費支出実績			
			LGAsによる経費支出実績(及びその内訳(自主財源、LGDG(LGCBG, LGCDG)、再委託経費など))			
日本側の投入実績	専門家		参加型地域社会開発の専門家配置実績	事業進捗報告書、専門家、C/P	資料レビュー・聞き取り調査	
			研修制度開発の専門家配置実績			
			地方政府計画策定・セクター調整の専門家配置実績 その他(ローカル専門家)の専門家配置実績			
	プロジェクト経費	日本側プロジェクト経費支出実績	事業進捗報告書、専門家、C/P	資料レビュー・聞き取り調査		
	資機材			車両1台の配置実績	事業進捗報告書、専門家、C/P	資料レビュー・聞き取り調査
				オフィス用品の配置実績		
その他必要に応じた資機材の配置実績(LGAsに供与したバイク等)						
カウンターパート研修	本邦研修・第三国研修等の実施実績	事業進捗報告書、専門家、C/P	資料レビュー・聞き取り調査			

## 2. 実施プロセス

評価項目	評価設問		必要な情報・データ	情報源	データ収集方法		
	大項目	小項目					
実施プロセス	活動実施状況	活動は計画通りに実施されたか	実施時期、達成度、進捗状況、進捗に影響を与えた問題等	事業進捗報告書、PO、専門家、C/P、その他活動進捗管理ツール	資料レビュー・聞き取り調査		
	プロジェクトの実施体制			意思決定の方法(必要な関係者が含まれているか、適切なタイミングで行われているか等)、指示系統が機能しているか	実施体制図、専門家、C/P、PMO-RALG、対象州・県・郡職員、JICA事務所、JCC/TWGの協議議事録	資料レビュー・聞き取り調査	
				関係者間のコミュニケーションは適切にとられているか	情報交換/コミュニケーションの方法・頻度(JCC、進捗報告、オペレーション会議等各種会合の開催実績)、共有されている情報量	事業進捗報告書、専門家、C/P、PMO-RALG、対象州・県・郡職員、JICA事務所	資料レビュー・聞き取り調査
				実施機関やC/Pのオーナーシップは十分か	実施機関・C/Pの参加度、投入実績、タンザニア側担当事項の実施状況	事業進捗報告書、専門家、C/P、PMO-RALG、JICA事務所	資料レビュー・聞き取り調査
				プロジェクトの進捗モニタリングは適切に行われているか	モニタリングの方法・頻度、モニタリング結果が関係者間で共有され次の活動に活かされているか	モニタリング記録、事業進捗報告書、専門家、C/P、PMO-RALG、JICA事務所	資料レビュー・聞き取り調査
	技術移転の方法		技術移転の達成目標・手法が明確か、方法に問題はないか	地方自治庁職員に対する技術移転の達成目標、手法、達成状況、満足度、問題点	事業進捗報告書、専門家、C/P、PMO-RALG	資料レビュー・聞き取り調査	
				対象州政府職員に対する技術移転の達成目標、手法、達成状況、満足度、問題点	事業進捗報告書、専門家、C/P、対象州職員	資料レビュー・聞き取り調査	
				対象県職員に対する技術移転の達成目標、手法、達成状況、満足度、問題点	事業進捗報告書、専門家、C/P、対象県職員	資料レビュー・聞き取り調査	
				郡ファシリテーターに対する技術移転の達成目標、手法、達成状況、満足度、問題点	事業進捗報告書、専門家、C/P、対象州・県・郡職員	資料レビュー・聞き取り調査	
				対象村住民に対する技術移転の達成目標、手法、達成状況、満足度、問題点	事業進捗報告書、専門家、C/P、PMO-RALG、対象州・県・郡職員、対象村の住民	資料レビュー・聞き取り調査	
