

## Summary of the Mid-term Review Results

1. Outline of the Project	
Country: The United Republic of Tanzania	Project Title: Technical Cooperation in Strengthening Participatory Planning and Community Development Cycle for Good Local Governance
Issue/Sector: Local Governance	Cooperation Scheme: Technical Cooperation Project
Division in Charge: JICA Tanzania Office	Total Cost: 3.7million Japanese Yen (as of the moment of this evaluation)
Period of Cooperation	(R/D): October 2009 – April 2013 (3.5 years)
	Partner Country's Implementation Organization: Prime Minister's Office, Regional Administration and Local Government (PMO-RALG) Supporting Organization in Japan: None
<p>1-1. Background of the Project</p> <p>The Government of Tanzania started promoting its decentralization policy since 1996, and has been implementing the Local Government Reform Program (LGRP) as the action plan of the policy since 2000. Also as a part of the policy implementation, the Government has introduced a methodology of participatory planning, "Opportunity and Obstacles to Development (O&amp;OD)", aiming at all Local Government Authorities (LGAs) in the country since 2001. In order to deal with the issues arisen through the introduction of O&amp;OD after some years of implementation, the Japanese Government carried out "the Study on Improvement of Opportunities and Obstacles to Development (O&amp;OD) Planning Process" from June 2006 to March 2008. In the Study, the O&amp;OD planning process was characterized not only as a planning tool but also as a process to promote the strengthening of local governance. On that premise, the importance of (1) capability development of stakeholders, and (2) social preparation in the strengthening the local governance revolving around the O&amp;OD was recommended. In these circumstances, the Tanzanian Government requested to JICA the technical cooperation aiming at the development of optimum O&amp;OD model, and JICA started the "Technical Cooperation in Strengthening Participatory Planning and Community Development Cycle for Good Local Governance" from October 2009 to April 2013, for 3 and half years.</p>	
<p>1-2. Project Overview</p> <p>(1) Overall Goal: Through verifying O&amp;OD implementation model at identified regions, O&amp;OD process is improved to function as an effective methodology towards eventual achievement of real local autonomy/ local good governance through participatory local social development process.</p> <p>(2) Project Purpose: Optimum Implementation Models for effective functioning of O&amp;OD process at community/ward/district level are developed through a course of verification procedure.</p>	

(3) Outputs

1. A functional training system is established for facilitators.
2. An optimum implementation model of O&OD at the selected target villages to strengthen community ownership of their development process is elaborated in the course of verification procedure.
3. An optimum model for effective support of the target LGAs in promoting community initiatives is elaborated in the course of verification procedure.
4. Necessary conditions (capacity development, institutional setup, etc) are developed towards the next replication stage of O&OD optimum model

(4) Inputs

Japanese side:

Dispatch of Experts: 4 experts for 48.87MM in total as of June 2011 (Chief Advisor/Local Government Planning and Sector Coordination, Participatory Local Social Development (PLSD), Training System Development 1/Local Government Planning and Sector Coordination 2/Coordinator, and Training System Development 2)

Local Expense: a total of 715,001,136 Tanzanian Shilling (as of April 2011)

Equipment and materials: worth a total of 186,505,136 Shilling (vehicle, motorcycles, computers, photocopiers, etc.)

Training of Counterpart Personnel: 14 persons trained in Japan, and 8 persons in Indonesia

Tanzanian side:

Counterpart personnel: 5 persons (2 in management and 3 for full-time)

Office accommodation: A project office in PMO-RALG, and an office space in each Coast and Morogoro Regional Secretariats (RSs)

Budget Allocation: 46,621,325 Shilling in total (as of March 2011)

2. Evaluation Team

Members of Evaluation Team	(Role: name, position) Leader: Shiro Akamatsu, Senior Advisor (Rural Development), JICA Institutionalization Analysis: Yoichiro Kimata, Advisor, Public Administration Division, Governance Group, Industrial Development and Public Policy Department, JICA Policy Analysis: Miharu Furukawa, Programme Advisor, JICA Tanzania Office Cooperation Planning: Minako Yamamoto, Representative, JICA Tanzania Office Evaluation Analysis: Yuki Ohashi, Consultant, Tekizaitekisho LLC (* Evaluation was carried out jointly with 2 Tanzanian evaluators)	
Period of Evaluation	26 April, 2011 – 20 May, 2011	Type of Evaluation: Mid-term Review

3. Evaluation Results

3-1 Project Performance

(1) Progress of the Outputs

Output 1: A functional training system is established for facilitators.

