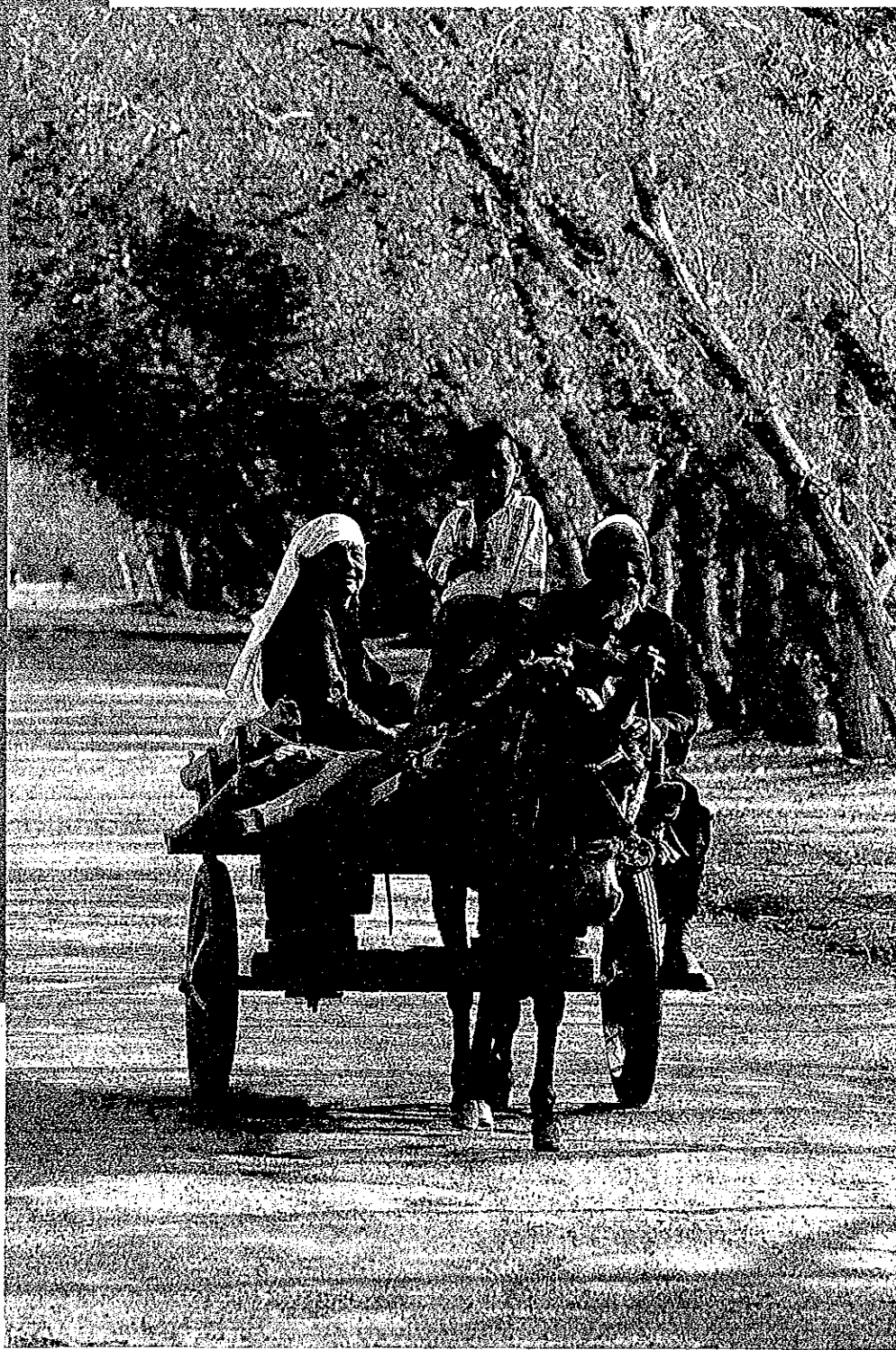


# Outline of JICA Activities

## Part III



# Identification and Formulation of Projects

## Outline of JICA Activities

JICA's activities follow an integrated process (project cycle) that passes through the stages of planning, implementation, evaluation, and feedback into the planning stage at the start of the next project cycle. In order to improve the content of these activities and to enhance the effects of technical cooperation, each stage in the project cycle needs to be monitored and managed in an integrated manner. The following points in particular are important at each stage of a project:

### (1) Planning:

Studying and analyzing the needs and requests of developing countries, defining target groups, and specifying the purpose, targets, resources to be used (e.g., required fields of specialization, number of experts to be recruited, costs required for the project as a whole, etc.), and details of the activities.

### (2) Implementation:

Implementing projects in accordance with the plan, revising the direction of the plan on the basis of implementation monitoring, and achieving results.

### (3) Evaluation:

Assessing whether the results achieved by a project are in line with the original targets, measuring the effects of the project, investigating how the results have been achieved, and feeding back the findings into future project planning.

In Part 3 of this report, we shall be looking at JICA activities in accordance with four items as indicated below (the three stages of the project cycle and efforts to strengthen the foundations for project implementation):

(1) Identification, formulation and planning (Chapter 1);

(2) Project implementation (Chapter 2);

(3) Evaluation and follow-up (Chapter 3);



A project formulation study in the field of medical care in Albania. Basic equipment and medicines are in short supply even at Tirana University Hospital in the Albanian capital.

(4) Strengthening foundations for project implementation (Chapter 4).

## Outline of Identification, Formulation and Planning Activities

In order to raise the effectiveness of JICA cooperation projects, it is important to gain an accurate grasp of the needs of developing countries and to plan and implement projects in line with the features of individual countries on the basis of a knowledge of the social and economic conditions, organization, and systems of developing countries (i.e. a country-specific approach).

JICA projects are based on the principle that the government of the recipient country should submit a request for aid through diplomatic channels. However, there are some developing countries that lack skilled policy-makers necessary for determining the projects that need to be implemented for national development.

Also, although a country may be able to accurately grasp its own needs and to formulate projects, it may still not be adequately equipped to receive aid from other countries. JICA adopts the country-specific approach when dealing with such countries. We first analyze the conditions and issues facing a country and take a close look at the direction of its development. We then put together an actual cooperation project. This is the process of project identification and formulation.

One recent development involves the formulation of JICA country-specific project implementation plans in order to study and develop projects with the emphasis on

results which accurately reflect local requirements. This plan is intended to clarify the status and the results of individual projects within development issues and involves the study and implementation of a comprehensive approach to country-specific development issues.

## Importance of a Starting Point for Cooperation

The identification and formulation of projects is the point of departure for cooperation and determines its future direction. We place considerable importance on such activities as the starting point for cooperation in the belief that they, together with the assessments made at the final stage, are indispensable for ensuring the success of a project.

JICA makes allowances for costs involved in stimulating the efficiency of aid in order to strengthen both the initial and final stages of cooperation. Of these budgeted activities, we shall be looking at the main points of those related to the identification, formulation and planning of cooperation, specifically in connection with (1) collecting and collating country-specific information, (2) identifying and formulating projects, and (3) studies and research for making aid more efficient and effective.

## Collecting and collating country-specific information

### 1. Creating a country-specific information database

The acquisition and analysis of basic information on developing countries plays an indispensable role in strengthening the country-specific approach. JICA gathers and analyzes basic information on socio-economic matters in developing countries, information on technology, and information on aid trends at aid agencies other than JICA. We also centrally systematize the experiences and information obtained in the course of past Japanese aid activities.

In FY1998, JICA created a centralized database to integrate and develop the country-specific information gathered to date. A country-specific information system was launched to facilitate the computerization, sharing and increased accessibility of the data.

The data handled by this system is of the two types described below and will be placed in the public domain on JICA's website from FY1999.

#### (1) Basic country-specific information

Basic social and economic information and information on specific issues such as social

development, agriculture, forestry, fisheries, etc., the environment and WID\* (Women in Development).

#### (2) Information on project implementation

Information giving full details of the results of projects.

### 2. Placement of local technical advisors

Local technical advisors are being allocated to overseas offices to collect and analyze not only this basic information but also peripheral information on projects submitted by recipient countries. The main aims here are to gather technical and related information in connection with matters such as the number of technicians possessed by the recipient agency, its technical level, its financial capacity, and the state of related local infrastructure. In FY1998, 69 local technical advisors had been allocated to 43 countries.

## Identification and formulation of projects

### 1. Project formulation studies

There are occasions when the details of requests from developing countries have been insufficiently thought out and other occasions when inadequate understanding of Japan's aid structure makes it difficult for a country to present a request, regardless of the priority which needs to be given to the issue concerned.

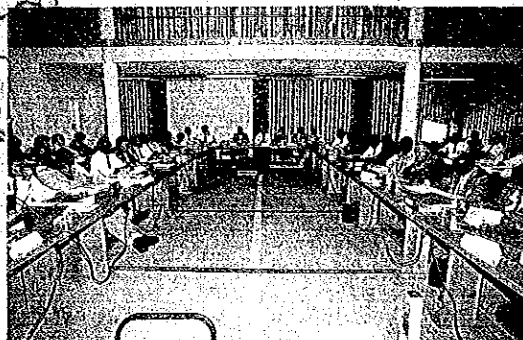
In such cases, on-site studies are needed in connection with priority sectors. There is a need for study and analysis of the appropriateness of the cooperation details, the capability of institutions in the partner country to implement the project and the systems they will employ to do so, and the impact and repercussions that the effects of cooperation are likely to have on the economy and society of the recipient country. Discussions must also be held with the government of the recipient country and related agencies (including NGOs) on specific details. These activities should serve as the basis for formulating the optimum plan for cooperation.

