

## **Part III**

# **Outline of JICA Activities**

# Identification and Formulation of Projects

## Outline of JICA Activities

JICA's activities take place within an integrated process known as the "project cycle," which involves a series of stages: planning, implementation, evaluation and feedback into the planning stage at the start of the next project cycle. To improve the content of these activities and to enhance the effect of Technical Cooperation, each stage in the project cycle requires appropriate monitoring and management. The following items are particularly important at each stage.

**(1) Planning:**

Study and analysis of the needs and requests of developing countries; definition of target groups; specification of the purpose, targets and resources to be used (required fields of specialization, number of experts to be dispatched, costs required for the projects as a whole, etc.) and details of activities.

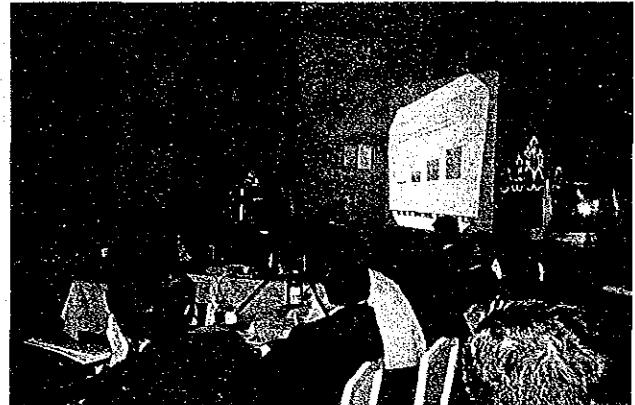
**(2) Implementation:**

Execution of projects according to plan; reorientation of the plan on the basis of monitoring; and development of results.

**(3) Evaluation:**

Assessment of whether the results of a project accord with the original targets; measurement of the effects of the project; investigation of how results have been achieved; and feedback of the findings into future project planning.

In Part 3 of this report, we shall be looking at JICA programs in accordance with the following four items (i.e., the three stages of the project cycle and efforts to



The International Conference on the Year Review of the Transitional Economies and Challenges In the Next Decade, held in Austria.

strengthen the foundations of program implementation):

- (1) Identification, formulation and planning (Chapter 1);
- (2) Program implementation (Chapter 2);
- (3) Evaluation and follow-up (Chapter 3);
- (4) Strengthening the foundations of program implementation (Chapter 4).

## Outline of Identification, Formulation and Planning Activities

### Importance of a Starting Point for Cooperation

To make JICA cooperation projects more effective, we naturally need to gain an accurate idea of the needs of developing countries and to plan and implement projects in line with individual countries' specific features. This requires knowledge of social and economic conditions in developing countries as well as of their organizational and institutional structures. This is what we mean by the country-specific approach.

JICA projects are carried out based upon requests for aid that are submitted by the government of the recipient country through diplomatic channels. However, some developing countries have not yet achieved the ability to determine the kinds of projects that would most likely contribute to their development.

Furthermore, although a particular country may be aware of its needs and be able to formulate projects on its own, it may still be inadequately equipped to administer aid from other countries. JICA adopts the country-specific approach in its relations with such countries. We first analyze the conditions and issues facing the target country

and take a close look at its course of development. We then put together practical cooperation projects. This is the process of project identification and formulation.

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

JICA includes funds in its budget to cover the costs involved in making aid more efficient, with a view to strengthening both the initial and final stages of cooperation. Among these activities, we present two that are related to the identification, formulation and planning of cooperation: 1) those in connection with collection and collation of country-specific information and 2) those in connection with the identification and formulation of projects.

### Collecting and Collating Country-specific Information

#### 1. Creating a Country-specific Information Database

Acquisition and analysis of basic information on developing countries plays an indispensable role in strengthening the country-specific approach. JICA gathers and analyzes basic socioeconomic information on developing countries as well as information on technology and aid trends at other aid agencies. We also arrange and integrate experience and information acquired during past Japanese aid activities.

Since fiscal 1998, we have been working on a centralized database to integrate and develop our resources of country-specific information. We also launched a country-specific information system to make it easier to computerize, share and access data.

