

than quantitative expansion in future assistance for Kenya. Therefore, for the time being, it is necessary to consider more effective implementation of existing technical cooperation projects. Unless major changes take place in external conditions, Japan should continue its assistance until these projects produce expected results and their self-sustaining operation becomes possible. In view of Kenya's present political and economic situation, there is no particular need to hand over these projects hastily.

For new projects, a repetition of problems in the past in terms of lack of local costs and counterparts must be avoided by all means, through fully understanding the administrative and aid-absorbing capacity on the part of Kenya. Depending on the development of the ongoing structural adjustment program, considerable structural reform in the administration is expected to take place. In view of the difficulties that the implementation of certain projects have experienced as a result of changes of Governmental departments in charge of the project, it will be necessary to monitor the development of a structural reform in the Government sector in the formulation of new projects. It is also necessary to have flexibility in deciding appropriate cooperation periods and attainable targets depending on the area of cooperation and its content.

5-3 The Strengthening of the Development Assistance Implementation Structure

(1) The strengthening of a field-oriented aid implementation structure

In order to make Japan's assistance programs more flexible and responsive to the recipient country's needs, the role of the Japanese embassy, JICA and OECF overseas offices will increase its importance in the areas of information collection, project finding, selection, formulation, implementation and management, monitoring, evaluation and after-care, as well as consultation and cooperation with the recipient country and other donor agencies. On the other hand, since there is not a sufficient number of related staffs in the above organizations to undertake the above tasks, it is essential to continue making efforts to increase the number of staff

members. At the same time, for example, it is recommended that consideration be paid towards upgrading the 'researcher' attached to the Japanese embassy to 'a senior analyst', through an expansion of its function to formulate macro-level ODA programs.

It is also necessary to strengthen support measures such as safety and health management, for JICA experts dispatched to the recipient country, and for the embassy staff as well as JICA and OECF overseas offices staffs, so that they can engage in their duties without worry.

Consideration may also be given towards actively improving such measures as small-scale grant assistance and NGO project subsidy systems, which have been introduced in recent years to provide assistance at the grassroots level in order to extend their use and to make possible more flexible response in the future based on the past experiences of implementation. In more concrete terms, it will be more effective to provide a number of small-scale cooperation such as small-scale credit and support for the cost of technical training and holding seminars, from the WID, environmental conservation and poverty alleviation perspectives.

In Japan, it will also be effective for JICA to train country specialists and to form a monitoring group such as 'Kenya-watchers'. Currently OECF is strengthening its departments and sections for country economists and sector economists, and in the future it would become important to explore the measures for cooperation and collaboration together with them and/or country economists from other domestic institutions as well as economists of overseas institution such as the World Bank.

(2) Expansion and improvement of the information collection and analyses structure

Although it is not easy to grasp information not shown in the statistics such as common ideas, value systems and economic conditions which are different from Japan, it is essential to collect, analyze and evaluate reliable information on the way of thinking and aspiration of the people in the recipient country, in order for Japan's assistance programs to be more

easily accepted by the local society.

Although various efforts have been made to collect and analyze local information through overseas offices as well as related information from domestic sources, such information has so far been mainly of a technical nature, necessary for the investigation and formulation of individual projects, and has been individually stored without being sorted out as widely shared information. Therefore, a regular review of such information by the above-mentioned 'Kenya watchers' group may be considered. For information about social aspects, which are essential for the success of development assistance, it will be especially necessary to undertake further collection and analyses of information and its sharing. And based on basic conditions recognized through such information, more detailed investigation should be made to the soundness of various projects.

As part of the formation process of such a structure, it is required to strengthen sector studies and the accumulation of information in development surveys, as well as to expand and improve programs on information collection and analyses, such as JICA country files. It is also necessary to monitor Japan's entire economic assistance to Kenya, to accumulate experience through an enhancement of the project evaluation system; and to establish a quick feedback system for improvements, as identified in the monitoring and evaluation processes, to the concerned project, as well as to other similar projects.

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