JICA is performing project formulation studies to enable such plans to be drawn up. These studies may be carried out by study teams sent from Japan or local consultants employed by JICA overseas offices. In FY1998, 70 studies were carried out in 61 developing countries. The numbers of projects per region were as follows:

- (1) Asia: 37 (53%)
- (2) Middle East: 9 (13%)
- (3) Africa: 15 (21%)
- (4) Latin America: 6 (9%)
- (5) Oceania: 1 (1%)
- (6) Europe: 2 (3%)



Intraregional cooperation workshop (Transportation and Traffic Networks in Southern Africa)



## 2. Intraregional cooperation workshops on specific fields

In order to identify and formulate projects involving issues of relevance not merely to individual countries, but by extension, to neighboring countries in the region, JICA has set up a system of special intraregional cooperation workshops on specific fields at which related countries can get together and discuss how cooperation might best be provided.

Workshops were held in two countries in FY1998. A two-day workshop was held in Indonesia aimed at finding ways to deal with forest fires in Southeast Asia. Five Southeast Asian countries took part and discussed how they could work together to combat forest fires. They also explored future possibilities for cooperation.

In the Republic of South Africa, a workshop lasting three days was held aimed at formulating projects in the field of transportation in southern Africa. This workshop was intended to follow up on the results of the 2nd Tokyo International Conference on African Development (TICAD II) and was attended by 13 countries in the southern part of Africa. Discussions revolved around how to upgrade the main transportation and traffic networks stretching over national borders. Future possibilities for cooperation were explored and the main points in need of consideration were noted.

## 3. Project formulation workshops in association with local governments

In recent years developing countries have witnessed the aggravation of environmental problems accompanying advances in urbanization and industrialization together with an increase in social and economic disparities between urban and rural areas. The expertise and experience of local administration gained by Japanese

local government authorities are likely to be effective in dealing with questions posed by regional development. Local governments are also gradually strengthening international cooperation as part of their regional promotion activities.

In FY1998, JICA established a system of project formulation workshops in association with local government authorities with the aim of using Japanese local government resources to assist with the needs of developing countries.

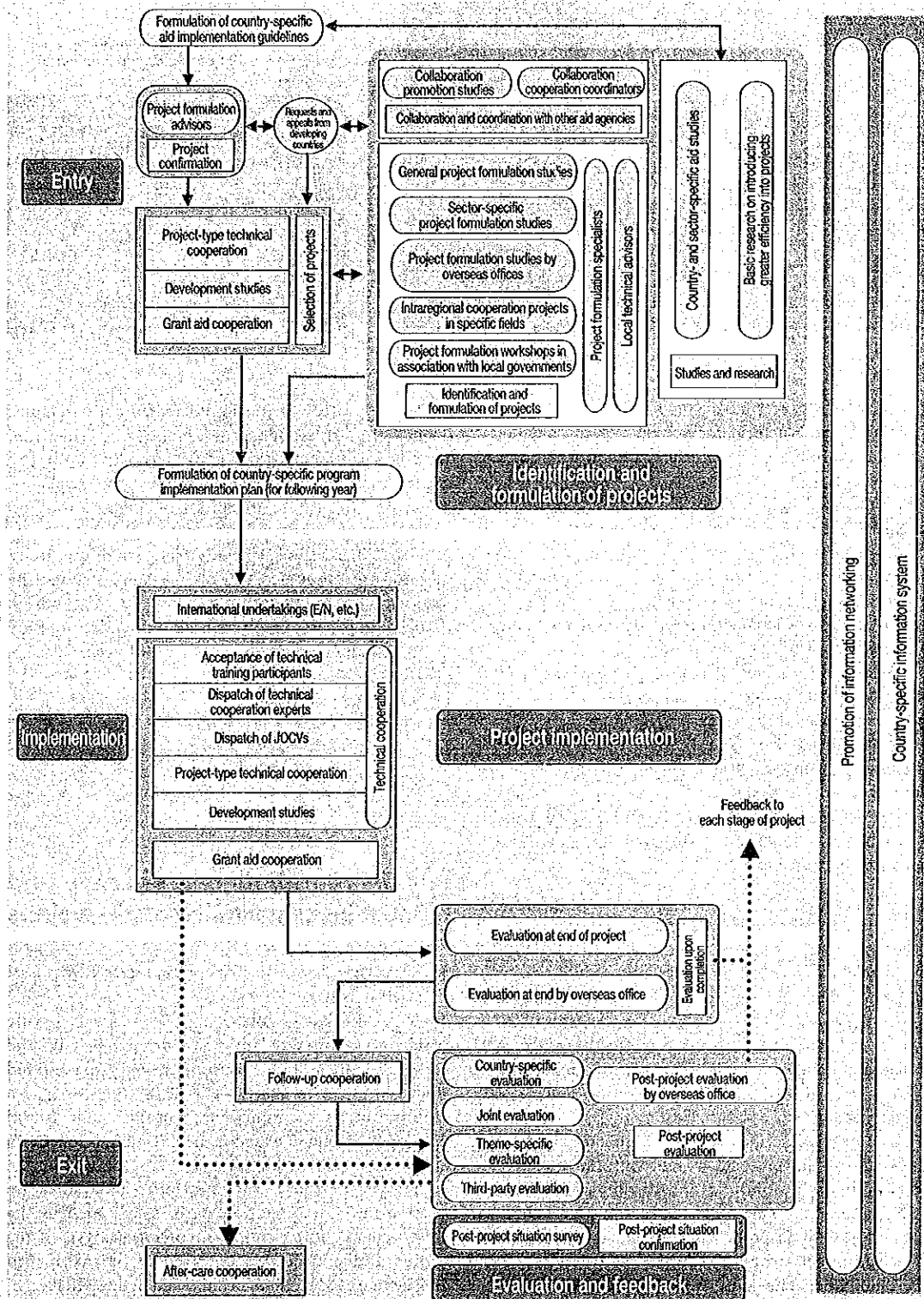
In order to study the possibilities for introducing into Malawi the "One Village, One Product" campaign under way in Oita Prefecture to promote local produce, the Oita prefectural government organized a two-day workshop in FY1998 to which Malawian officials were invited.

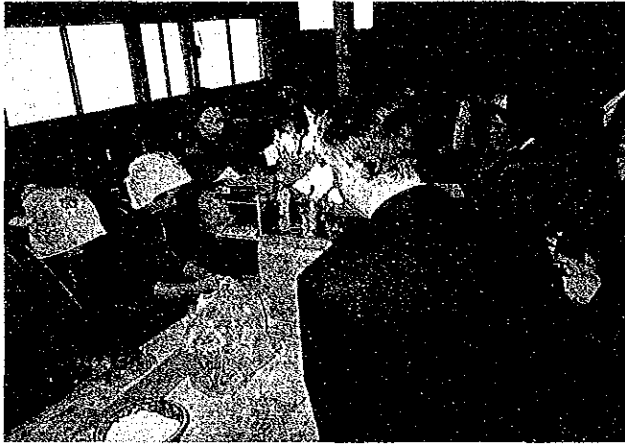
A report on current conditions in Malawi was presented, and the activities in Nepal of the Saitama prefectural government were introduced as an example of how another Japanese local authority is tackling this field. Information was exchanged and discussions were held on cooperation systems for the future. Concrete ideas for cooperation projects were also examined through inspection visits to related facilities.

## 4. Project formulation advisors

The project formulation specialist system was established in order to send experts in development fields of priority concern to developing countries, to gather recipient countries' needs over a relatively long term, to formulate high-quality projects, and to process requested projects. Project formulation advisors are sent to overseas offices. They study the order of priority

Fig. 3-1 Flow of individual technical projects





A project formulation workshop in association with local government in Oita Prefecture (inspection of related facilities)



of requested projects and cooperation plans while remaining in close contact for purposes of consultation and coordination with related organizations in the recipient country.

As indicated below, there has been a significant increase in recent years in new recipient countries, issues and methods. In response to this increase, the roles of project formulation advisors in identifying and formulating high-quality projects likely to prove highly effective in the development process are becoming more and more important.

- (1) Countries where Japan has little past experience of aid provision and new aid-recipient countries.
- (2) New aid issues such as clearing land mines.
- (3) New aid methods such as cooperation and collaboration with other aid agencies in fields such as South-South cooperation\*.

In FY1998, 36 new project formulation advisors were sent to 33 countries to formulate projects from their specialized standpoints.

### 5. Project confirmation studies

In order to promote effective aid, there is a need not only for consultations on specific cooperation projects but also for dialogue at the policy level. This dialogue must involve JICA's project implementation plans (which are based on the results of project formulation studies and country-specific information gathering), Japan's aid plans, and the recipient country's development plans.

In more precise terms, information required for going ahead with projects which conform to JICA's aid principles is obtained and discussed with the recipient country. Thereafter, discussions are held in connection with 1) processing of requested projects (confirming the order of priority and details), 2) ascertaining the state of implementation and problems

related to projects being implemented and strategies on how to solve such problems, 3) explained aid schemes, and 4) other topics linked with the implementation of aid. These studies are intended to determine the future direction of cooperation and permit the effective and efficient implementation of projects. In FY1998, 18 study teams were sent to 27 developing countries to confirm and discuss the direction of cooperation for projects for which requests had been received. The numbers of study teams dispatched per region were as follows:

- (1) Asia: 7 (38%)
- (2) Middle East: 1 (6%)
- (3) Africa: 4 (22%)
- (4) Latin America: 3 (17%)
- (5) Oceania: 1 (6%)
- (6) Europe: 2 (11%)

## Studies contributing to effective and efficient implementation of aid projects

### 1. Country-specific and sector-specific aid studies

The aid needs of developing countries vary greatly from one country to another and change with the passing of time. JICA performs country-specific aid studies in order to analyze aid needs from the macro standpoint of a country's economic and social development, and to examine the direction of long-term aid in accordance with the conditions applying in the country in question. Sector-specific aid studies are carried out in connection with issues such as the environment and education, involving analysis of the topics and matters which need to be taken into consideration when implementing aid in these fields.



Centering on the Institute for International Cooperation and with the participation of scholars and experts from outside the agency, JICA is carrying out country-specific aid studies in connection with four countries, namely Peru, China (second phase), Indonesia (third phase), and the Philippines (third phase). In the case of the first three countries, these studies have been continuing since FY1997. Prevailing conditions in the fields of politics and economy, agriculture, health and the environment are being analyzed and proposals have been made for priority aid concerns. The results of these studies are used as guidelines when planning projects and identifying and formulating issues.

