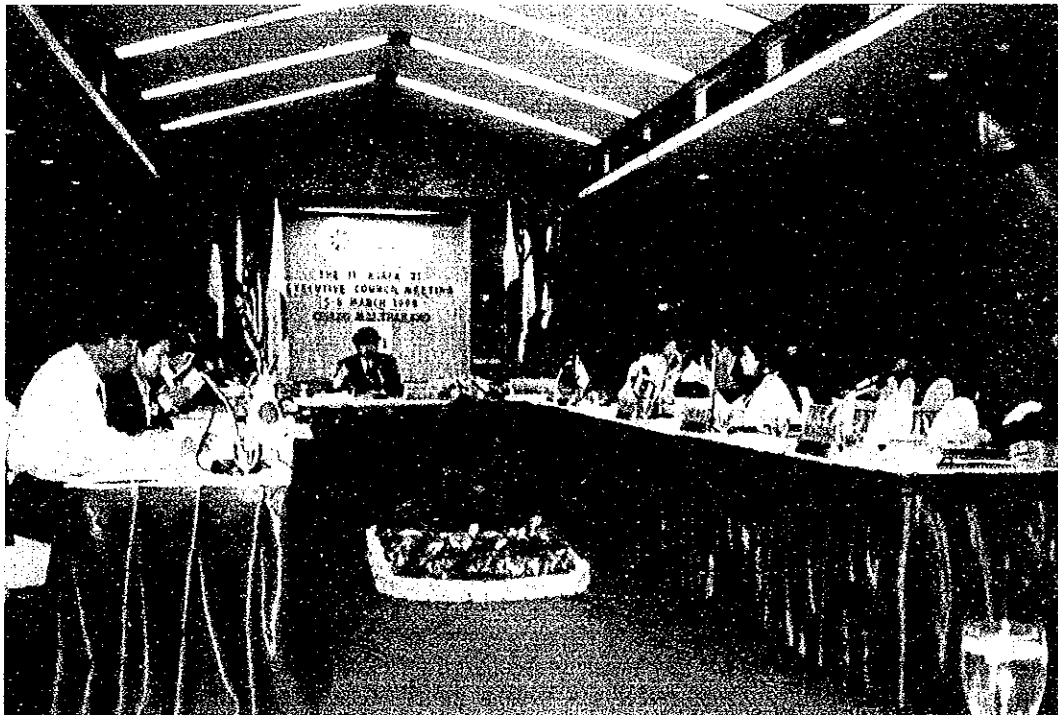


1. Evaluation



An ASEAN youth invitation program evaluation team visiting Thailand in March 1998.

Outline of the Program

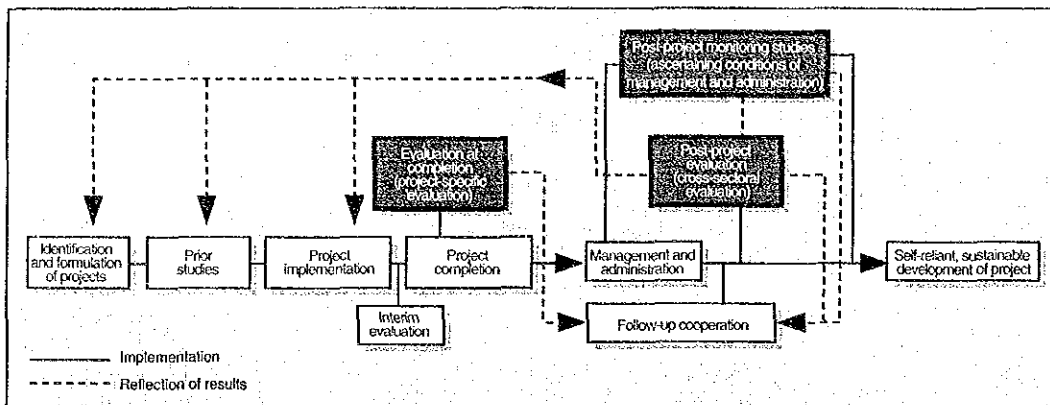
JICA's Project Evaluation Activities

To ensure that aid is implemented effectively, efficiently and openly, there is a need for cooperation in line with the circumstances of developing countries and regions and for the identification and formulation of quality projects which meet requirements. Once cooperation has been completed, the effects of aid must be evaluated and the lessons and proposals gathered from evaluations must be reflected in new projects.

In line with this approach, JICA set up an Evaluation Study Committee in July 1981 to examine how JICA projects are assessed. As well as developing evaluation methods and drawing up evaluation guidelines, an evaluation division in the Planning Department was established in April 1988 to conduct assessments of JICA projects. This division was expanded into an office of evaluation and post-project monitoring in October 1996.

To ensure information disclosure and clarity, *evaluation results are included in project evaluation reports* which have been published annually since FY1995.

Fig. 3-12: Position of evaluation in the project cycle and feedback



Aims of project evaluation

JICA's evaluations involve assessing the extent to which the objectives of individual cooperation projects have been realized, confirming the potential for autonomous, sustainable development, and seeing how effective cooperation has been. Other important aims are to provide supplementary support and to ensure that lessons and proposals gathered through evaluation are fed back into the project cycle (i.e. the cyclical process beginning with draft planning, including the identification and formulation of projects, and going on to the examination, implementation, monitoring and evaluation of projects and the feedback therefrom) and reflected in improvements in actual projects.

More specifically, as regards projects on which cooperation is currently under way, studies are performed to find out whether the original objectives have in fact been achieved. An evaluation may result in the plan and content of cooperation being changed and the project duration being lengthened. As to projects on which cooperation has ended, additional support may be provided in forms such as equipment repair and supply of spare parts. The lessons learnt from the evaluation are then coordinated and fed back into the formulation of new projects and project implementation.

Types of project evaluation

Evaluations upon completion and post-project evaluations

Within the context of aid project cycles, JICA's project evaluations can be divided into evaluations at completion and post-project evaluations as shown in Figure 3-12.

Evaluations at completion

Evaluations at completion are concerned with ascertaining at the time of its completion whether a project has been implemented according to plan. Investigations are carried out into whether the initial objectives have been achieved, the efficiency with which they have been implemented, and the prospects for future self-reliant and sustainable development. Studies also involve whether cooperation needs to be extended and whether follow-up cooperation is required after completion.

In the case of project-type technical cooperation projects, evaluations at completion are carried out about six months before the end of the term of cooperation; in the case of training projects (in-country training*, third-country training*), they are usually carried out one year before completion; in the case of expert dispatch projects (dispatch of individual expert teams, research cooperation*), they take place four to six months before the end of the term of cooperation; and in the case of grant aid projects,

they are performed within one year of completion of a project.

Evaluations at completion are carried out by the department responsible for the implementation of a project or in some cases by JICA's overseas offices.

Post-project evaluations

Post-project evaluations are performed by the Office of Evaluation and Post-Project Monitoring, or occasionally by overseas offices, some time after cooperation has ended. The scope of the evaluation covers all five stages of the cycle (see p.159-160) from the project planning stage to the management and control stage following completion of the project. The emphasis in these evaluations is placed upon the effects of cooperation and the potential for self-reliant, sustainable development.

Post-project evaluations are generally concerned with several projects en bloc, and can be classified into the types described below.

1. Country-specific evaluation

Several projects are considered on a cross-sectoral basis. The effects of aid cooperation in the recipient country are analyzed together with implementation problems, and the results are reflected in improvements in the methods employed in the future formulation and implementation of projects in that country.

In addition, seminars are held in the country in which evaluation is performed. The results are then fed back to the government and project directors in that country.

2. Sector- and theme-specific evaluation

Topics are fixed in accordance with specific fields, project types and global issues* (e.g. the environment and poverty), and are then evaluated from a broad perspective. Problems bearing on the implementation of cooperation projects involving a particular topic are analyzed and reflected in the identification, formulation and implementation of future projects.