	人材の配置状況			配置されている専門家は適切な人材か、十分に活動に従事しているか	専門家人材の専門性等の適切性、プロジェクト活動への参加方法・頻度、専門家間での役割分担	専門家、C/P、JICA事務所	資料レビュー・聞き取り調査
				配置されているC/Pは適切な人材か、十分に活動に従事しているか	C/P人材の職制(所属先、専門性等)の適切性、プロジェクト活動への参加方法・頻度	事業進捗報告書、専門家、C/P、PMO-RALG	資料レビュー・聞き取り調査
	ターゲットグループや関係組織の参加度・認識	対象州・県・郡の職員、対象村の住民はプロジェクトの活動に十分に参加しているか	各関係者の活動への参加方法・頻度、参加実績	事業進捗報告書、専門家、C/P、PMO-RALG、対象州・県・郡職員、対象村の住民	資料レビュー・聞き取り調査		
	PDMの改訂			PDMの改訂は適切なプロセスで行われたか	PDM改訂のプロセス、改訂内容、関係者の理解度	事業進捗報告書、専門家、C/P、PMO-RALG、JICA事務所、JCC/TWGの協議議事録	資料レビュー・聞き取り調査
当初の目的や現状に鑑みた適切な内容の修正がなされたか				現行のPDMのプロ目の指標、成果の指標(目標値を含む)、活動など内容は適切か	事業進捗報告書、専門家、C/P、PMO-RALG、JICA事務所、JCC/TWGの協議議事録	資料レビュー・聞き取り調査	
その他、実施過程で生じている問題、効果発現に影響を与えた要因等	中間レビュー時点までに何らかの課題が生じているか、生じた課題に対してどのように対処しているか	活動の実施状況、課題の現状、課題への対処状況、今後の見通し	事業進捗報告書、専門家、C/P、PMO-RALG、対象州・県・郡職員、JICA事務所	資料レビュー・聞き取り調査			

3. 評価5項目による評価

評価項目	評価設問		必要な情報・データ	情報源	データ収集方法	
	大項目	小項目				
妥当性	必要性	プロジェクトはタンザニアの社会やターゲットグループのニーズに合致しているか、事前評価で確認された必要性の状況に変更はないか	O&OD手法の全自治体への導入の進捗状況、参加型計画策定における課題・問題点の現状	事前調査報告書、PMO-RALG、他省庁、専門家、C/P、対象州・県・郡職員	資料レビュー・聞き取り調査	
		優先度	タンザニアの開発政策との整合性はあるか	タンザニアの現行の国家貧困削減戦略における優先度、地方分権化政策の動向、PMO-RALGの実施計画との整合性	現行の貧困削減戦略、地方政府改革プログラム第2フェーズ(LGRP2)の関連報告書、PMO-RALG、専門家、C/P、企画調査員	資料レビュー・聞き取り調査
	日本のODA政策との整合性はあるか		日本の援助政策、国別援助計画との整合性	現行の対タンザニア国別援助計画、JICA事務所	資料レビュー・聞き取り調査	
	手段としての適切性	プロジェクトの内容・デザイン・アプローチ(O&OD実施モデルの内容、ファシリテーター研修制度の内容、モデル開発の方法、モデル普及に向けた準備等)は開発課題に効果を生む手段として現時点でも適切か	プロジェクトの内容・デザイン・アプローチの適切性、当初計画からの変更の有無(変更があればその適切性)、実績の検証結果	事業進捗報告書、PMO-RALG、専門家、C/P、対象州・県・郡職員	資料レビュー・聞き取り調査	
		ターゲットグループの選定は適切かつ十分であったか	ターゲットグループの参加状況、活動の展開状況、当初計画からの変更の有無、実績の検証結果	事業進捗報告書、PMO-RALG、専門家、C/P、対象州・県・郡職員	資料レビュー・聞き取り調査	