## 2. Basic research for improving project efficiency

In order to improve the efficiency of projects, basic research by JICA on project efficiency is being carried out on issues common to multiple projects.

Research of this type conducted in FY1998 included "Compilation of Poverty Sector Guidelines", the aim of which is to clarify practical methods of cooperation with consideration given to the poor:

"Stimulation of Development Cooperation Projects through Expansion of Credit Guarantee Organizations", aimed at exploring the possibilities for expanding credit maintenance measures in development cooperation projects; "Basic Study on Authentication Systems in Engineering and Technical Education", involving examination of the influence on JICA projects of international evaluation and certification systems relating to higher education programs in the fields of engineering and technology; and "Methods for Supporting South-South Cooperation", concerned with the study of how to create a South-South cooperation network as a practical way in which to further technology transfer\* between developing countries, for instance between Asia and Africa.

Country-specific and sector-specific aid studies and basic research for improving project efficiency were integrated and reorganized together with other items of study-related expenditure in FY1999. Plans are afoot to create a new system of study and to establish a research staff through the use of personnel from outside the agency as part of efforts to strengthen the study implementation system.

## Close Up

### Study on the formulation of projects involving land mine clearance and support for land mine victims

#### Stepping up efforts to achieve human security

The ease with which anti-personnel land mines can be manufactured has meant that they have been frequently used in regional conflicts since the end of the Cold War. It is estimated that there are currently 110 million land mines lying buried in 68 countries throughout the world. The maximum number of land mines that can be disposed of in the course of one year is around 100,000. More than 2,000 people are killed or injured by land mines every month, and the total number of injured is in excess of 250,000 worldwide.

Japan has been playing a positive role in responding to this situation by organizing the Tokyo Conference on Anti-Personnel Mines in March 1997 and presenting guidelines on international measures to deal with land mine clearance. In November 1997, Prime Minister Hashimoto stated at a meeting of APEC that the Japanese government would provide ¥10 billion in ODA assistance over a five-year period for land mine clearance, and in December of the same year Foreign Minister Obuchi signed the Covenant on the Wholesale Prohibition of Land Mines.

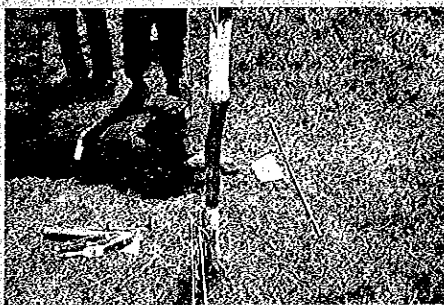
As part of our support for human security, JICA sent study teams to Cambodia in June 1998 and to Bosnia-Herzegovina in August of

the same year. These teams studied how land mines were being cleared and what was being done to help the victims. They also looked into future possibilities for cooperation through discussions with the governments of these countries and with international agencies and NGOs engaged locally in related activities.

Various cooperation projects were identified and formulated as a consequence of these studies. These included cooperation with the supply of equipment such as metal detectors and communications devices and

support with on-site organizational management. Support for the victims of land mines included improvements in emergency medical treatment and the setting up of rehabilitation centers.

JICA experts have been sent to Cambodian government agencies involved in land mine clearance and have begun to give instruction on administrative matters. Preparations are also going ahead for cooperation in Bosnia-Herzegovina. Cooperation in the field of human security is thus being gradually stepped up.



Training in land mine clearance at the Cambodian Land Mine Disposal Training Center

# 2

## Chapter 2 Project Implementation

# Development Studies



A public-participatory workshop for studying agricultural communities in Niger.

### Outline and Aims of Projects

Development studies are carried out to provide support with the formulation of development plans for public projects (see Table 3-2) which contribute to the social and economic development of developing countries. At the same time, while the studies are actually being performed, they serve as mediums for technology transfer\* (planning formulation methods, survey and analytical skills, etc.) to counterparts\* in the recipient country.

Development studies are performed on the basis of a detailed Scope of Work I (S/W) agreed upon by JICA and the governments of developing countries. They are actually carried out by consultants selected by JICA. Reports are produced under the guidance and supervision of JICA in cooperation with the governments of developing countries. Technology transfer occurs while the studies are being performed.

The reports prepared on the basis of study results provide the governments of recipient countries with data for assessing policies relating to social and economic development. They also provide international organizations and donor countries with materials for studying financial aid and technical cooperation. In most cases, the plans proposed by the reports are realized with funds obtained from Japanese yen loans and grant aid.

Technology and skills transferred in the course of the studies prove useful for the implementation of projects financed by the recipient country itself in the implementation of projects and other studies.

### Types of Study

#### 1. Master Plan studies (M/P)

Master Plan studies are conducted with a view to formulating comprehensive development plans and long-term sectoral development plans for a country as a whole or for specific regions. Master plans permit the efficient implementation of a plan by 1) ensuring compatibility between projects and 2) clarifying the order of priority of projects.

Projects ranked in order of priority in the master plan may then become the object of feasibility studies as described below.

#### 2. Feasibility studies (F/S)

Feasibility studies are conducted to examine objectively whether individual projects accorded a priority ranking in accordance with development plans and policies can actually be implemented and to formulate the most appropriate plan for their implementation. The feasibility of a project is examined from various angles including technical concerns, the national economy, government finances, social concerns, administrative organization, institutions, and, finally, the environment. Reports on feasibility studies are used as materials for studying financial cooperation from international agencies and aid donor countries.

#### 3. Overseas development studies

Overseas development studies in connection with small-scale projects are studies performed under the direction of JICA overseas offices by local consultants



instead of consultants sent from Japan. They involve the formulation of basic development plans when a simple social approach involving everyday customs is required. When there are insufficient official statistics in this connection, various types of basic data are subjected to analysis and data on natural resources is provided to make up for this deficiency.

Overseas development studies were first carried out in FY1998. Two are currently under way in the social development field and one in connection with agriculture.

#### 4. Preparation of basic data

The following studies are conducted in order to arrange, gather and submit the information needed for the formulation of development plans:

##### (1) Preparation of topographical charts

Studies involving the preparation of topographical charts (basic maps of national territory and urban areas) for use as the most basic data in the formulation of development plans.

##### (2) Development of ground water

Studies to ascertain the existing quantity and development potential of ground water reserves.

##### (3) Development of forestry and fishery resources

Studies for preparing basic data to ascertain the current state of forestry and fishery resources.

##### (4) Development of mineral resources

Studies to ascertain the existing quantity and development potential of mineral resources conducted by means of geological surveys, physical investigation, geophysical surveys, boring, etc., and studies related to environmental conservation accompanying the development of mineral resources.

#### 5. Detailed design studies

These studies are concerned with creating the design drawings, work specifications and tender documentation needed before construction work can begin. They are more detailed than feasibility studies and involve preparation of the design drawings needed in the construction process and precise calculation of construction costs. In FY1998, detailed design studies were started in collaboration with the former OECF (Overseas Economic Cooperation Fund) that now forms part of the JBIC (Japan Bank for International Cooperation) in connection with five projects scheduled for implementation with yen loans.

#### 6. Studies to support the transition to a market economy

These studies are conducted with the aim of formulating basic strategy and comprehensive implementation plans for promoting policies aimed at effecting a transition to a market economy and liberalizing markets (as manifest in monetary and financial reform, adjustment of legal systems, and privatization of state and public enterprises). Workshops and seminars are also held to improve the administrative capability of authorities in recipient countries and to provide training. The studies also look into possibilities for the execution of privatization plans. Practical implementation plans are prepared and manuals and texts are produced in connection with the implementation process.

Table 3-2 Fields covered by development studies

Field	Main contents
	Regional development plans, economic development plans
	Water supply and sewerage, urban sanitation, waste disposal
	Urban planning, rivers, erosion control, water resources, housing, cartography
	Mail, telecommunications, television and radio broadcasting
	Administration of health, medical treatment and hygiene, population and family planning
	Development of agricultural methods and villages, irrigation and drainage, processing and distribution of agricultural produce, livestock raising
	Resource studies, social forestry, forest management planning, processing of forest products
	Resource studies, processing and distribution of marine products, development of fishing villages, aqua-farming, fishing ports
	Resource studies, industrial promotion, factory modernization
	Energy development, energy saving
	Measures against air and water pollution, processing of industrial waste
	Development of human resources, education, commerce and tourism, management, etc.

## 7. Regional integrated planning development studies

These studies point out a basic strategy for development that emphasizes the distinctive features of a region. They involve the formulation of integrated development plans for specific regions with consideration given to effective links with development in each sector. Seminars and workshops are organized during the study process, and efforts are made to improve the planning abilities of administrators in the recipient country.

## 8. Follow-up studies

These studies are conducted in order to ascertain how plans and projects based on development studies carried out in the past have been progressing - the idea being to ensure that development studies are performed as effectively and efficiently as possible. The results are then reflected in the implementation of future development studies.