3. Third-party evaluations

To ensure that evaluations are objective and wide-ranging, they are carried out by experts from academia and the private sector who have no links of any kind with the projects they are assessing. The proposals made by these experts are

reflected in the future implementation of projects.

4. Joint evaluation

Evaluations are carried out jointly with related parties in the recipient country in connection with the effects and problems involved in specific projects. Having reached a common awareness of these matters, the effects of cooperation are reflected in the formulation of project planning and implementation. Joint evaluations are also carried out with international agencies and aid agencies in developed countries, thereby strengthening links with these agencies.

Post-project monitoring studies

Since FY1989, JICA has been carrying out studies at regular intervals after the completion of a cooperation project to ascertain its effects. Performed through JICA's overseas offices, these studies involve the three fields of project-type technical cooperation, grant aid, and supply of equipment and materials for technical cooperation (independent supply of equipment).

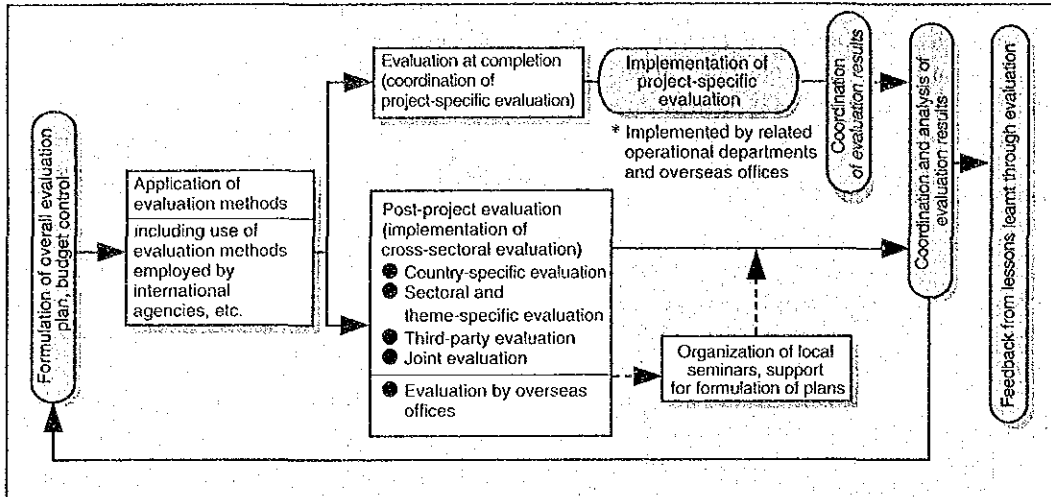
Studies of this type are intended to examine how a project stands in terms of organization, facilities, equipment, and the effects of implementation after cooperation has come to an end. The results of the studies are transmitted to the operational departments involved and are used as data for assessing the current state of a project and deciding on where additional aid is required, for example, in forms such as the dispatch of experts, the supply of parts for repair purposes, and the provision of essential follow-up and aftercare support. The results also provide basic data for enabling JICA's overseas offices to propose improvements in administrative and managerial procedures to implementation agencies in the recipient country.

Standards of evaluation

The evaluation standards employed by JICA are based on five criteria adopted in 1991 by the Development Assistance Committee* (DAC), an organization subordinate to the Organization for Economic Cooperation and Development (OECD). These criteria are as follows:

(1) Achievement of objectives: The results achieved through a project are examined with

Fig. 3-13: Evaluation types and work flow



reference to the originally planned or subsequently revised objectives.

(2) Effects: The direct and indirect benefits and negative aspects arising from the implementation of a project are examined. Effects not originally foreseen at the planning stage are also included.

(3) Efficiency of implementation: The level of results emerging from the input of a project is ascertained, and the appropriateness of means, methods, duration and costs is studied.

(4) Rationale for the plan: The needs of the recipient country are properly ascertained and the question of whether the objectives of the project are still valid is considered in the course of evaluation.

(5) Self-reliant and sustainable development potential: Whether the results and development effects of an aid project are still being maintained once the cooperation is over is ascertained. Attention is directed also to the extent of self-reliance of the implementing agency from the angles of management and administration, finance, technology, etc.

Reflecting evaluation results in projects

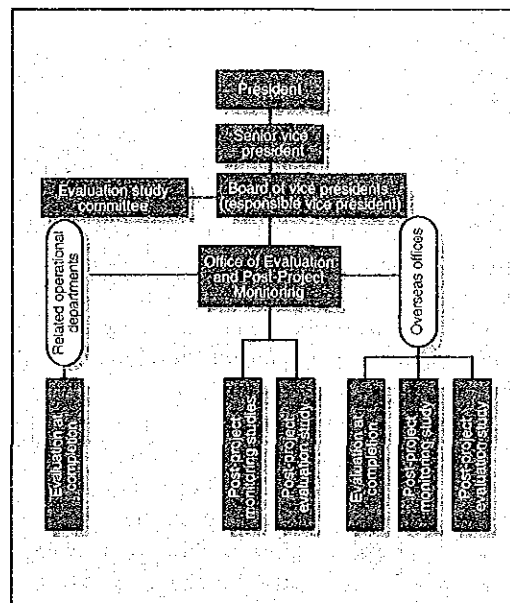
JICA assumes a single project cycle to consist of every stage from the planning to the implementation and evaluation of a development aid project. The lessons and proposals gained through the evaluation are reflected in the

formulation of new project plans and in managing the progress of projects currently being implemented. (See Fig. 3-13.)

System of evaluation

The way in which JICA conducts project evaluations is shown in Fig. 3-14.

Fig. 3-14: Project evaluation system



Project results

Results of evaluation projects in FY1997

The results of evaluation projects implemented in FY1997 are shown below.

Evaluations at completion studies: 83 studies performed (86 projects for study)

(1) 62 evaluations at completion involving dispatch from Japan (64 projects): training program (8), dispatch of experts (6), social development (11), health and medical care (6), agricultural development (11), forestry and fishery development (9), mining and manufacturing industry development (4), grant aid (7).

(2) 21 evaluations at completion undertaken by overseas offices (22 projects).

Post-project evaluation studies: 33 studies performed

(1) 15 post-project evaluation studies involving dispatch from Japan: 2 country-specific

evaluations (Nepal: preliminary, Nepal: full), 4 joint evaluations (OECF: preliminary, OECF: full, Thailand: preliminary, Thailand: full). 6 theme-specific evaluations (Pakistan: irrigation, Zambia: agriculture, Latin America: disposal of general waste, education at agricultural high schools, ASEAN: youth invitation, West Africa: primary schools), 3 third-party evaluations (Indonesia: organization and institution building, Jordan: electric power, Latin America: food and agricultural development).

(2) 18 post-project evaluation studies performed by overseas offices (25 projects).

Seminar studies: 2 studies performed

(1) 2 country-specific evaluation seminars in Nepal (preliminary, seminar).

Post-project monitoring studies: 441 studies performed

(1) 47 studies carried out by JICA overseas offices, 7 studies performed by JICV overseas offices.

(2) Studies of project-type technical cooperation, grant aid, and independent supply of equipment.

close - UP

Evaluation of Specific Themes by External Experts

Evaluation of youth invitation program by third parties

The youth invitation program was started in 1984 as a "friendship program for the 21st century." The idea of the program is to deepen mutual understanding and cultivate friendship and trust by inviting to Japan young people in whose hands the future of the ASEAN countries lies, giving them training in their respective areas of specialization, and allowing them to fraternize with their Japanese peers.

The geographical area covered by this program was expanded in FY1997 to include countries outside ASEAN. The number of young people who have visited to Japan on the program has now reached the 17,000 mark.

In order to come to grips with

the results and the issues raised by the program over the past 14 years and to give the program more substance in the future, it was decided to commission outside experts to evaluate the program.