The training (1<sup>st</sup> part) was conducted for 17 RTF members and 30 WFs in the 1<sup>st</sup> year of the Project. The budget arrangement required for target RSs and DCs to be able to participate in the training and supportive supervision in their target villages has been started from the 2<sup>nd</sup> year. The preparation of curriculum and materials for the 1<sup>st</sup> part was completed, and the 2<sup>nd</sup> part is the process of preparation. The role of stakeholders on training management system for the replication of the training is still under consideration.

Output 2: An optimum implementation model of O&OD at the selected target villages to strengthen community ownership of their development process is elaborated in the course of verification procedure.

The social preparation activities were carried out mainly through the baseline surveys in the target villages. The WFs' frequency of visit has been increased significantly through the project activities, facilitating the village people based on the concept learnt in the training. In the interview realized by the Midterm Review Team, various changes in capacity of target villages and LGAs, which has been already produced through the project activities, were described by community leaders, WFs and RTF members. It is expected that these changes will be enhanced further through the planning, implementation, and monitoring & evaluation activities in the latter half of the project period.

Output 3: An optimum model for effective support of the target LGAs in promoting community initiatives is elaborated in the course of verification procedure.

The Project started with a workshop for RTF members and WFs on LGA's supportiveness to community, and a workshop about the "supportiveness" intended for the CMT members, to elaborate the measures to be taken to strengthen their capacity to support community initiatives. However, since the concrete measures to strengthen the support of the target LGAs are just started, it is considered too early to assess the indicators, including the change of mindset of LGA officers.

Output 4: Necessary conditions (capacity development, institutional setup, etc) are developed towards the next replication stage of O&OD optimum model.

The activities related to the Output 4 are planned to be implemented in the final year of the project period. Therefore, no achievement has been made at the moment of Midterm Review.

(2) Progress of the Project Purpose

Since the Project is designed to establish the optimum implementation models as a result of verification procedure described in Output 1, 2 and 3, it is expected to identify the models after the implementation of all activities required for the verification and forthcoming improvement. Therefore, it is too early to assess the achievement of these indicators set in the current PDM at the moment of Midterm Review.

### 3-2. Summary of Evaluation Results

#### (1) Relevance

It was identified that the Project has maintained its relevance to the needs of Tanzanian society, the governmental policies, the Japanese assistance policy, as well as the suitability as means to contribute to the development issue.

#### (2) Effectiveness

There are various positive changes through the social preparation activities have been observed in the first half of the project period, which are quite important to enhance the advantage of participatory community development 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 clarify the goal and objectives to achieve during the project period.

#### (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 therefore there is no benchmark to assess the adequacy in the level of achievement so far.

#### (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.

#### (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 some issues to be taken into account in the organizational/financial and technical aspects of sustainability in each institution involved in the Project.

### 3-3. Factors Promoting the Production of Effects

- 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.

#### 3-4. Factors Inhibiting the Production of Effects

- 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.
- There is still room for improvement in sharing information and ideas, consensus building, and means of communication among project team members. Also, the there was no official revision of Plan of Operation (PO) prepared and agreed among the Project Team and the monitoring was not realized based on the entire timeframe of the Project.

#### 3-5. 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 foreseen 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.

#### 3-6. Recommendations

- To explore trainers/training Institutions for Ward Facilitators and Regional Task Force Members

- To provide peer learning opportunities for WFs
- To link community priorities with plans and budgets of various programmes (eg. TASAF, ASDP)
- To share and compile Information regarding good practices/challenges/lessons learnt at LGAs and communities in the course of implementation
- To develop Assessment Framework of capacity development and start assessing the capacities at different levels
- To revise “Project Design Matrix” and “Plan of Operation” according to the recommendations
- To strengthen management of the Project
- It is expected to consider the necessity to extend the project period at the time of terminal evaluation.