## 9. Work related to studies

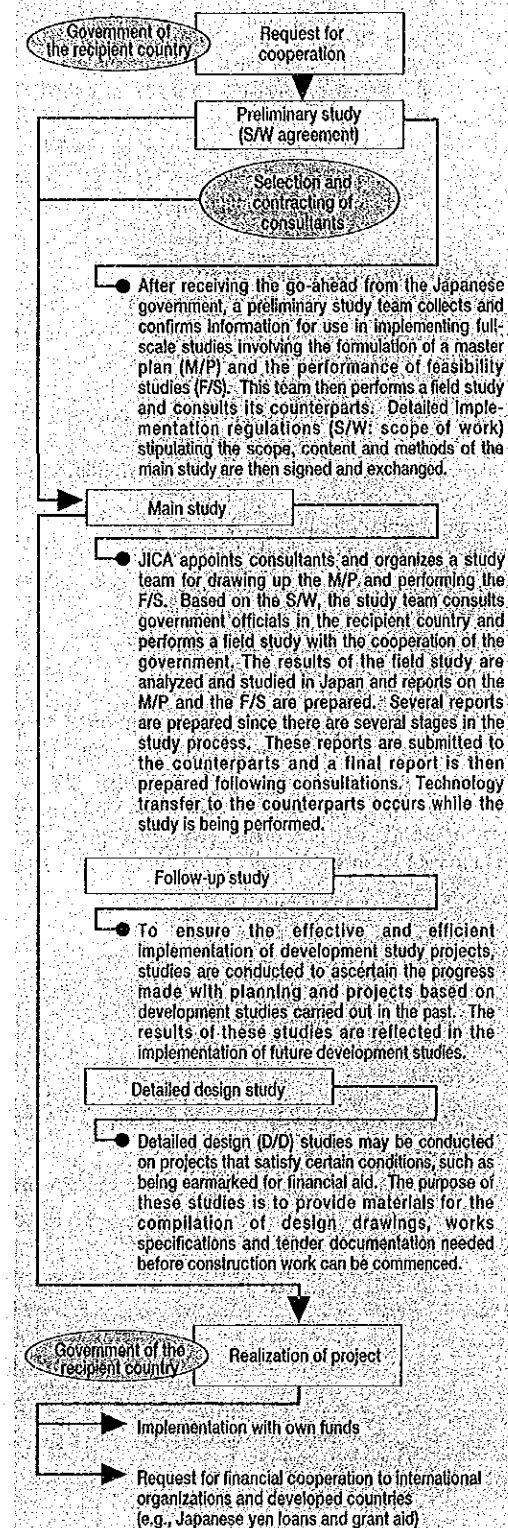
Seminars are held and texts in local languages are prepared in connection with the results of surveys in order to encourage technology transfer on the basis of the development studies. Documentation concerning development planning in developing countries and basic study methods possessed by related organizations is gathered and analyzed. Research is then conducted, aimed at ensuring that such documentation proves to be of use for development studies and basic study methods in developing countries.

## Issues and Responses in Projects

### Region-specific and country-specific issues

Region- and country-specific approaches must be strengthened yet further in order to obtain an accurate picture of the cultural, social and economic features of the recipient country and of the country's aid requirements and to increase the effectiveness of aid. Through involvement in country-specific plans drawn up under the guidance of the newly established Regional Departments within JICA, a clear picture of the development issues faced by recipient countries is obtained, taking account of cultural, social and economic conditions.

Fig. 3-3 Flow of development studies



Efforts are made to make projects more efficient and effective by making qualitative improvements in cooperation orientation and know-how accumulated in individual sectors and by reflecting these improvements in country-specific project planning.

## Improving the quality of development study projects

To ensure that study projects fulfil their original aims and are effectively employed, ample consideration must be given at the study stage to matters such as the technical suitability of the project, funding possibilities, and the administrative side of system implementation. Studies themselves must be carried out effectively and efficiently. Adequate preparatory work, including preliminary studies, and feedback from the results of previous studies are indispensable for raising the quality of work.

We are therefore compiling supervision and inspection manuals and preparing various planning and technical standards for road projects, etc. In order to formulate study plans which correspond precisely to diversifying development needs, we are working on compiling and upgrading basic region-specific, country-specific, and sector-specific information.

With large-scale projects and projects requiring advanced technical skills, consultants are employed to carry out technical evaluation of the studies. Links with local governments are encouraged in the case of projects where local authorities possess much experience and expertise.

## Priority global issues

The topics dealt with in development studies in environmental fields include environmental management planning of rivers, lakes and wetlands, studies on waste disposal and integrated measures to combat air pollution, and studies on plans to conserve marine life. When carrying out studies in the future, we intend to continue working on the formulation of further plans for environment-friendly, sustainable development\*.

As for the important development topics referred to in the DAC New Development Strategy\*, we are implementing one project in each of the fields of health and medical care, education, and poverty relief, and we shall continue to examine these matters with a view to implementing development studies in fields corresponding to the relevant topics.

## Increase in policy-support projects

The issues faced by developing countries are not merely technical questions of infrastructure: they include legal and economic deficiencies corresponding to changes in their societies and economies, as well as to organizational and personnel insufficiencies which bear witness to these deficiencies. In order to deal comprehensively with such issues, projects related to policy support are occupying an increasingly prominent position within development studies.

Two development studies aimed at providing support for post-conflict recovery are currently being implemented. JICA will continue to develop

## Close Up

### Kuala Lumpur Pedestrian Precinct Project

#### An overseas development study using local consultants

Accompanying the rapid economic growth that began in the late 1980s, the Malaysian capital of Kuala Lumpur has seen an increase in standards of living, the emergence of dynamic urban activities, and upgrading of the public city's traffic system, including the road network. But inadequate consideration has been given in this process to those who fare worst in the traffic environment, that is, pedestrians, the disabled, the elderly, and children.

Under these conditions, the city of Kuala Lumpur decided to embark on a pedestrian precinct project aimed at creating a people-friendly urban environment. In August 1998, the Malaysian government requested Japan to cooperate with a development study in this

connection. The project was formally adopted as an overseas development study that was implemented for a duration of approximately six months beginning in March 1999. This is a quick-action project that will take roughly one year from receipt of the request to completion of the study.

Overseas development studies are a new type of study implemented by local consultants. These studies center on small-scale projects in which a societal approach is emphasized. JICA overseas offices play the key role in the performance of studies which incorporate frequent meetings with local consultants thoroughly familiar with local conditions and customs. In comparison with

ordinary development studies, this new type of study is likely to be more deeply rooted in the local community.

In this case we are supporting the creation of a people-friendly urban environment in Kuala Lumpur. We are drawing up plans for a pedestrian precinct network to provide basic materials that enable the project to be executed as rapidly as possible.

In order to plan a pedestrian precinct which takes disabled people into consideration, we have invited an architect who himself has polio-induced walking difficulties to take part in the study team, and we are carrying out an opinion survey using a network made up of disabled people.

## III

### chapter 2

#### Project Implementation / Development Studies

humanitarian support that is tailored specifically to the needs of the recipient country; this support will come in such forms as recovery and development aid in the wake of conflict and natural disaster.

## Links with other forms of aid

We are continuing to consolidate and encourage exchange of information bearing on grant aid projects, loan aid projects involving the former Overseas Economic Cooperation Fund (OECF) - now part of the Japan Bank for International Cooperation (JBIC) - and financial projects involving international financial agencies. In FY1998, we carried out five detailed design studies in collaboration with the OECF, and we are striving to adopt an integrated approach to the whole process from the study stage to implementation.

Links with other aid agencies are also being strengthened to enable international initiatives to be taken.

## Front Line

### Project on Preliminary Disposal of Industrial Effluents and Rationalization of Water Utilization in Maribor

Slovenia

#### Lessening pollution through realistic studies

- ◆ Emphasis on environmental measures with a change to a new system

Maribor is not only Slovenia's largest industrial city, but also one of the most important industrial cities in any of the former Yugoslav states. A tributary of the Danube, the River Drava, flows through the city. Under the nation's previous regime, emphasis was placed entirely on production, and environmental measures tended to be ignored as factories in Maribor pumped untreated waste water into the River Drava. This river remains severely polluted, contaminating the Danube and downstream areas.

After gaining independence from Yugoslavia, Slovenia began to tackle environmental measures as a matter of prioritized national concern. In connection with these measures, the Slovenian government requested Japan for a development survey relating to the preliminary disposal of industrial effluents and rationalization of water usage in Maribor. JICA conducted a development study between 1995 and March 1997 that proposed measures to deal with the problem.



Sampling waste water at a textile factory.

- ◆ Approaching the issue from all levels

Experts were sent to the city's environmental office in September 1997 to provide assistance with practical execution of the proposed measures. A study is currently being carried out by two experts. As well as giving instruction to local authorities on dealing with environmental problems from the administrative side, guidance is also being given to staff at the city's factories.

All the factories find themselves in an extremely difficult economic environment that

they have never experienced before, with the introduction of an environment tax and rigorous competition under the process of transition to a market economy. However, positive results are beginning to emerge in the form of practical proposals submitted to factory management and the production of manuals in connection with guidance given to the factories by the administrative sector. We anticipate a further reduction in river pollution based on the results of the development study.  
(JICA Austria Office)

# Project-type Technical Cooperation

## What is Project-type Technical Cooperation?

Project-type technical cooperation is a type of technical support under which three elements - recruitment of experts, acceptance of participants for training in Japan, and the provision of equipment and materials - are organically linked. The whole process from project formulation through to implementation and evaluation is managed and controlled in an integrated manner.

Projects generally involve cooperation for a period of five years and center on cooperation that supports the development of economic self-reliance in developing countries and human resources training to deal with BHN\*. However, cooperation has recently included education as the bulwark of human resources development and global issues\* such as the environment.

Project-type technical cooperation is concerned with fostering human resources, research and development, and diffusion of skills and technology in five specific areas, namely social development, health and medical care, population and family planning, agriculture, forestry and fishery, and development of mining and manufacturing industry.

This type of cooperation incorporates the establishment of organizational and institutional structures needed to guarantee that skills and technology transferred to the recipient country take root, and that the country is able to execute projects on its own initiative once Japanese cooperation has come to an end.

In most projects, a team of experts under a leader is dispatched. During the project activities, the Japanese experts transfer skills and knowledge essential for implementation of a project to their counterparts: the administrators, researchers and technicians of the participating recipient country. To



Instruction being given on examination procedures as part of the Dairy Farming Methods Improvement Project.

ensure the effective transfer of technology, it is important for both sides to deepen their understanding of each other's cultures and societies and for the technology involved to be appropriate to the region.

Training involves counterparts coming to Japan and attending research institutes, educational institutions, hospitals or laboratories to study project management methods and to improve their technical expertise in project-related fields. Training in Japan also provides trainees with an ideal opportunity not only to acquire specific knowledge and skills but also to gain an understanding of Japanese culture and institutions.