Kazuo Kuroda, a lecturer at the Center for the Study of International Cooperation in Education (CICE) at Hiroshima University, was asked to perform a theme-specific evaluation of the ASEAN Youth Invitation program. Mr. Kuroda is thoroughly familiar with youth exchange planning and has gained experience working in international agencies as an expert on human resources development.

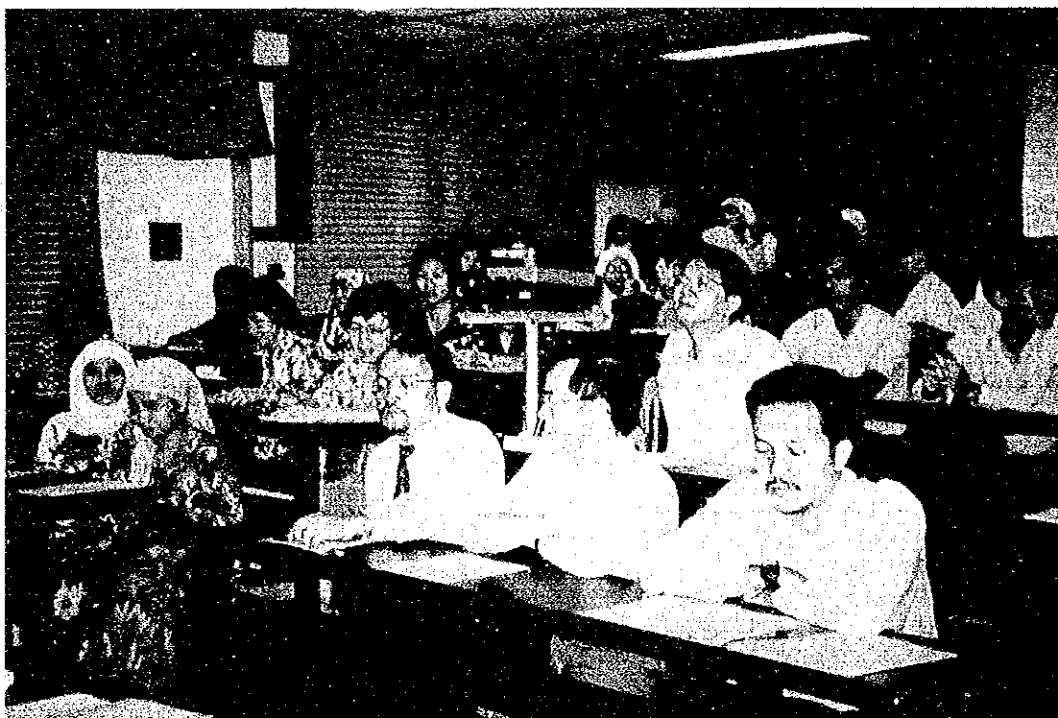
Alumni associations consisting of former participants from six countries gave their assistance with

the performance of a questionnaire survey of young people who had taken part in this program in the past and were now back in their home countries. The associations then analyzed the survey results, which were used as the basis for conducting interviews as part of the survey.

The results of the evaluation turned out to be very positive. It was found that, after returning home, youths from ASEAN were continuing to fraternize with Japanese youths, and that progress had been made with exchange between young people within the ASEAN countries.

This program is clearly showing increasingly positive results as we move closer to the 21st century.

2. Follow-up



A seminar sponsored by aftercare cooperation as part of the ASEAN Poultry Disease Research and Training Project.

Outline of the program

When cooperation is over, it is up to the developing country itself to maintain and manage the project. But problems often arise to interfere with the management of a project. For instance, faults may develop in the supplied equipment or the agency responsible for implementing the project in the recipient country may run short of funds.

Once cooperation is over it is thus important to remain constantly aware of how matters are proceeding. When a problem arises, appropriate follow-up in forms such as the provision of supplementary technical guidance or measures to

make improvements is provided. Efforts are made to maintain, sustain and develop the results of implementation by offering support to the recipient country or agency and assisting it in its efforts toward self-reliance.

To enhance the effects of Japanese aid, JICA is directing its energies toward follow-up and aftercare activities as may be necessary. Cooperation and support were provided in FY1997 as described on the following pages.

Follow-up on the training program

Alumni associations consisting of former training participants have been set up in 70 countries and are acting as bridges between Japan and these countries. Many of these associations have recently expanded the scope of their activities to include not only exchange activities but also activities aimed at contributing to social development in their countries. JICA is supporting such new activities through the provision of grants in the context of aftercare for training projects.

An example is provided by the alumni association of former overseas training participants in Sri Lanka, headed by Dr. P.R. Anthonis. In March 1998, this association organized a "health camp" involving a visit to a farming village without access to doctors, namely Madegiriya some 200 kilometers north of the Sri Lankan capital, Colombo.

Twenty-eight Sri Lankan doctors examined about 6,000 people a day and distributed medicines to the poorer members of the community. Cooperation was obtained from 20 members of the alumni association, 13 people from JICA, and the pupils of local schools. This turned out to be a fine opportunity to demonstrate the bonds of friendship existing between Japan and Sri Lanka.

Aftercare for the youth invitation program

In the youth invitation program, aftercare teams are sent to various countries to deepen the bonds of friendship and trust formed while young people from these countries were in Japan. These teams consist of Japanese youths who fraternized with the overseas visitors, the families who provided them with the hospitality of their homes while they were in Japan, and personnel from related agencies.

Aftercare teams were sent in FY1997 to four ASEAN countries and China, where they renewed their friendships with former participants in this program.

In December 1997, a five-person aftercare team consisting of representatives of the organization which had invited young people from Thailand to Japan and their host families was sent to Thailand. During their stay in the country, the members of the team visited the Klong Klrun municipal school in Bangkok where the young people now work, and were warmly greeted by the young people and their fellow teachers and pupils.

The team attended classes given by the young people and saw them talking enthusiastically to their students about their experiences in Japan. The members of the team observed how individuals who had not particularly stood out while they were in Japan were now making use of the experience they had gained in Japan and were active in positions of leadership in their own country.

Follow-up on the equipment supply program

▼ Brazil: Medical equipment for the Amazonia Hospital

In FY 1986, JICA's Brazil office submitted a report stating that the laser surgical knives which had been supplied to the Amazonia Hospital (Japan-Brazil Relief Association) in Brazil as part of the independent supply of equipment program were not functioning properly. The hospital had contacted the Japanese manufacturer a dozen or so times and

had conducted its own inspections and adjustments. In spite of this, the equipment still failed to work properly and a request was submitted to Japan for repairs.

Although the equipment was fairly old, it was still being used to good effect at the hospital, and it was clear that, despite their efforts, the local staff were unable to conduct the necessary repairs locally. The equipment was therefore sent to Japan, where the manufacturer repaired and adjusted it before sending it back to Brazil.

Follow-up and aftercare on the project-type technical cooperation program

▼ Thailand: Ubon Institute for Skill Development

The Thai government is stressing the importance of occupational training in the regions as a method for expanding employment opportunities and rectifying income disparities between the cities and farming villages. In 1987, JICA responded to occupational needs in the northeast by building the Ubon Institute for Skill Development with grant aid in order to encourage development in this, the poorest part of the country.

A five-year project was started at the Institute in 1988 involving the training of skilled workers in 12 fields. At the same time, in order to raise the standards of occupational training instructors throughout Thailand, instruction methods employed at the Central Occupational Training Institute in Bangkok were reviewed and new teaching materials were developed and disseminated.

This cooperation resulted in the creation of various short-term and long-term training courses at the Ubon Institute, where around 10,000 people are currently receiving training every year. However, it will be necessary in the future to ensure that the details of the training course are in line with new requirements and to update the training equipment. With this in mind, aftercare was provided for one year beginning in October 1997 in order to transfer technology relating to how the training program is administered and taught and to update some of the training equipment.