	その他	政府による関連事業、他ドナーによるプロジェクト、他のJICA事業等との連携・デマクは明確に示されているか、相乗効果が生じているか	該当する政府・他ドナー・JICA事業の内容、各事業の関連性、他事業との連携による活動の実施状況	事業進捗報告書、該当する政府・他ドナー・JICA事業の関連文書、PMO-RALG、専門家、C/P、対象州・県・郡職員、JICA事務所、プログラムアドバイザー	資料レビュー・聞き取り調査	
		プロジェクト開始後、プロジェクトを取り巻く環境(制度・政策面、社会・経済動向等)の変化はないか	実施機関の組織変革、プロジェクトの位置付けの変化、他ドナーによる類似プロジェクトの開始の有無、社会・経済状況の変化等	事業進捗報告書、PMO-RALG、専門家、C/P、対象州・県・郡職員	資料レビュー・聞き取り調査	
	有効性	プロジェクト目標の達成見込み	プロジェクト目標は達成が見込まれるか	実績の検証結果	実績の検証結果	
プロジェクト目標達成の貢献要因は何か			実績の検証結果、関係者所感	事業進捗報告書、PMO-RALG、専門家、C/P、対象州・県・郡職員	資料レビュー・聞き取り調査	
プロジェクト目標達成を阻害する要因は何か			実績の検証結果、関係者所感	事業進捗報告書、PMO-RALG、専門家、C/P、対象州・県・郡職員	資料レビュー・聞き取り調査	
アウトプットとプロジェクト目標達成の因果関係		アウトプットはプロジェクト目標を達成するために十分か	実績の検証結果	実績の検証結果		
	アウトプットからプロジェクト目標に至るまでの新たな外部条件があるか、どのような影響が見られるか	新たな外部条件の有無	PMO-RALG、専門家、C/P、対象州・県・郡職員	聞き取り調査		
効率性	アウトプットの産出	アウトプットの産出状況は適切か	実績の検証結果	実績の検証結果		
		アウトプットの算出に貢献した要因は何か	実績の検証結果、関係者所感	事業進捗報告書、PMO-RALG、専門家、C/P、対象州・県・郡職員	資料レビュー・聞き取り調査	
		アウトプットの算出を阻害した要因は何か	実績の検証結果、関係者所感	事業進捗報告書、PMO-RALG、専門家、C/P、対象州・県・郡職員	資料レビュー・聞き取り調査	
	活動とアウトプット産出の因果関係	アウトプットを産出するために十分な活動であったか	実績の検証及び実施プロセスの分析結果	実績の検証及び実施プロセスの分析結果		
			地方自治体開発交付金制度の継続に関する動向	LGDG関連担当、PMO-RALG、専門家、C/P、企画調査員	聞き取り調査	
			意思決定者の参加型手法の受入状況に関する動向	PMO-RALG、他省庁、専門家、C/P、対象州・県・郡職員、対象村住民	聞き取り調査	
			活動からアウトプットに至るまでの外部条件は現時点においても正しいか、外部条件の影響はあったか	政治的な安定が継続しているか	PMO-RALG、専門家、C/P	聞き取り調査
				CRP(村民グループ)のモチベーションを阻害するような他のセクターによる活動がないか	PMO-RALG、専門家、C/P、対象州・県・郡職員、対象村住民	聞き取り調査
				各セクターの政策がO&ODと矛盾するような状況が生じていないか	PMO-RALG、他省庁、専門家、C/P、対象州・県・郡職員	聞き取り調査
				各セクターの事業がO&ODと矛盾する手法で計画・実施されていないか	PMO-RALG、専門家、C/P、対象州・県・郡職員	聞き取り調査
投入のタイミング・質・量	アウトプット達成のための新たな外部条件があるか	新たな外部条件の有無	PMO-RALG、専門家、C/P、対象州・県・郡職員	聞き取り調査		
	活動を行うために過不足ない量・質の投入が、タイミングよく実施されたか	投入の実績及び実施プロセスの分析結果、投入の過不足やタイミングによる活動への影響	投入の実績及び実施プロセスの分析結果、PMO-RALG、専門家、C/P、対象州・県・郡職員	資料レビュー・聞き取り調査		