Equipment and materials are made available when needed for the execution of projects in cases where the partner country is unable to provide its own. As part of technology transfer, Japanese experts provide instruction that enables counterparts to make use of supplied analytical devices, machine tools, and experimental instruments in activities requiring the use of such equipment.

## Cooperation with the Emphasis on Ownership

Projects are supervised jointly by personnel from the recipient country and Japan. Nevertheless, "ownership" of the project lies with the recipient country, while Japan is active as an equal partner through the provision of cooperation and support.

For example, the costs required for execution of a project are on principle borne by the recipient country. But if the recipient is unable to acquire adequate funds, Japan pays for the provision of experimental and research facilities and farm land, research, and organization of seminars. These are referred to as

III

Chapter 2

Project Implementation / Project-type Technical Cooperation



Underground water development and water supply training program in Ethiopia

"local costs\*". Japanese expenditure decreases as the years go by with a corresponding increase in expenditure by the recipient country. Once cooperation has come to an end, the recipient country is able to play the central role in the project.

If the recipient country is unable to provide buildings for technical cooperation, Japan offers grant aid for procuring the facilities, materials and equipment, including the buildings themselves, which are then used as the bases for technical cooperation.

Before the project has ended, the extent to which the original targets of the project have been achieved, the effects of the project, and the prospects for the recipient country being able to take over the project by itself are evaluated. When considered necessary, the length of the project may be extended by one to two years. Aftercare cooperation may occasionally be provided three years or more after the conclusion of a project. The aims in this case are to reinvigorate the project and to assist the recipient country to manage the project on its own.

Participatory methods (PCM\*) are adopted from the planning stage with project-type technical cooperation in order to encourage self-help on the part of developing countries and to enhance better ownership of development projects by these countries.

## Results and Content of Projects

### Social development cooperation

Human resources development in the field of social development cooperation is occurring in connection with road traffic, harbors, marine transportation, housing, telecommunications and other areas of social infrastructure, vocational training, labor safety and health, global issues such as the environment, disaster prevention, education, and poverty.

In the field of social development we are not merely striving to foster personnel in the context of upgrading social infrastructure\*: projects are under way with the emphasis on the human and social aspects, for instance through the creation of organizations and institutions and the development of a broad range of human resources.

An increasingly prominent feature of sector differentiation of projects is the high proportion of projects aimed at technical training of personnel to work in the field of vocational training and on the construction, maintenance and management of social infrastructure such as roads and communications. Requests for cooperation have tended to grow more complex and intricate in recent years, and various means are being devised to deal with them.

A new development is the increase in projects in the fields of higher education (telecommunications engineering, setting up university departments of engineering, etc.), irrigation and soil erosion, prevention of earthquake damage and environmental measures, and support with measures to alleviate poverty.

In the case of technical training projects, transfer of specific skills along conventional lines is no longer adequate in itself. There is a growing need for organizations and institutions which ensure a) that the transferred skills become firmly rooted in organizations and b) that the recipient country is able to manage projects for itself once Japanese cooperation has ended.

In the environmental and disaster prevention fields response must be offered to global issues across national borders. Efforts are therefore being made to reinforce mutual links by networking between related projects and exchanging and sharing related information and research. We are also striving to strengthen links between projects through exchange among researchers and technicians.

A composite approach is also required to deal with the problems of poverty. In addition to providing direct support for the poor, cooperation is also required with human resources and organizational development for

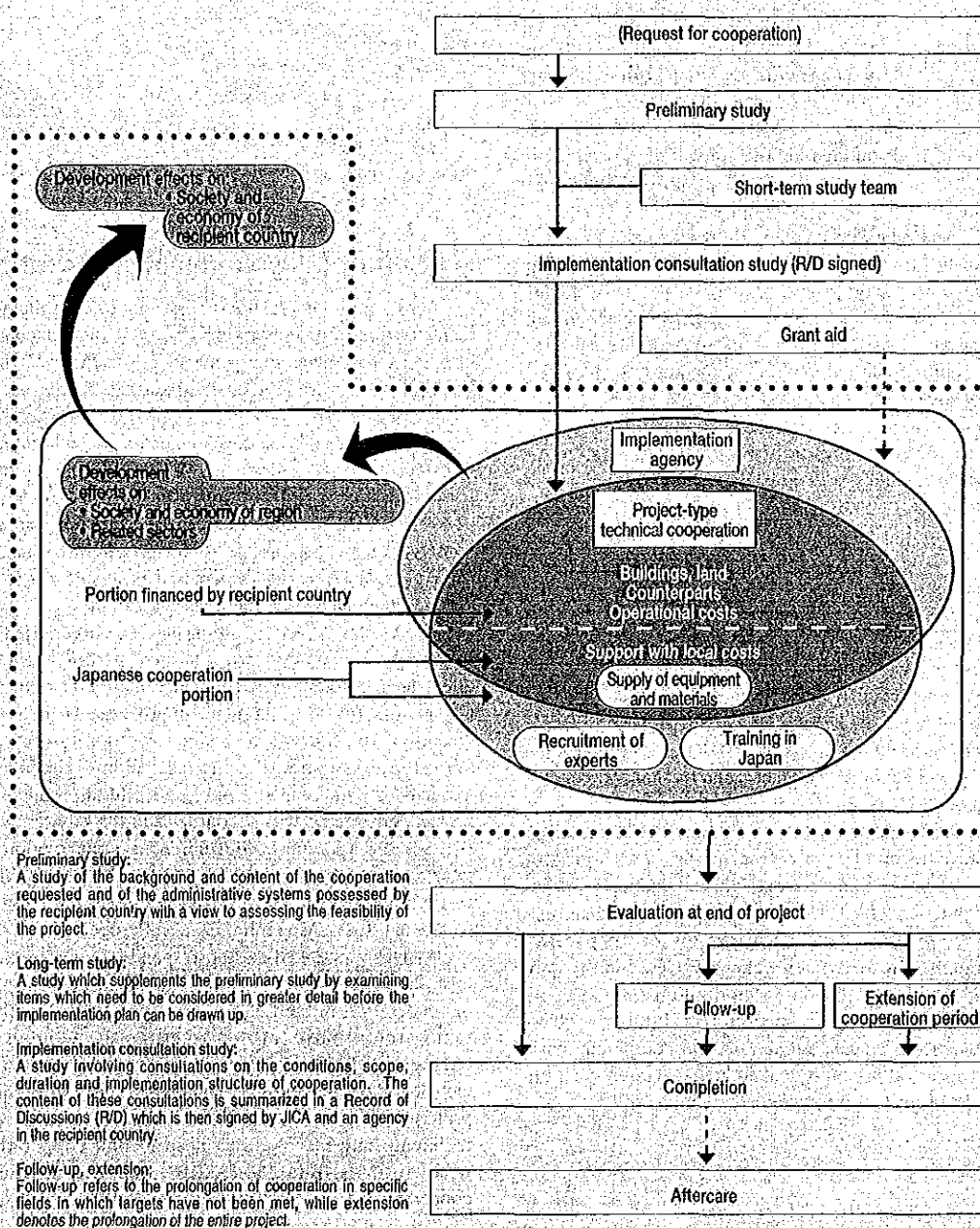


eradicating poverty. Projects aimed at relieving the plight of the poor thus involve support for community organization and self-reliance through participatory methods along with the training of personnel in the governments and institutions of developing countries to become involved directly in poverty problems.

In FY1998, 55 social development projects were implemented in 24 countries.

In Ghana, a study has also been performed to begin a "Community Empowerment program" that will be implemented as a single program and linked organically with several projects in the social development sector.

Fig. 3-4 Flow chart of project-type technical cooperation



## Cooperation for health and medical care

Good health is something that everyone desires, and at the same time it is an indispensable factor in the formation of a sound society at regional, national and indeed global levels.

But the situation in many developing countries is that the health and the lives of many people are under threat from endemic diseases, poor conditions of hygiene, and malnutrition.

In recent years there has been an increase particularly in HIV/AIDS and other newly occurring infectious diseases, recurring infections such as tuberculosis and malaria, and parasitic diseases.

The high frequency of infant birth and death as evident in high infant mortality rates puts pressure on individuals and family life while inhibiting social and economic development in a country.

In response to these issues, JICA's cooperation in the field of health and medical care has involved education in clinical medicine in hospitals, assistance with studies on infectious diseases, training of medical personnel, quality control of pharmaceutical products, public health, and population and family planning. In FY1998, 49 projects were implemented.

One trend to emerge in recent years is the increasing need for implementation of regional activities in an integrated manner so as to ensure that cooperation can be effectively provided. These activities entail implementation of an approach to health and medical care involving public health education and the prevention of disease, together with regional health and primal health care\* including maternal and child health and family planning. We are witnessing a gradual increase in such projects.

Projects are also being implemented incorporating lifelong health measures and social participation for women based on the ideals of WID\*, which respects the roles of women in development, and the general concept of reproductive health\*.

Apart from project-type technical cooperation, measures to combat infection include the supply of vaccines and equipment needed for inoculation purposes in conjunction with WHO and Unicef. Measures to fight HIV/AIDS include the provision of inspection equipment and the machinery required for the safe supply of blood. Essential equipment is also being provided for raising reproductive health such as contraceptive devices, simple medical equipment, basic pharmaceutical products, and audiovisual equipment. In total, 60 projects were implemented in FY1998.



Guidance in methods for the resuscitation of newborns being given in the Faculty of Nursing at the University of Cairo.

## Agricultural development cooperation

Agricultural cooperation is intended to contribute to increased food production, higher income and standards of living for farmers, improvements in standard of living, rectification of related regional disparities, effective use of resources, and environmental conservation. These aims are achieved through the development of agricultural and livestock methods appropriate to developing regions, training of agricultural extension workers, research conducted at universities and in laboratories, and the conservation and appropriate use of agricultural resources. Projects in this area have increased in recent years: 53 were implemented in 28 countries in FY1998.