▼ Mexico: Family Planning and Maternal and Child Health

In comparison with urban districts, levels of family planning and maternal and child health are still low in agricultural regions of Mexico. This project was executed between 1992 and 1997 in response to a request from the Mexican Ministry of Health. Its aim was to improve maternal and child health and family planning activities by encouraging local participation primarily in a pilot area located in farming districts in the states of Guerrero and Veracruz. The activities involved improving maternal and child health care services within the pilot area, training medical practitioners, and disseminating information and teaching materials among local people.

The results of an evaluation at completion study performed in 1997 indicated that the desired objectives had largely been attained. However, it was considered desirable for health education using maternal and child passbooks which was begun in the pilot area to be expanded further within the two states. One-year follow-up cooperation was thus provided with the main aim of preparing and disseminating maternal and child health passbooks suited to local health and social conditions.

▼ **Argentina: Gastroenterological Endoscopy Diagnosis and Research Center, San Roque Hospital, Córdoba Province**

This project was implemented over a period of five years beginning in April 1985 with the aims of establishing a system to permit the early diagnosis of stomach cancer and other diseases of the digestive system and to raise the capacity to diagnose and treat such diseases. Follow-up cooperation was carried out for one year thereafter.

Advances were subsequently made at the Center involving especially doctors who had received training in Japan. However, enormous progress has been made in the field of medicine since then. Requests were received for advice and guidance concerning new methods of diagnosing and treating diseases of the digestive system and for the updating of equipment supplied in the past. In response to these requests, JICA is currently providing aftercare cooperation primarily in fields relating to alimentary endoscopes for two years from 1997.

▼ **China: Technology and Training Project for Repair and Maintenance of Agricultural Machinery**

This project was implemented between April 1992 and March 1997 with the aims of providing training in agricultural machinery repair methods at the Chinese Agricultural Machinery Repair Skills Training Center, to provide the necessary technical background, and to raise the technical standards of engineers involved in the repair of agricultural machinery. More specifically, the cooperation embraced (1) training of instructors, and (2) implementation of training in maintenance and control skills.

Since the end of the project, follow-up cooperation occurred for one year until March 1998 aimed at providing ongoing training and at fostering instructors. This cooperation is including various topics which were not dealt with at an earlier stage such as preparation of manuals on the upgrading of repair methods (i.e. methods for handling the equipment and for testing agricultural equipment), methods for performing follow-up studies on former training participants, and preparation of training guidance manuals.

▼ **Malaysia: ASEAN Poultry Disease Research and Training Project**

The ASEAN Poultry Disease Research and Training Centre was set up with grant aid from Japan. A project was implemented at the Centre with the aims of (1) raising the standards of research on poultry disease at the Centre, (2) raising standards of research on poultry disease in ASEAN countries through the training of health technicians specializing in poultry disease, and (3) human resources development aimed at researching and preventing poultry disease in ASEAN.

Basic health technology was transferred in the completed project, but the need subsequently arose for introducing advanced techniques in fields such as molecular biology to ensure that diagnosis and preventative treatment could be provided more rapidly. Aftercare cooperation was carried out for a period of two years beginning in April 1996 in order further to improve the levels of research and training at the Centre.

Since the project ended, lively research and development have been continuing at the Centre in connection with diagnosing and preventing poultry diseases. As an agency for the implementation of third-country training*, the Centre is continuing today to train technicians in poultry hygiene.

▼ **China: Forestry Development Project in Fujian Province**

With the aims being to develop afforestation methods and appropriate methods for the management of forestry resources in Fujian Province in China, technical development and research cooperation was carried out

between 1991 and 1996 at the Fujian Province Forestry Technology Development and Research Center in connection with four fields and 27 topics. The four fields were forestry resources management, productive capacity and ecosystems in artificial forests, artificial forest development, and forest tree cultivation. Many academic research papers were published on these subjects and efforts were made to encourage researchers and to institutionalize research.

The evaluation at completion study carried out in FY1995 indicated that the objectives of the project had virtually been realized, but it was reckoned that additional cooperation was likely to prove effective because of the considerable importance of those aspects of the original targets which had not as yet been achieved. Follow-up cooperation was accordingly provided with nine matters including remote sensing, enhancing productivity in low production forestry zones, improving the composition of extracts, and development of resistance among leading forest tree species.

In November 1996, when the follow-up cooperation was under way, the Forestry Science Research Laboratories were upgraded to the Forestry Science Research Institute. The conditions under which training and technical research on forestry are being conducted are gradually improving, and the results of the Institute's research are now highly assessed within China.

▼ **Argentina: National Fisheries School**

Although Argentina possesses rich fishery resources in its coastal zones, these resources have not been effectively used in the past. Because of this, the Argentinian government has been planning the promotion of fisheries through the development of unused resources, expansion of domestic consumption, and stepping up exports of marine produce. An urgent priority, however, has been that of training people to engage in this work.

For a period of five years starting in 1984, JICA used grant aid funds to construct the National Fisheries School - now Argentina's only institution for training the crews of fishing vessels - and implemented project-type technical cooperation aimed at introducing modern fishing methods and at raising the skills of fishing crews.

Once the project was over, Argentina's main priority became to raise the quality rather than the quantity of catches, and the introduction of new electronic devices such as navigational instruments for fishing purposes became required. In response to this demand, JICA embarked from 1995 on a two-year aftercare cooperation project aimed at transferring skills and technology in connection with new fishing methods such as selective fishing, processing of seafood with the emphasis on quality control, and the use of fishing instruments.

Making use of the results of project-type technical cooperation, the National Fisheries School has been organizing third-country training ("International Fishing Industry Seminar") which is scheduled to run from 1991 to 2000.

▼ **China: Dalian Energy Conservation Training Center**

This project was implemented between 1992 and 1997 with the aim of disseminating energy-saving methods throughout China by encouraging and training experts in this field nationwide.

At the Chinese Energy-Saving Educational Center, which was set up by the Chinese government in the city of Dalian, technical cooperation relating to energy-saving is occurring primarily in the three fields of factory management methods, heat control methods, and electric control methods. A total of 1,068 instructors and technicians in the field of energy-saving have so far been trained.

The evaluation at completion study carried out in FY1997 indicated that the objectives of the project had virtually been realized, but it was reckoned that further technical training would be beneficial in certain specific areas. Follow-up cooperation lasting a year and a half is thus being carried out with the focus on diagnosis of energy-saving at factories.

Follow-up and aftercare in the development study program

In order to enable development study projects to be implemented with greater efficacy and efficiency, follow-up studies are conducted specifically to ascertain the state of progress on projects for which studies have already been completed and to reflect the results in the implementation of future development studies.

Follow-up studies in FY1997 were based on the classification of the 1,458 development study projects for which preliminary studies were begun in or after August 1974 and which had been completed by the end of FY1996 in accordance with country, region, year of study completion, type of study, and sector. Matters such as the current state of completed projects and the extent to which the results of previous studies were being put into effect were studied, problems were pointed out, and suggestions were made concerning how improvements might be made.

▼ Bolivia: Study on Control of Water Contamination of the Rivers in the City of La Paz

A development study was performed between February 1992 and May 1993 aimed at drawing up a plan for dealing with pollution of the River Choqueyapu which flows through the center of Bolivia's capital, La Paz. On the basis of the study carried out by JICA at the time, it was proposed that a sewage disposal plant should be built at a point ten kilometers down the river from La Paz, but the project remained unrealized.

In FY1997, JICA dispatched a follow-up study team which investigated why no progress had been made. It was found that conditions had changed since the study was performed and that the Bolivian government was in no position to be able to implement this project because of the project's scale and the lack of any prospect of acquiring the necessary funds.

It also emerged that the Bolivian government was interested in the gradual installation of modular waste water processing facilities in small-scale zones. On the basis of these results, the study team compiled a report stating that the design of one or two models for modular plants and the preparation of an estimate of the costs likely to be involved could become the subject of an additional study.

▼ Chile: Modernization of the Codelco plant

A full study on this project was carried out between 1985 and 1987. Proposals were made on improving productivity and production methods at the Chilean company Codelco's casting and canning factories.