評価項目	評価設問		必要な情報・データ	情報源	データ収集方法
	大項目	小項目			
インパクト	上位目標達成の見込み	プロジェクトの効果として上位目標の発現が見込まれるか	実績の検証結果	実績の検証結果	
		上位目標の達成を阻害する要因があるか	上位目標の達成を阻害する要因の有無	事業進捗報告書、PMO-RALG、専門家、C/P、対象州・県・郡職員	資料レビュー・聞き取り調査
	上位目標とプロジェクト目標の因果関係	上位目標とプロジェクト目標は乖離していないか	実績の検証結果	実績の検証結果	
		プロジェクト目標から上位目標に至るまでの外部条件が新たに想定されるか、どの程度の影響がありえるか	新たな外部条件の有無	事業進捗報告書、PMO-RALG、専門家、C/P、対象州・県・郡職員	資料レビュー・聞き取り調査
	波及効果	上位目標以外の正負のインパクトが見込まれるか	政策の策定と法律・制度・基準などの整備への影響の有無	事業進捗報告書、PMO-RALG、専門家、C/P、対象州・県・郡職員、対象村住民	資料レビュー・聞き取り調査
			ジェンダー、人権、貧富など社会・文化的側面への影響の有無		
ターゲットグループへのその他の影響の有無					
自立発展性	政策・制度面	プロジェクト終了後も政策支援が継続するか	タンザニア国の貧困削減戦略、地方分権化政策の動向	現行の貧困削減戦略、地方政府改革プログラム第2フェーズ(LGRP2)の関連報告書、PMO-RALG、専門家、C/P、企画調査員	資料レビュー・聞き取り調査
		O&OD実施モデル普及のための関連規制、法制度は整備されているか	必要な法制度の整備状況	PMO-RALG、専門家、C/P、対象州・県・郡職員	聞き取り調査
			モデルを普及させるための取り組みが担保されているか	PMO-RALG、専門家、C/P、対象州・県・郡職員	聞き取り調査
	組織・財政面	関連各機関は、協力終了後も活動を継続するための組織能力はあるか	PMO-RALG、対象州・県の組織体制、人員配置等	PMO-RALG、専門家、C/P、対象州・県・郡職員	聞き取り調査
		協力終了後の活動展開にかかる他関連機関との協力・連携を進めているか	候補機関の選定、連携の状況	PMO-RALG、専門家、C/P	聞き取り調査
		実施機関のプロジェクトに対するオーナーシップは十分か	PMO-RALG、対象州・県のプロジェクトに対する方針、実施計画	PMO-RALG、専門家、C/P、対象州・県・郡職員	聞き取り調査
		活動継続のための予算がどの程度確保されているか、プロジェクトにより経費が増加するか(増加分は確保されているか)	PMO-RALG、対象州・県の予算配置状況、プロジェクト経費の支出状況、増加分があればそれを考慮した予算計画の策定状況	PMO-RALG、専門家、C/P、対象州・県・郡職員	聞き取り調査
	技術面	移転された技術は受け入れられているか	技術レベル・社会的・慣習的要因などの問題、技術の活用状況	PMO-RALG、専門家、C/P、対象州・県・郡職員	聞き取り調査
		技術普及・維持のメカニズムはプロジェクトに取り込まれているか	技術普及の体制が構築されているか	PMO-RALG、専門家、C/P、対象州・県・郡職員	聞き取り調査
			技術の維持・アップデートの仕組みが検討されているか	PMO-RALG、専門家、C/P、対象州・県・郡職員	聞き取り調査
	社会・文化・環境面	女性、貧困層、社会的弱者、環境への配慮不足により持続的効果を妨げる可能性はないか	持続的効果の発現の促進要因と阻害要因	PMO-RALG、専門家、C/P、対象州・県・郡職員	聞き取り調査