The content of cooperation has also diversified to include 1) cooperation projects incorporating poverty alleviation, community participation and WID elements (integrated rural development, improvements in living conditions in rural villages), 2) cooperation projects on agricultural statistics, residual agricultural chemicals, and management and control of agricultural produce, 3) projects connected with resources and the environment (sustainable agricultural development, conservation of genetic resources), and 4) support for the introduction of democracy and the market economy (Vietnam, Cambodia, Laos, Mongolia, Eastern Europe).

As was mentioned earlier, responding appropriately to diversifying cooperation needs is an essential aspect of cooperation in the field of agriculture. JICA is thus taking the utmost care to ascertain the content of requests made by recipient countries and the state of technical development in each country and to formulate projects which are entirely in line with the needs of the recipient country. We also need to link cooperation with international agencies and South-South cooperation, to expand our expert recruitment system

through association with local governments, and to strengthen the domestic support structure for projects.

The expansion in the geographical scope of projects is resulting in an increase in cooperation provided in areas with severe living conditions. Projects must therefore be executed with adequate consideration given to the safety and health of the experts themselves.

## Cooperation in the fields of forestry and fisheries

Although humankind has witnessed a drastic improvement in living standards during the 20th century, this has also been a century in which major changes have occurred in the natural environment that surrounds us, especially in forests and the ocean. Depletion of forest and ocean resources has reached a critical stage and will inevitably have serious consequences for life in the future.

Cooperation in the fields of forestry and fisheries has hitherto included development and dissemination of forestry and fisheries technology in developing regions, and research conducted at universities and in

laboratories. However, there has been an increase recently in attempts to raise the income and living standards of villagers working in the fields of forestry and fisheries, to make efficient use of resources, and to preserve the environment. In FY1998, JICA implemented 38 such projects in 26 countries.

The content of cooperation is becoming more varied and includes 1) cooperation projects incorporating poverty alleviation, community participation and WID elements (village development and social forestry), 2) projects connected with resources and the environment (research on tropical rain forest, prevention of forest fires, management of fishery resources, studies on effects on coastal environments), and 3) human resources development in countries within specific regions with similar natural environments and technical levels (wide-area technical cooperation promotion projects).

In order to respond appropriately to these diversifying development issues, JICA is striving to formulate and implement projects that truly coincide with the needs of the recipient country. This is achieved after having fully ascertained the content of the request and the state of technical development in the country concerned using the PCM\* method.

## III

### Chapter 2

### Project Implementation / Prototype Technical Cooperation

## Front Line

### Environmental Center

### Chile

## Establishing a center for environmental policy

### ◆ Environmental problems created by urban population concentration

Since the early 1980s, Chile has seen an accelerating trend toward population concentration in the cities, especially in the metropolitan region of Santiago. This has resulted in urban districts being blanketed with smog caused by smoke from factories and road vehicle emissions. The pollution of rivers and lakes by untreated sewage and waste disposal have also become serious problems.

In order to respond to these problems, in January 1994 the Chilean government enacted the Basic Law on the Environment to serve as a foundation for implementation of environmental measures. Work is currently going ahead on the formulation of detailed regulations to accompany this law. However, since Chile only made a start with environmental administration in the early 1990s, the country still lags behind with its monitoring of current environmental conditions. There is also a shortage of personnel involved in environmental activities.

### ◆ Six long-term experts provide technical guidance

The "Environmental Center Project" was started in June 1995 with assistance obtained from grant aid; it is due to run for five years. The functions of the Center include studies and research, provision of information,



Creating an environmental information center in Chile.

personnel training, and assessment of effects on the environment.

Although plans have fallen slightly behind schedule, the Chilean government has constructed a building to house the Center, and the number of employees, which began in single figures, has been gradually increasing. Although there are still too few laboratory technicians, there are now 62 full-time and part-time employees working at the Center. The Japanese government has provided six long-term experts to give technical instruction in four fields: meteorological forecasting of air pollution, water quality control and industrial effluents, management of industrial waste, and air pollution control. Technology

transfer centering on studies and research is currently under way.

During the project we intend to lay the foundations for analytical methods for measuring polluted substances and to establish the Center as a base for the provision of information on environmental concerns in Chile. At the same time, we shall proceed with technology transfer with a view to promoting the training of personnel in this field. We hope also that the information studied and researched at the Center will be used by the Chilean government for the enactment of laws relating to the environment and for the implementation of appropriate environmental policy.

(JICA Chile Office)

It has recently become more necessary than ever to contribute to the global issues represented by conservation of the natural environment. JICA intends to carry out a wide range of cooperation projects in the future with the emphasis on environmental conservation in connection with forests and the ocean in forms such as preservation of biodiversity, prevention of desertification, and protection of rare species of flora and fauna.

## Cooperation in the mining and manufacturing industries

Cooperation in the field of mining and manufacturing industries is occurring over a wide range of areas, from promotion of small- and medium- scale enterprises in developing countries to support for the cultivation and consolidation of basic industries that will underpin future economic development. In FY1998, JICA implemented 34 such projects in 17 countries.

Cooperation has increased recently with the establishment of institutions for upgrading industrial infrastructure through, for instance, industrial standardization, quality control and increased productivity, which are needed to keep pace with rapid advances in industrialization. Cooperation has also been stepped up on issues incorporating technology transfer in areas such as response to environmental and energy problems. These increases are the product of the diversification and the greater sophistication of requirements presented by developing countries.

Recent examples of cooperation have all taken account of the three points described hereunder.

The first of these is the adoption of environmental conservation measures. In their headlong rush toward economic development, developing countries often tend to overlook measures to prevent pollution and other environmental concerns.

In order to deal with such problems, "offer-type" projects are being carried out, which involve the presentation of proposals for environmental conservation methods suited to conditions in the recipient country. Cooperation of this type was carried out in FY1998 in Brazil, Malaysia, Thailand, and China.

The second point is the promotion of linked cooperation between projects with the aims of encouraging trade and investment and providing support with liberalization centering on the countries of ASEAN. In FY1998, two seminars in which ASEAN nations participated were held on the topics of industrial standardization and industrial ownership rights\*.

The third point is concerned with a finely tuned response to aid needs. From the standpoints of technology transfer and dissemination effect, it has often been difficult in the past to introduce relatively large-scale project-type technical cooperation projects in order to deal with the aid needs of countries with small populations and territories. Wide-area technical cooperation promotion projects have been started to respond to such small-scale aid requirements. In FY1998, a seminar on the subject of "Mine Safety and Prevention of Mining Pollution" was held on the site of the "Resources Environmental Training Center" project in Chile with the participation of 27 people from 15 neighboring countries.

## Close Up

### The Automotive Fuel Research for Environmental Improvement Project

#### Reducing air pollution in Bangkok

Thailand is seeing a rapid increase in the proportion of its urban population and in the number of vehicles on the roads. More than a quarter of all road vehicles in the country are concentrated in the capital of Bangkok. But despite this, little has been done to upgrade the nation's roads or to legally regulate exhaust gas emissions from road vehicles, leading to the worldwide notoriety of Bangkok's air pollution. Pollutants contained in exhaust gas include carbon monoxide, nitrogen oxides, suspended particulate matter, and lead compounds. Lead compounds in particular are thought to be adversely affecting the health of communities close to the sources of the pollution.

It became obligatory in 1993 to add

oxygen compounds to gasoline in order to reduce pollutants and in 1996 only non-leaded gasoline became legal. Restrictions are now being placed on the benzene content and the aromatic content of gasoline. However, although moves have been made to introduce environment-friendly gasoline, there has been no official body charged with evaluating gasoline.

This is the background to which the "Automotive Fuel Research for Environmental Improvement Project" (project-type technical cooperation) has been implemented in connection with mining since 1993. The gasoline quality evaluation technology and quality design technology for which Japan is internationally renowned has been

transferred to the Petroleum Authority of Thailand (PTT) in order to enable the design of low-pollutant (environment-friendly) gasoline.

As a result, the PTT has become able to conduct its own research on environment-friendly gasoline and has presented the results of this research to related government bodies. We can expect that the Thai government, on the basis of this research, will promote yet more effective measures to deal with the problem of air pollution by encouraging the petroleum industry to develop environment-friendly gasoline and by determining the quantities of compounds permitted in gasoline.

# Technical Training of Overseas Participants

## Outline of the Program

### Aims and significance

The technical training of overseas participants program is aimed at key administrators, technicians and researchers in developing countries and regions, and involves the transfer of knowledge and technology required by individual countries through activities conducted in Japan and developing countries. It is the most basic "human development" program implemented by JICA.

Ever since this program was launched in 1954 it has grown steadily in scale and has become more varied and advanced in content. In FY1998, training was given to 18,045 people who came to Japan from 151 countries and regions.

The total number of participants who have received training in Japan since the inception of this program is more than 137,000. These participants are now contributing to nation-building in various ways. They include those who have gone on to become national leaders, top-rank researchers and administrators, or those that have become involved in the dissemination of technology in farming villages far removed from national capitals. There are 77 alumni associations consisting of former training participants in various parts of the world who are working toward strengthening friendship between their countries and Japan.

### Features of the program

The technical training of overseas participants program enables a flexible and dynamic response, and thus makes it possible to provide essential aid



Training participants receiving instruction in Japan as part of a heat treatment course.

whenever it may be needed. It is a program that facilitates the tackling of issues requiring a rapid response to such issues as financial crises and support for the transition to democracy.

It also allows for a flexible response for maximum effectiveness while planning links with other programs and responding to participants' needs. For example, implementation of courses linked to yen loans involving two-step loan\* operations and consideration for the environment is likely to enhance the project effectiveness.

A prominent feature of the technical training program is that, in contrast to other types of cooperation, it generally starts in Japan. This is a program that is made possible due to the collaboration and participation of many people, including organizations and instructors who directly teach the training participants, regional exchange organizations, and members of local communities. The program's activities are effective not only on the level of technical cooperation: they also serve to establish communities of people who are knowledgeable and friendly toward Japan. Conversely, training participants engage in exchange and friendship activities throughout Japan, thereby making their own contribution to fostering international understanding among Japanese people.