At the end of the study, attempts were made to modernize the factories in line with proposals made in the report. This involved improvements and renovation of production facilities, improvements in factory facilities,

and improvements in the working conditions of factory workers. As a result, these factories have moved out of the red when the development study was performed and are now securely in the black.

The study proposal report stated that most of the proposals had been realized, that the report had been adequately employed, and that modernization was well under way. The importance of automation of production lines was pointed out as a topic requiring attention in the future.

Follow-up on the grant aid program

In cases where supplementary cooperation is required in connection with the operation and management of previously supplied facilities and equipment, a system is on hand to enable the effective ongoing application of the earlier cooperation project through the dispatch of study teams, the provision of essential equipment, and the dispatch of experts.

In the Project for Expansion of the Educational Materials Center in Nepal, Japan in FY1993 provided grant aid worth 598 million yen for improving the existing textbook printing center as part of efforts to boost literacy in Nepal.

Following completion of this cooperation, the project made a significant contribution to the textbook printing program of the Nepalese government. However, the increase in demand for printed matter has meant that the Centre has had to move from a 13-hour to a 24-hour working system. This has made it necessary to create a system capable of withstanding long working hours.

As an aspect of follow-up cooperation, JICA sent an engineer to Nepal in January 1998 in the context of follow-up cooperation to carry out maintenance of the machinery, give guidance in inventory control, and improve the Centre's operational structure.

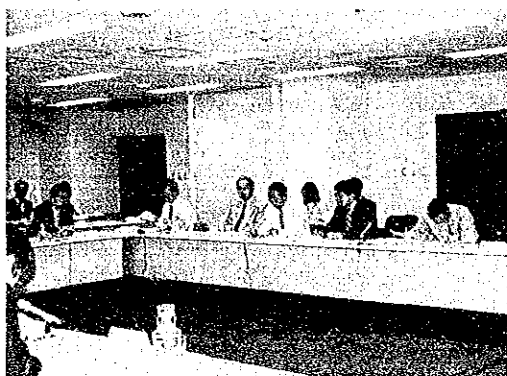
Follow-up on the Japan Overseas Cooperation Volunteers Program

In cases when continued supplementary cooperation with team dispatch projects for which the prescribed duration of cooperation has expired is required on account of subsequent changes in social and economic conditions, JOCV aims to increase the ongoing effects of cooperation by dispatching volunteers on an individual basis in accordance with requests received from the recipient country.

For instance, in the case of the Project to Enlarge the Ilonga Maternal and Child Welfare Centre in Tanzania, prescribed duration of team dispatch expired in February 1997. JOCVs were then sent again to ensure that stable results could be obtained with improvements in health and nutrition in this district.

On the other hand, JICA is involved in various activities from the standpoint of ensuring that the experience gained by JOCVs reverts to Japanese society, this being one of the goals of JOCV projects. Support is being provided for JOCV alumni associations organized according to prefecture and field of expertise. Support is also provided with the work of full-time career advisors who assist returning JOCVs to re-enter the job market.

1. Research



Indonesian country-specific aid study group.

developing and accumulating knowledge and expertise for improving programs; (3) dissemination of research results and generation of knowledge inside and outside Japan.

Types and results of activities

Proposals for JICA program orientation and strategy

A country-specific and region-specific aid study is aimed at providing the aid best suited to the major aid-recipient countries and regions. It involves the setting up of country-specific and region-specific aid study groups charged with studying questions of aid from medium- and long-term perspectives on the basis of analysis of current conditions and then making proposals on the basis of their studies. With the participation of outside scholars and experts, such studies have been directed toward three or four countries or regions every year since FY1986.

Outline of the program

The aim of research is to strengthen the qualitative foundations of JICA programs by creating and disseminating the knowledge required to execute programs effectively and efficiently as the needs of developing countries grow more diverse and complex. The main pillars of research are (1) proposals for program orientation and strategy; (2) research aimed at

■ Fig. 3-15: Aid research results for FY 1997

Study group	Chairman
Country-specific studies	
Peru (continued)	Akio Hosono, Professor of Social Engineering, Tsukuba University
China (2nd)	Toshio Watanabe, Professor, Department of Social Science and Engineering, Graduate School, Tokyo Institute of Technology
Laos	Yonosuke Hara, Professor, East Asian Culture Research Institute, University of Tokyo
Indonesia (3rd)	Takao Fukuchi, Professor Emeritus, Kyoto University; Professor Emeritus, Tsukuba University; Professor, Graduate School, Faculty of Management, Asahi University
Sectoral aid studies	
DAC New Development Strategy (continued)	Yoshiaki Abe, Visiting development specialist, Japan International Cooperation Agency; Guest Professor, Asia-Pacific Center, Graduate School, Waseda University
Basic studies on promotion of public participatory cooperation	
Participation of Japanese disabled people in international cooperation programs (Phase II) (continued)	Yasuhiro Hatsuyama, President, National Rehabilitation Center for the Disabled
Participation of local government in international cooperation activities (Phase I)	Yuji Suzuki, Professor, Faculty of Law, Hosei University

Sector-specific aid study involves the setting up of study groups similar to the country-specific study groups to study how to proceed with aid in connection with cross-sectoral topics.

Basic studies on the promotion of public participatory cooperation have been carried out since FY1995 within the framework of studies performed to encourage the general public in Japan to take part in ODA programs.

Studies and research conducted in FY1997 are shown in Fig. 3-15.

Developing and accumulating knowledge and expertise for improving programs

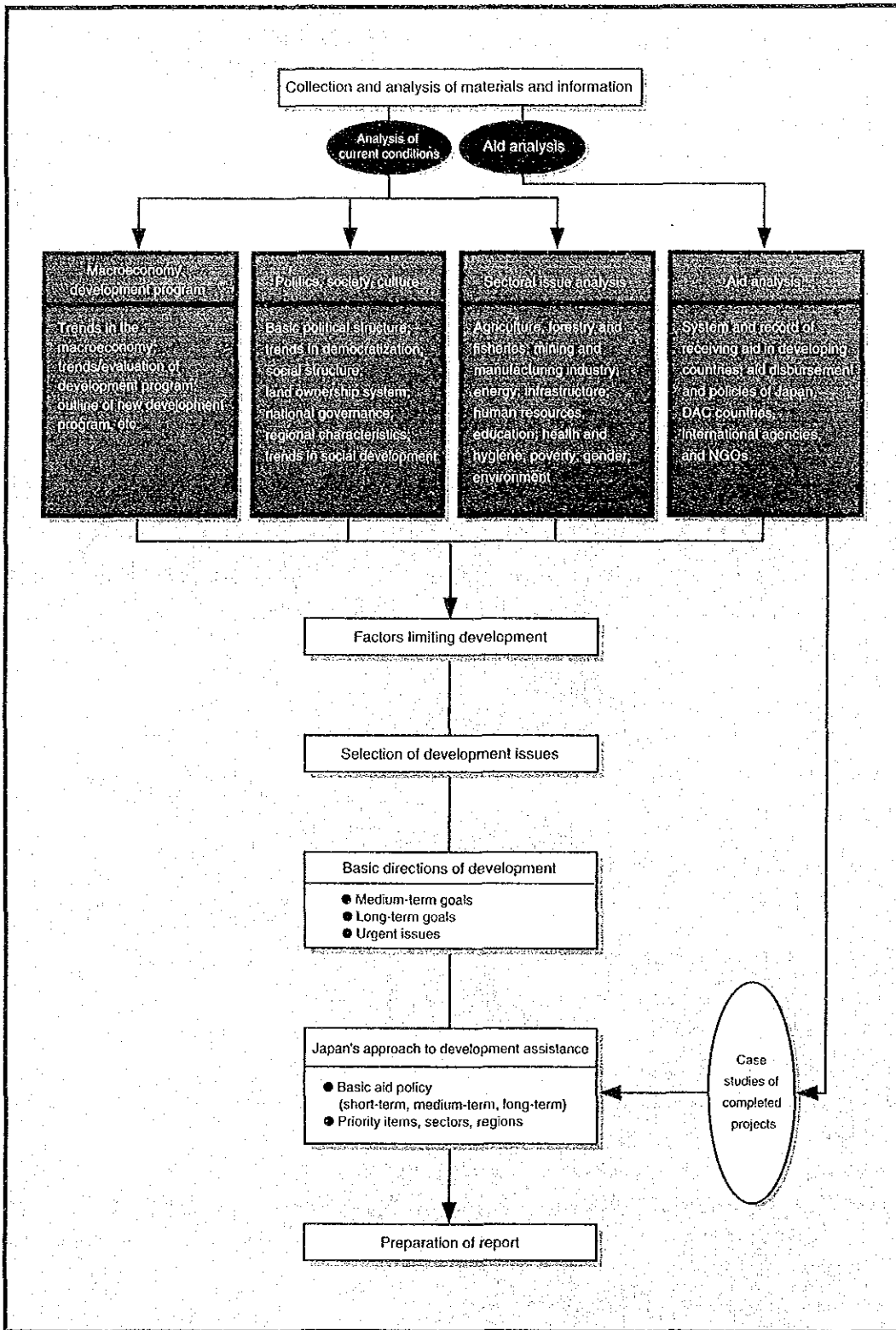
Technology transfer studies involve a broad range of topics including individual case studies of technology transfer*. One of the most noteworthy examples of such studies is the "Comprehensive Case Study of Japanese Technical Cooperation Projects on Human Resources Development" begun in FY1997.

Research on technical cooperation methods involves ascertaining and analyzing the approaches of other aid agencies to new aid topics and studying ways in which Japan might effectively respond to these topics.

■ Fig. 3-16: Results of research conducted in FY1997

Name of research
Research on technology transfer and development
<ul style="list-style-type: none"> ● Comprehensive case studies on joint research projects (continued) ● Study on method of rural development: the project for strengthening Sulawesi rural community development to support poverty alleviation programs (continued) ● Basic education in sub-Saharan Africa and the approach of Japan's educational aid (continued) ● Basic study of the cooperation in agricultural development in sub-Saharan Africa (continued) ● Basic study on disaster prevention and development (continued) ● Globalization and development cooperation ● Case studies on the relationship between central and local government and its relevance to foreign aid ● Study on technical cooperation methods in sub-Saharan Africa: focusing on experts activities (UK) ● Impact analysis of technical assistance on human resources development (preparation of English-language report)
Comprehensive case study of Japanese technical cooperation projects
<ul style="list-style-type: none"> ● Comprehensive case study of Japanese technical cooperation projects on vocational training and education ● Comprehensive case study of Japanese technical cooperation projects on maternal and child health
Research on technical cooperation methods
<ul style="list-style-type: none"> ● Research on international medical assistance system on disasters ● Research on assistance to the reform of legal systems

Fig. 3-17: Flow of country-specific aid studies



Studies and research performed in FY1997 are shown in Fig. 3-16.

Disseminating research results and generating knowledge inside and outside Japan

The results of research are used widely as basic materials when drawing up guidelines for JICA programs, improving methods of cooperation, and creating teaching materials used in the training of experts.

A well-attended international conference on technology transfer entitled "Regional Development and the Role of Government: New Perspectives on Aid" was held in March 1998. Seminars to which aid practitioners and academic specialists from Japan and overseas are invited have also been held for the benefit of people involved in international cooperation. JICA also participated in the 2nd World Bank - Japan Research Fair and presented the results of research to the general public.

close - UP

Research on Systemization of Project Experience in Connection with Human Development Cooperation

Raising the quality of ODA through knowledge-sharing

Over more than two decades, JICA has accumulated a vast amount of experience and expertise in connection with human development through the transfer of technology, assistance with organization- and institution-building, and the management of projects in developing countries.

Most of this experience and expertise has been preserved in the form of reports by individual experts and on individual project activities. This vast, invaluable reserve of cooperation experience amounts to a veritable horde of treasure as far as JICA is concerned.

In order to make effective use of this aid experience gained over

many years in the implementation of future projects, there is a need not only for individual case studies as have been performed in the past but also for cross-sectoral, comprehensive research which involves selecting specific topics according to issue and sector, region and country and concentrating, organizing and systematizing experience and expertise in connection with past technology transfer and organization- and institution-building.

This is indispensable for enabling JICA to deal with global issues* and other important matters and to strengthen country-specific approaches. In addition, it

is likely to raise the quality of Japan's ODA.

In FY1997, JICA drew up a "Five-Year Plan for Research on the Systematization of Project Experience in Connection with Human Development Cooperation." This marked the start of research aimed at delving into, ordering and processing JICA's treasure horde so as to make it of use in human development cooperation in the 21st century.

Issue and sector topics selected in FY1997 included maternal and child health and occupational training and education, while regional topics included "Sub-Saharan Africa (Phase I)."

2. Recruitment and Training of Technical Cooperation Experts



Group training of experts prior to dispatch.

Outline of the program

Technical cooperation is intended to contribute to the development of human resources in developing countries by means of transfer of technology achieved through authentic human contact. The success of technical cooperation is thus dependent on the quality of the experts responsible for technology transfer.

The content of technical cooperation in recent years has been growing more complex, diverse and advanced in response to the need to tackle new issues including support for former Communist

countries making the transition to Western-style democracy and improving financial and legal institutions. An important condition of cooperation is thus the recruitment and training of experts with extensive ability and plentiful experience.

JICA's Institute for International Cooperation is responsible for recruitment and training. Since its foundation in 1983, the Institute has worked in three main areas, namely (1) recruitment and training of experts; (2) studies and research aimed at consolidating the foundations of technical cooperation; (3) gathering and supplying technical information.

Content of the program

Training of experts

Training is provided with a view to turning out individuals possessing comprehensive, specialized skills in line with the needs of recipient countries.

Training of experts before and during dispatch

The following training courses are generally provided for experts whose term of overseas service is more than one year:

1. Pre-dispatch group training

This training is for experts before their departure. It consists of two weeks of general training involving instruction on local conditions and health control, and a three-week language course. It was held eight times in FY1997.

Emphasis is placed especially on raising communication skills in developing regions through presentational methods and appreciation of different cultures. Language courses are provided in English and, if necessary, other languages such as Chinese, Spanish, French, Indonesian, and Thai.

In FY1997, these courses were attended by a total of 900 people, including 704 experts and 196 spouses.

2. Individual language training

Individual language training is provided to experts who need to improve their linguistic abilities.

3. Third-country language training

Experts sent to French-speaking or Spanish-speaking countries take part while en route to their country of dispatch in training lasting a maximum of six weeks at language institutes in France or Mexico. In FY1997, five experts received training in French and one in Spanish.

4. Local language training

Acquisition of local languages other than English, Spanish and French may be necessary depending on the country to which an expert is to be dispatched and the type of work he is going to be called upon to do. But it sometimes happens that adequate training proves

impossible because of the difficulties involved in finding teachers of the language in Japan and the costs involved.

A local language training system was thus inaugurated in FY1997 to enable experts to receive training in the local language in the country to which they have been sent. Seventy-two experts received such training that year in 11 countries.

5. Individual technical training

Technical training is provided at related institutions in Japan to complement and improve specialized skills.

72 people received such training in FY1997.

Comprehensive training in technical cooperation

1. Training of project leaders and coordinators

This training is aimed at leaders and coordinators of project-type technical cooperation projects. Training centering on project administration is currently taking place within the framework of pre-dispatch training.

In FY1997, training was held twice and was attended by a total of 34 people. Lasting about two weeks and aimed exclusively at coordinators, it centered on project management, accountancy, and PCM methods*.