There are several advantages to implementing technical cooperation in Japan. These include 1) enabling participants to see how new technology and approaches not available in the participants' own countries are actually put into effect, thereby increasing motivation; 2) conveying Japan's own experience to the world; and 3) providing an opportunity for the exchange of opinions with training participants from other countries tackling similar problems, fostering the sharing of know-how.

The advantages of technical cooperation projects involving the dispatch of experts - another basic form of human development project - are that they 1) enable

appropriate development and dissemination of technology, i.e., technology which accords with local conditions; 2) provide for provision of appropriate instruction while ensuring that technology is introduced and takes root in the recipient country; 3) enable suitable advice to be offered on setting up organizations and institutions in accordance with each stage, from planning to implementation; 4) ensure maximum effectiveness while planning for coordination and links with aid from Japan and other donors; finally, they make it possible to provide on-site aid with a clearly visible profile.

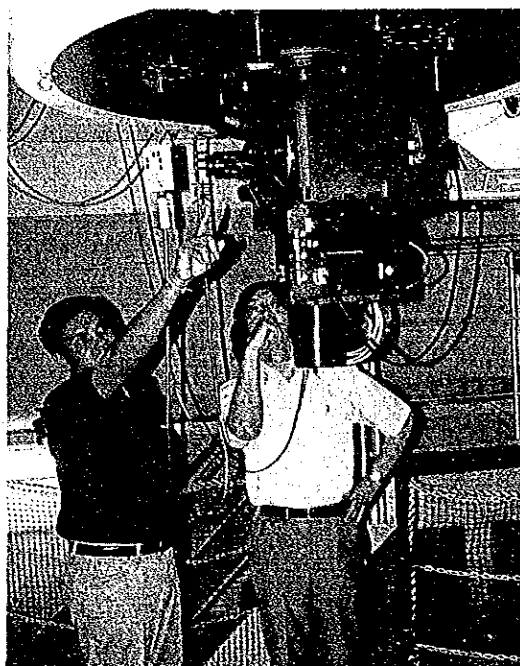
Links that emphasize the advantages of these two types of project are needed in relation to specific issues. (See Chapter 5, "Recruitment of Technical Cooperation Experts", p. 130, for actual examples.)

## Program Trends and Topics

### Promotion of Citizen Participation

#### Implementation of training courses initiated by local government

Training projects in the past have involved strengthening links with local governments and NGOs, but in most cases JICA has searched for organizations possessing the necessary technology and which are willing to accept overseas training participants in response to the needs of developing countries. Since FY1998, a different method has been adopted whereby JICA identifies needs in developing countries in line with the technology and know-how which these organizations wish to make available to the world. Under this new system we first gather requests from regional authorities, NGOs, universities, and non-profit organizations which are interested in providing training through JICA International Centers and JICA branches in Japan. We then look into the needs of developing countries; in other words we create courses which have been devised by regional communities themselves. The advantages of this system are that it provides an opportunity for the organizations providing training to develop an international perspective and it also enables the creation of high-quality courses which make the most of regional features. In FY1998, ten courses of this type of training were provided to 22 participants. Fully appropriate to its name, which means "beautiful star," authorities in the town of Bisei-cho, Okayama Prefecture have been attempting to inject new life into their municipality by making the most of their beautiful skies. The municipality



Bisei-cho, Okayama Prefecture, plays host to training participants from an astronomical observatory in Sri Lanka.

has played host to training participants from an astronomical observatory in Sri Lanka. Providing technology transfer through local personnel is an effective way of enabling the municipality to expand its network into the world at large.

In FY1998, there were 59 courses hosted by local government bodies and six training courses held in collaboration with NGOs. Several of the training courses incorporate programs that allow participation by the local community.

### A dynamic response to new needs

#### The Asian financial crisis

The Japanese government has been responding actively to the recent financial and currency crises that have had major repercussions on the everyday lives of the people of Asia. Projects involving the acceptance of training participants are playing a major role in human resources development in such fields as economic and financial policy, industrial policy, and the promotion of small- and medium-sized enterprises as advocated in the Hashimoto Initiative (the Japan-ASEAN Comprehensive Human Resources Development Program) of December 1997 and the "Emergency Measures for Economic Stabilization in Southeast Asia" approved by the Japanese cabinet in February 1998.



An example is the "ASEAN Financial and Economic Policy Seminars" which were held in March and November 1998 and in March 1999. The seminars gather ASEAN officials charged with financial and monetary policy together in the same room to analyze financial and capital markets in Asia and to debate scenarios for economic recovery. The aim of these seminars is to contribute to more effective policy management in individual countries. In addition, financial supervisors from Indonesia, the Philippines, Malaysia and Thailand were invited to Singapore for a "Working Seminar on Sound Management of Financial Institutions," and 14 new courses were held in Japan including, for example, a course on "Stimulation of Small- and Medium-sized Enterprises" intended specifically for Indonesia.

### The 2nd Tokyo Conference on African Development (TICAD II)

The 2nd Tokyo Conference on African Development (TICAD II) was held in October 1998 and proved to be an important event that indicated the future direction of Japanese aid to Africa. The main emphasis in technical training programs needs to be placed more on "people-centered development." Three new courses were set up in FY1998: "Water Resources Management," "Small-Scale Irrigation Cultivation," and "Training of Agricultural Extension Workers." An "International Workshop on Measures to Combat Parasites" was held in Tokyo in March 1999 in connection with the measures regarding malaria and parasites outlined in a policy speech by Foreign Minister Komura.

Importance is being placed on support for Africa

through South-South cooperation\*, and various attempts are being made to apply Asia's experience to Africa. A number of training courses designed specifically for Africa have been held. These include a vocational training workshop held in Malaysia with Japanese, French and Malaysian collaboration, a course in agriculture in Indonesia, and a course on meat processing in China. A country-specific course aimed at South Africa concerned with agricultural development and the training of community health instructors began with training in Japan followed by further training at the South-South Cooperation Center in Indonesia. A country-specific course on small-scale irrigation cultivation aimed at Kenya invited a lecturer from the Ministry of Irrigation in the Philippines.

In conjunction with TICAD II, various events presenting information on Africa were held at JICA International Centers and domestic branches throughout Japan. For example, at the Tsukuba Science Festival, several popular events were held including an introduction to African culture by the training participants and the taking of commemorative photographs, with those involved in African ethnic dress.

## New priority nations and regions

### Central Asia

Acceptance of training participants from Central Asia began in FY1992 with the "Introduction to International Cooperation Programs" aimed at the five countries of Central Asia. This has since been

## Front Line

### Training in Urban Water Pollution Inspection Methods

### Hokkaido

### Training participants engage in field work with local people

Training in urban water pollution inspection methods was conducted at the Sapporo City Public Health Research Institute in June 1998. It involved fieldwork on the Shojin River carried out jointly by training participants and the people of Sapporo as part of efforts being made to protect the river environment.

The Shojin River used to be extremely polluted, but the river's rich natural environment has now been restored. This success is due to the use of civil engineering methods that enable the riverbanks to be maintained in their natural state as well as the environmental conservation efforts of the local community.

Fieldwork consists of training participants and local people walking along the banks of

the river together to see for themselves how life has returned to the river and to appreciate the importance of river protection.

This program has made participants aware of how the efforts made by ordinary people to protect the environment can prove useful for human resources development in developing countries striving to protect their own environments. It has also given local people themselves the chance to associate with people from other countries in connection with environmental conservation. This venture has thus created a new opening for international exchange between training participants and local communities.

(JICA Hokkaido International Center, Sapporo)



Field work conducted jointly by training participants and local people from Hokkaido.

expanded to include the three countries of Caucasia, Ukraine, and Moldova. Around 180 people from ten countries received training in Japan in FY1998. Response to the distinctive needs of this area is being provided, one example being the country-specific course "Seminar to Support Entry to the World Trade Organization (WTO)" aimed specifically at Georgia.

Tajikistan is a nation where civil war has resulted in the loss of 50,000 lives and the emergence of hundreds of thousands of internal refugees. Sporadic conflict has been continuing since the cease-fire agreement was reached in 1994, and in 1998 armed guerrillas murdered four members of an inspection team from the United Nations, including a Japanese government official Yutaka Akino. Following this occurrence, Vice-Minister of Foreign Affairs Takemi visited Tajikistan and announced that the Japanese government was willing to accept 500 training participants over a period of five years to assist with the transition to democracy. He also announced that a "Democracy Transition Seminar" held to promote the peace process would involve inviting to Japan people connected with the National Reconciliation Committee, which consists of people from both the government and anti-government sides. This democracy seminar was held in March 1999 with the participation of ten people. The peace processes under way in Cambodia and Latin America were described, and the participants on both sides achieved a better understanding of how to find the path to peace.

## Saudi Arabia

An agenda for cooperation between Japan and Saudi Arabia was agreed upon between Prime Minister Hashimoto, King Fahd and leading figures in Saudi Arabia on the occasion of the Prime Minister's visit to that country in November 1997. Three priority fields for cooperation were selected, namely education (human development), health and medical care, and the environment. Training in subjects such as advanced meteorology was provided in the form of three country-specific courses and individual training for a total of 127 people.

## Content of Programs

### A comprehensive range of training courses

Let us turn now to a brief description of the various courses available within the technical training program.

Training courses are divided into those that take place within Japan and those held overseas.

Training within Japan is divided into group and individual types. The group type involves participation of around ten people in previously arranged courses. It includes sector-specific courses in which training participants from several countries acquire skills generally needed in developing countries

## Front Line

### Development Finance Seminar

Tokyo

### Encouraging financial support for strengthening peripheral industries

#### ◆ Links between important technical cooperation and financial cooperation

In order to make maximum use of Japanese aid with the restricted resources available under the ODA budget, we need to provide coordinated and integrated aid in line with the needs of developing countries.