2. Training in international cooperation administration for local government officials, etc.

This training is intended to support international cooperation provided by local government. In FY1997, a one-week practical training course and an optional three-week language training course were held on four occasions at the Institute for International Cooperation in Tokyo. The training was also held once at the Osaka International Center. It was attended by a total of 108 people.

3. Training of NGO* staff

Training in foreign languages for the benefit of NGO staff is provided as part of the NGO support program and was attended by 14 people in FY1997.

■ Table 3-5: Training courses held in FY1997

1st course (June 2 - July 31)	2nd course (September 8 - November 7)	3rd course (October 27 - December 19)	4th course (January 26 - March 20)
Manpower	Infrastructure	WID	Infrastructure
General agriculture	Manpower	Development and poverty	Urban environment
Forestry	Environmental hygiene	Environmental assessment	Social forestry
Resources energy	General agriculture	Global environmental issues	Education
Industrial development	Agricultural engineering	Basic population	Primary health care problems
Waste disposal	Forestry	Preservation of marine environments	

Recruitment and training of technical cooperation experts

Training aimed at personnel due to be sent overseas as experts in the near future is provided to give them the knowledge and skills they need to transfer specialized skills and technology. In FY1997, training was held four times, each course lasting nine weeks (five weeks in some cases) and was attended by 202 people.

Details of the courses are shown in Table 3-5.

Recruitment of experts

The systems described hereunder have been set up to enable constant recruitment of experts. Such systems are needed to ensure that experts of the highest quality can be sent overseas immediately in response to requests from developing countries.

Specialized technical advisors

Individuals with advanced specialized skills and abundant experience are recruited and called upon to give advice on the whole range of technical cooperation. Three experts are currently active in this capacity, one in each of the fields of social development, mining and manufacturing development, and agricultural development.

Development specialists

Experts with plentiful experience of technical

cooperation and high technical levels are recruited to play central roles in both overseas operations (project-type technical cooperation leaders, etc.) and domestic operations (in-house consultants working as program supervisors for development studies, training course leaders, and study and research directors).

In FY1997, four new development specialists were recruited to make a total of 95.

Special advisors

Special advisors are recruited primarily from experts who have returned to Japan after serving overseas and are employed for a fixed period lasting until their next scheduled term of dispatch. Thirty-nine special advisors were newly recruited in FY1997.

Associate specialists

The aim is to recruit young people with international experience (e.g. as JPOs* or JOCVs) and train them to play roles in international cooperation. Seventeen people were newly recruited in FY1997.

Registration of experts

Under this system, people who wish to take part in activities as experts register themselves in advance to allow for prompt dispatch when their services are required. As of the end of FY1997, 2,236 people were registered. This number includes 1,830 former participants in the expert

training program and 406 ordinarily registered personnel.

Regional International Cooperation Liaison Association

Regional International Cooperation Liaison Associations are being set up in collaboration with JICA's domestic branches and centers. The aims of these Associations are to forge closer links between experts once they have returned to

Japan from overseas service, to contribute to internationalization in the regions, and to promote public understanding of international cooperation.

As of the end of March 1997, regional liaison associations had been set up at 36 locations throughout the country and had about 2,200 members. A meeting of the central liaison committee was held in July 1997.

close - UP

Recruitment of Experts

Provoking interest as a symbol of open ODA

In January 1998, JICA openly recruited experts for the first time in more than a decade. On the basis of requests from the governments involved, two experts were recruited, one to work for one year on protection of wild life in Malaysia and the other to work for two years on promotion of small and medium scale manufacturing industry in Mongolia.

Although the recruitment period was only one month, applications were received from seven and eleven people respectively. The applicants

covered a wide age range: most had already gained many years of experience working overseas and their areas of expertise were wide.

The selection process involved submission of an essay, a language test, a technical test, and an interview. The two successful applicants were sent to the two countries after undergoing the prescribed training. Both had already had experience as JICA experts, and their activities in their respective countries are now awaited with considerable expectation.

This recruitment campaign was

featured in the mass media and was highly commended as a symbol of ODA open to the general public. As far as JICA is concerned, recruiting experts from among the general public did more than merely supplement the standard expert recruitment system: it provided a perfect opportunity to advertise "ODA open to the public."

JICA is planning to expand and consolidate this method of recruitment in FY1998 in response to the increasing interest of the Japanese public.

3. System of Support for Activities by Experts



A medical examination being conducted by a health technical guidance team.

Outline of the program

To enable experts sent to developing countries with difficult living conditions to work with peace of mind, support with health management and accident reparation has an important influence on recruitment and incentive and is the basis for future high-quality technical cooperation.

JICA provides support for the activities of experts as outlined below.

Main project types

Travel for health reasons

Experts sent for a year or more to regions where living conditions are particularly severe ("specific unhealthy regions") are allowed to travel for health reasons. Since FY1998, experts sent to specific unhealthy regions (Special Employment Class 4 and Africa Class 3) are eligible for additional health maintenance trips based on Tokyo standards and for additional air fares.

A high-altitude health maintenance travel system applies to experts working at high

altitudes (over 2,000 meters), who are authorized to travel to low-lying areas once every three months.

Health maintenance

Doctors and nurses are on hand in the health clinic at JICA's headquarters to provide advice on health matters to experts and their families. Medical examinations are carried out before and during dispatch and after return to Japan in order to gain a thorough grasp of the state of health of each individual. The system of health maintenance during the period of overseas service involves the dispatch to each country of health technical guidance teams consisting of doctors and nurses.

In order to strengthen the health control system available to experts and their families overseas, nurses (known as "expert health administrators") are assigned to overseas offices. As of FY1998, these nurses are active in eight countries where their postings have been approved. This program will be expanded in the future.

Experts sent to countries where medical conditions are especially poor (102 countries as of FY1998) are eligible for emergency transportation by the Overseas Mutual Aid Society and for the services of emergency transportation assistance companies when in need of urgent medical attention.

Security measures

Liaison consultative meetings centering on JICA's overseas offices are held in connection with the security of experts active in the field. Information on security issues is submitted and exchanged and an emergency liaison network operating between overseas offices is in

operation. In regions where particular attention to security questions is needed, funds are provided for the purchase of telecommunications equipment (Inmarsat, radios, mobile telephones) for use in cases of emergency, for crime prevention equipment, and for the employment of security guards.

Security procedures have been bolstered by assigning security officers to instruct JICA staff and by sending security guidance teams to the countries where JICA staff are active.

Accident compensation

Special measures such as subscription to special labor insurance are taken so that experts who meet with an accident in the course of work or while traveling to work during their period of overseas service are eligible for state-sponsored Workers' Accident Compensation Insurance.

Issue of the magazine *EXPERT*

A magazine entitled *EXPERT* is published and distributed quarterly. Its purpose is to announce changes in systems applying to the dispatch of experts, to describe how issues are being tackled, to present the activities of experts, and to deepen understanding of JICA programs.

Overseas Mutual Aid Society

JICA has its own Overseas Mutual Aid Society for the benefit of experts assigned overseas by JICA along with accompanying members of their families. The Society provides the costs occasioned by accidents and medical treatment unconnected with work while overseas, token payments on the birth of a child or during illness, financing on assumption of duties, and emergency medicines. It also pays for emergency transportation and offers condolence money in the event of death while on overseas service.

■ Fig. 3-18: Treatment of experts and welfare system

Pay and allowances, etc.	Allowances for overseas employment	Basic employment allowance
		Living allowance
		Family allowance
		Children's educational allowance
		Language allowance
		Isolated area allowance
		Special skills allowance
		Supplementary payments for employing security guards
		Compensation in post
		Domestic pay
Welfare systems	Holidays, etc.	Temporary return to Japan on vacation
		Temporary return to Japan owing to bereavement
		Temporary return to Japan to attend conference
		Health maintenance trip
		High altitude health maintenance trip
		Temporary visit by children
		Special health measures in malarial regions
		Compensation in the event of accidents occurring while en route to country of dispatch, during work, or while traveling to work
		Mutual aid payments
		Improvements in living environment
Welfare, etc.	Welfare, etc.	Social security system

* May not be applicable depending on the term of dispatch.

4. Open Information and Publicity



Pupils of Hiyoshigaoka Senior High School in Kyoto interviewing training participants at JICA's Osaka International Center.

Outline of the program

Tackling the question of open information

JICA believes that the understanding of JICA projects on the part of the Japanese public is essential if these projects are to be effective. Making information available to as many people as possible and ensuring that the agency's activities are entirely transparent is essential in this connection. Although there is no open information system in operation at present, we are constantly striving to limit closed information to a narrow range of documents, reports and materials.

Revisions were made in regulations applying to documents in FY1994, and the range of confidential documentation was reduced. As a result, project reports and materials compiled by JICA are available for perusal by the general public in the JICA library. Specific items of unrestricted information can be requested from outside JICA through the JICA public relations division.

Certain items of information involving relations with aid recipient countries have not been made public in the past. In order to strengthen the transparency of JICA projects, we

are, however, striving as far as possible to release such information after obtaining the approval of all those concerned. These items include the following:

(1) Information relating to consultancy agreements and equipment supply (e.g. names of parties eligible to take part in competition, information on projects, names of participants in competition, names of partners in contracts, contractual amounts);

(2) Names of companies receiving orders in connection with grant aid;

(3) Project evaluation reports.

Discretionary release and provision of information is occurring actively as before, and it is now simple to acquire information on the dispatch of study groups and project study groups through various publicity magazines, annual reports, magazines, etc.

General opening of the JICA library and presentation of information

The JICA library has been open to the general public since 1977. It has a collection of about 126,000 items including JICA study reports and materials brought back to Japan by study groups, maps of developing countries, aid materials issued by international agencies and many other items of information relating to developing countries.

A computerized search system has been introduced and was used daily by an average of 78.5 people in FY1997.

Open information through use of the Internet

Presentation of information over the Internet began with computerized communications in 1993. JICA today has its own website.

The various types of information which can be viewed on JICA's Internet website are shown in Fig. 3-19.

● JICA Library

Opening times: 10.00 a.m. - 6.00 p.m. (weekdays)
 Closed on Saturdays, Sundays, public holidays,
 August 1 (commemorating the foundation of JICA),
 end of the year and beginning of the New Year,
 library regulation days (last day of every month).

Public relations activities

With the domestic economy in recession and public finances in a poor state, the attitude of the general public to ODA is becoming more and more demanding. JICA is involved in publicizing ODA in this context. Wide-ranging publicity activities are aimed at spreading knowledge of aid projects at home and abroad and at ensuring that projects are accurately understood and well supported.

Public relations activities are pursued along various channels: information is released to the mass media, publications are issued, and special events are held.

Representatives of the mass media and others directly involved in related fields are provided with regular information along with *JICA Satellite*, a bimonthly magazine which includes the most recent information on JICA projects. Several times a year, Japanese academics and specialists are sent to project sites in developing countries in order to deepen their understanding of international cooperation.

As a consequence of these activities, in 1997 articles on topics relating to JICA appeared on average once a day in the national press and eight times a day in the local press. The frequency with which JICA is featured in the press is increasing year by year.

Public relations activities aimed at the Japanese public include issues of the monthly magazines *Kokusai kyoryoku* (International Cooperation) and *Crossroads*. Regularly appearing publications aimed at persons connected with JICA projects include *EXPERT* and *Kokusai kinkyu enjo* (International Emergency Aid). These publications serve to widen the support given to JICA's operations. In addition, videos, photographic panels and pamphlets introducing JICA operations are constantly being produced in order to provide easily accessible information.

■ Fig. 3-19: List of JICA information available on the JICA website

- Recent information**
- JICA's response to the Asian financial crisis
 - *Kokusai kyoryoku kenkyu* (International Cooperation Studies), Vol. 14 No. 1 (27th issue)
 - JOCV recruitment campaign (Spring 1998)
 - Call for submissions to the 19th International Cooperation Photography Competition
 - JICA recruitment information
 - Recent information from the JDR (Japan Disaster Relief) office
 - *JICA Satellite*, March 1998 edition
 - *JOCV NEWS*, 1998 No. 9
 - Information on country postings: Paraguay
 - Information catalog
- JICA activities**
- Introduction to JICA
 - JICA's organizational structure
 - JICA's activities
 - *JICA Satellite*
- News from JICA and recruitment information**
- Recruitment of JICA interns in 1998
 - JICA recruitment information
 - Senior high school essay competition
 - 19th International Cooperation Photography Competition
 - *Japan International Cooperation Agency Annual Report 1997*
- Information box**
- Global issues
 - Technology transfer "Information Catalog"
 - Information on countries where JICA personnel are active (107 countries)
 - Report on the activities of JDR (Japan Disaster Relief)
 - Report of the Aid Study Group
 - *Kokusai kyoryoku kenkyu* (International Cooperation Studies)
 - 18th International Cooperation Photography Competition
 - Accounts report for FY1996
- JOCV**
- Introduction to JOCV activities
 - JOCV recruitment campaign (Spring 1998)
 - *JOCV NEWS*
- Institute for International Cooperation**
- The JICA library**
- Links to external servers**
- Note: Applicable as of May 1998
- JICA home page:**
<http://www.jica.go.jp/index-j.html>



Public relations activities aimed at a foreign readership include regular publication of the *JICA News Letter*, *KENSHU-IN* and *JOCV Quarterly*. JICA's overseas offices are also involved in producing their own pamphlets introducing local JICA projects in local languages.

Events center on International Cooperation Day on October 6, which include international cooperation campaigns (lectures, seminars, video showings, panel displays, etc.) presented throughout Japan by JICA's branches and centers in collaboration with local government and related organizations. Civic lectures on international cooperation are held throughout the year for the benefit of the general public. Such events strengthen links with the regions and contribute to the progress of internationalization in the regions.

FY1997 saw the holding of an international cooperation festival in Hibiya Park (Chiyoda-ku, Tokyo), which was presented jointly by the Ministry of Foreign Affairs, the Overseas Economic Cooperation Fund (OECF), the Association for the Promotion of International Cooperation (APIC), and JICA. Links with NGOs* were strengthened and more than 160 organizations, including 100 NGOs, took part in the event. Over the two days it was held, the event attracted more than 160,000 visitors, who were given an ideal opportunity to come into contact with conditions in developing countries and gain awareness of the state of international cooperation activities.

Public relations activities overseas are implemented enthusiastically primarily by JICA's overseas offices. In FY1997, as many as 38 offices including offices in developed countries were involved in presenting panel displays and symposiums, producing pamphlets and videos, and organizing local press tours. These activities are increasing year by year.

Activities to support development education

The need for development education is constantly growing, since it involves making the general public more aware of the necessity of international cooperation and contributes to the

recruitment of future development aid workers. JICA is engaged in various activities connected with development education through the use of information and experience accumulated in aid situations and human resources networks including volunteers and experts.

One example of such activities in FY1997 was a competition, first held in FY1996, open to junior and senior high school pupils all over Japan in which contestants are asked to write essays about developing countries and international cooperation. 14,000 submissions were received from senior high school pupils and a further 7,000 from junior high school pupils. Prizewinners were given the chance to take part in training expeditions to Africa and Asia and to visit developing countries.

Fifty junior and senior high school teachers were also sent to witness JICA cooperation in action in the three regions of Asia, South America and Africa. The participants stated that this experience of coming into direct contact with aid activities had rekindled their realization of the importance of consolidating and strengthening development education.

A dissertation competition for university students was held for the first time in FY1997. Despite this being the first event of its kind, more than 100 dissertations were submitted by students of 56 universities both inside and outside Japan. The competition succeeded in opening the path to support for development education to undergraduate and graduate students with a research interest in international cooperation.