Links between technical cooperation and loan aid or grant aid is particularly important for the smooth implementation of financial cooperation projects and for ensuring the sustainable development of the effects of cooperation. It also provides Japanese aid efforts with a more clearly visible profile. For these reasons, efforts have been made to strengthen these links. A development finance seminar (two-step loans for small- and medium-sized enterprises through the Overseas Economic

Cooperation Fund (OECF) was held in conjunction with the OECF in this context. Use of the policy finance system for fostering industries and in particular for encouraging peripheral industries\* has become an important matter for enabling developing countries to achieve sustainable development. Development finance loans (so-called "two-step loans") are being provided for policy finance agencies in developing countries in the context of Japanese loan aid, and we hope that these loans will be used effectively for fostering peripheral industries.

#### ◆ Introduction of the policy finance system for promoting small- and medium-sized enterprises

This particular course is aimed at the employees of policy finance organizations. It presents an outline of Japan's policy finance

system, details of the work performed by policy finance organizations (screening methods, credit maintenance methods, etc.) with particular consideration given to fostering small- and medium-sized enterprises. Participants pay visits to end-users that actually make use of policy finance in order to achieve an understanding of the roles, effects and problems of policy financing which will provide support for the formulation of policy finance systems and for improvements in work procedures in their own countries. In contrast to the seminars held previously to encourage the implementation of ODA loans, this is a form of training more focused on policy finance systems. Together with our course on financing to combat pollution, it has gained a very high reputation.

(JICA Tokyo International Training Center)

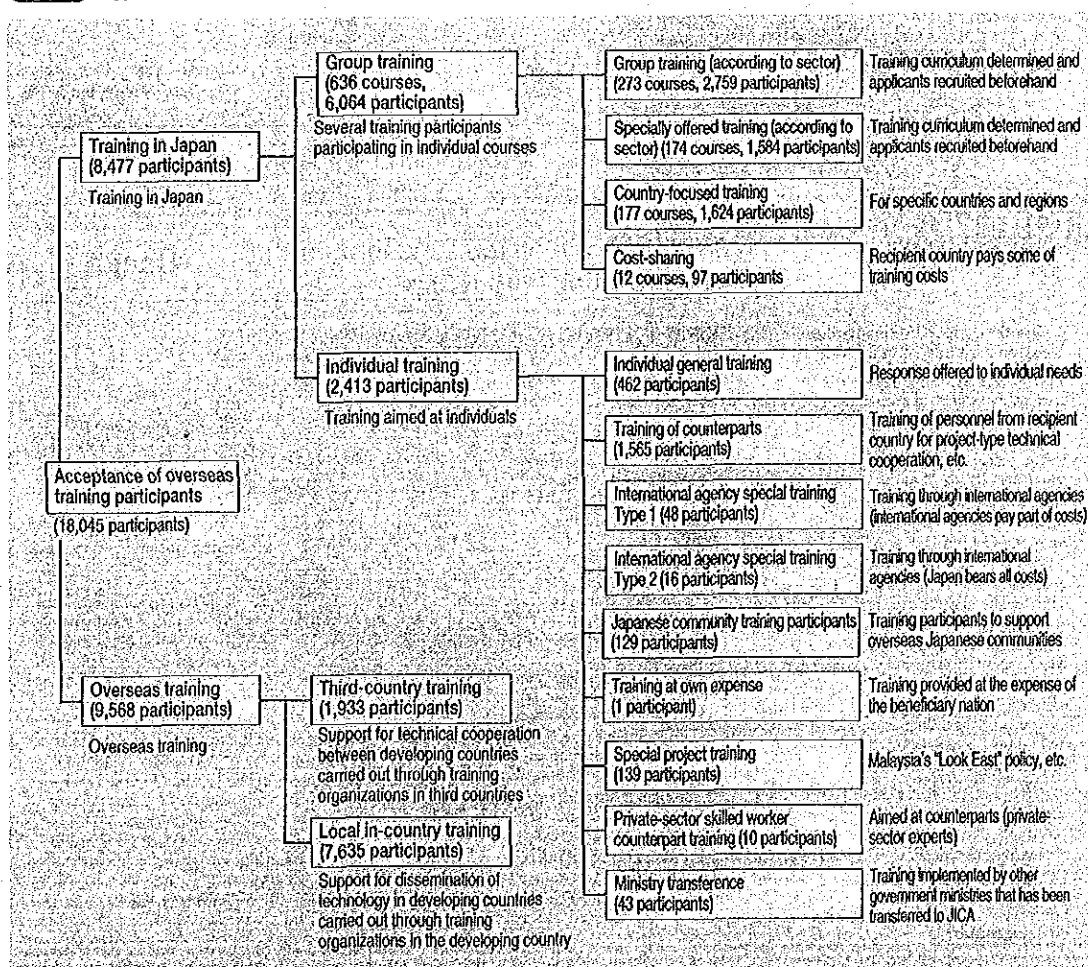
and country- and region-specific courses arranged in accordance with the requirements of specific countries and regions. Individual courses are arranged to meet the needs of one or two individuals. Counterpart training is one such type and is given to staff on the recipient side of a JICA project being implemented in the recipient country (project-type technical cooperation, etc.).

Overseas training involves training provided by organizations and personnel in developing countries who have themselves received training through Japanese technical cooperation. This is aimed at people from the instructors' own countries or from neighboring countries. The advantage of this type of training is that it permits the dissemination of skills and technology to large numbers of people in an environment with shared or similar linguistic, cultural and climatic traits. Local in-country training\*

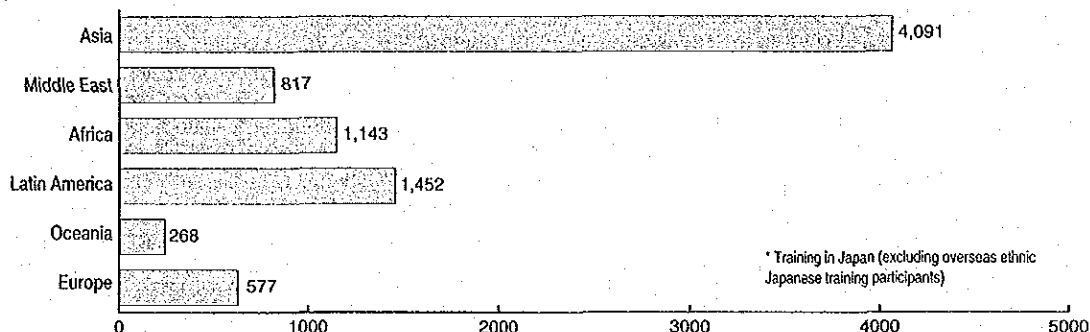
involves training conducted in a particular country for people from that country, while third-country training\* is aimed at people from neighboring countries.

One recent conspicuous feature has been the shift in the allocation of courses from sector-specific to country- and region-specific courses as part of efforts being made to strengthen the country-specific approach which stands at the core of JICA's overall development strategy. Whereas the number of country- and region-specific courses in FY1997 was 105, this figure increased in FY1998 to 145. Issues identified by JICA overseas offices are examined from the standpoints of their strategic status, their likely effects, and their potential for realization in Japan. Every effort is made to respond exactly to specific needs. We are also in the process of augmenting the number of overseas training projects.

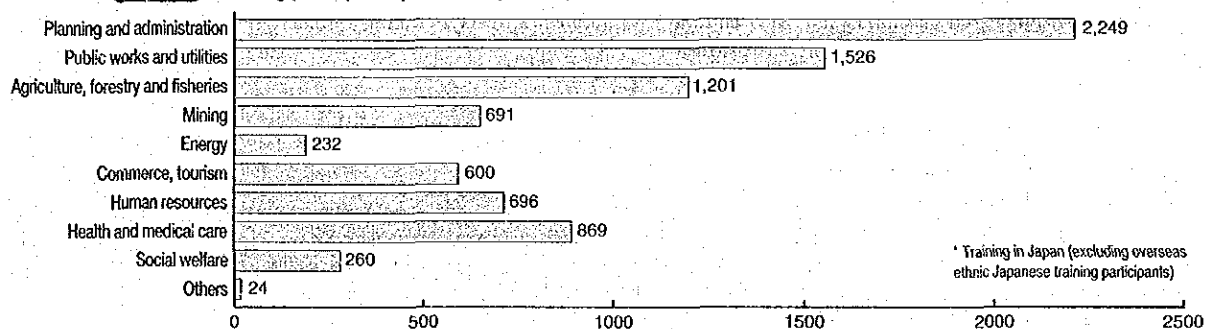
Fig. 3-5 Types of training and new training participants in FY1998



**Table 3-6** Training participants per region (FY1998)



**Table 3-7** Training participants per sector (FY1998)



## Front Line

### Participatory Village Development in Collaboration with NGOs

**Osaka**

◆ Creating opportunities to share experience and to learn together

The formation of links with NGOs is growing increasingly common. Since FY1998 the Osaka International Center has been presenting the "Participatory Village Development in Collaboration with NGOs" training course that is aimed at leading figures in local Asian NGOs with cooperation from the Kansai NGO Council, the liaison organization for NGOs based in the Kansai region.

Many local Asian NGOs possess abundant experience at the grassroots level. This means that the aim is not to transmit Japan's experience in a one-sided manner but to create an opportunity for JICA, Japanese NGOs, and NGOs from six Asian countries to share and learn from one another's experience. JICA and Japanese NGO staff also attended the training sessions.

◆ Training projects open to the local community

Training can often tend to be one-sided, with the lecturer directing himself or herself to passively receptive students. Such an approach is rigorously avoided in favor of a participatory format with the emphasis on discussions and visits to rural villages. The



An open forum provides the opportunity for a lively exchange of opinions.

subjects for debate will depend on the interests of the participants, and are likely to range widely from the roles of government, NGOs and local communities in village development in Asia to problems affecting Japan such as depopulation of rural areas, homelessness, and the position of women within society.

An opportunity for establishing a dialog with the local community was provided by an open forum held in FY1998 entitled "Village Development in Asia: The Roles of Communities, NGOs, and the Government

(ODA)". This forum featured a lively exchange of opinions between more than 100 keen participants, including students and members of the general public. FY1999 will see the holding of a two-day residential workshop for primary, junior high and senior high school pupils and their teachers with an interest in development education. This is just one of many ways in which we intend to provide training programs open to the community at large.

(JICA Osaka International Center)