The following two types of data, which were placed in the public domain on the JICA website in fiscal 1999, are handled by this system.

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

Basic socioeconomic information; sectoral information on social development, agriculture, forestry, fisheries, etc.

##### (2) Information on project implementation

Detailed information on JICA project results.

## 2. Placement of Local Technical Coordinators

Local technical coordinators that are allocated to JICA's overseas offices collect and analyze both basic and peripheral information on project proposals submitted by recipient countries. The main task of these coordinators is to gather technical and related information on how many technicians the recipient agency has at its disposal, the agency's technical and financial capacity and the state of related local infrastructure\*. In fiscal 2000, local technical advisors performed 74 studies in 46 countries.

### Identification and Formulation of Projects

#### 1. Project Formulation Studies

At times, despite the urgency of a particular issue, a developing country may be unable to submit a request for cooperation because it does not adequately understand Japan's aid structure.

In such cases, on-site studies of priority areas are required. These involve studying and analyzing: a) the content of cooperation to ensure its appropriateness; b) the institutional capacity of the partner country to implement the project; and c) the likely impact and repercussions of cooperation on the recipient country. Discussions on specific details must be carried out with the government of the recipient country and related agencies (including non-governmental organizations [NGOs]). These activities serve as the basis for formulating the optimum plan of cooperation.

JICA's project formulation studies\* assist with the



Project formulation study for disaster response measures (Venezuela). This study formulated a reconstruction plan and a disaster prevention plan for an area hit by rain-induced landslides.



drawing up of such plans. These studies are performed by teams sent from Japan or by local consultants engaged by JICA overseas offices. In fiscal 2000, 80 studies were carried out in 54 developing countries. By region, the number of studies can be broken down as follows:

- (1) Asia : 35 (43%)
- (2) Middle East : 8 (10%)
- (3) Africa : 16 (20%)
- (4) Latin America : 15 (19%)
- (5) Oceania : 2 (3%)
- (6) Europe : 4 (5%)

It is significant to mention that project formulation studies have been initiated to promote information technology (IT) cooperation in 13 countries. JICA is carrying out these studies on the basis of an announcement made by Japan at the July 2000 G8 Kyushu-Okinawa Summit for cooperation to bridge the international digital divide\*. The studies are examining the current situation and cooperation needs of these developing countries in the information and communications sector, as well as concrete cooperation policies.

In addition, in an effort to include private sector initiatives in ODA programs, JICA solicited proposals for project formulation studies from private sector enterprises and NGOs covering three themes: 1) IT; 2)

measures to combat global warming; and 3) measures to combat infectious diseases. JICA carefully considered each proposal that was submitted, and decided to adopt three with relevant themes: in Viet Nam, "Measures Against HIV/AIDS Among the Working Classes"; in Samoa, "Possibilities for the Introduction of Natural Energy and Appropriate Electrical Sources"; and in Kenya, "Commodity Management System for Sexually Transmitted Infections (STI) Treatment and HIV Prevention." JICA has entrusted the implementation of these project formulation studies to the organizations that originally proposed them.

## 2. Intra-regional Cooperation Workshops on Specific Fields

JICA has set up a system of special intra-regional cooperation workshops on specific fields to identify and formulate projects likely to be relevant not only to individual countries but also to their neighbors. These workshops enable related countries to discuss how cooperation might best be provided.

Workshops were held in Indonesia, Chile, Nicaragua, Austria and Australia in fiscal 2000.

In April 2000, JICA, the Ministry of Foreign Affairs of Japan and the Japan Bank for International Cooperation\* (JBIC) sponsored a two-day conference that was attended by Asian countries to prepare

## Close Up

### Project Formulation Study Based on Private Sector Proposal Project Formulation Study on the Commodity Management System for SIT Treatment and HIV Prevention in Kenya

#### Private Sector Groups Work to Formulate a Technical Cooperation Project

JICA set up the project formulation study based on private sector proposal program with two objectives in mind: (1) to help it utilize the knowledge and experience of Japan's private sector at the project formulation stage, and (2) to spur the private sector to formulate Technical Cooperation projects as a means of expanding opportunities for private sector participation in international cooperation.

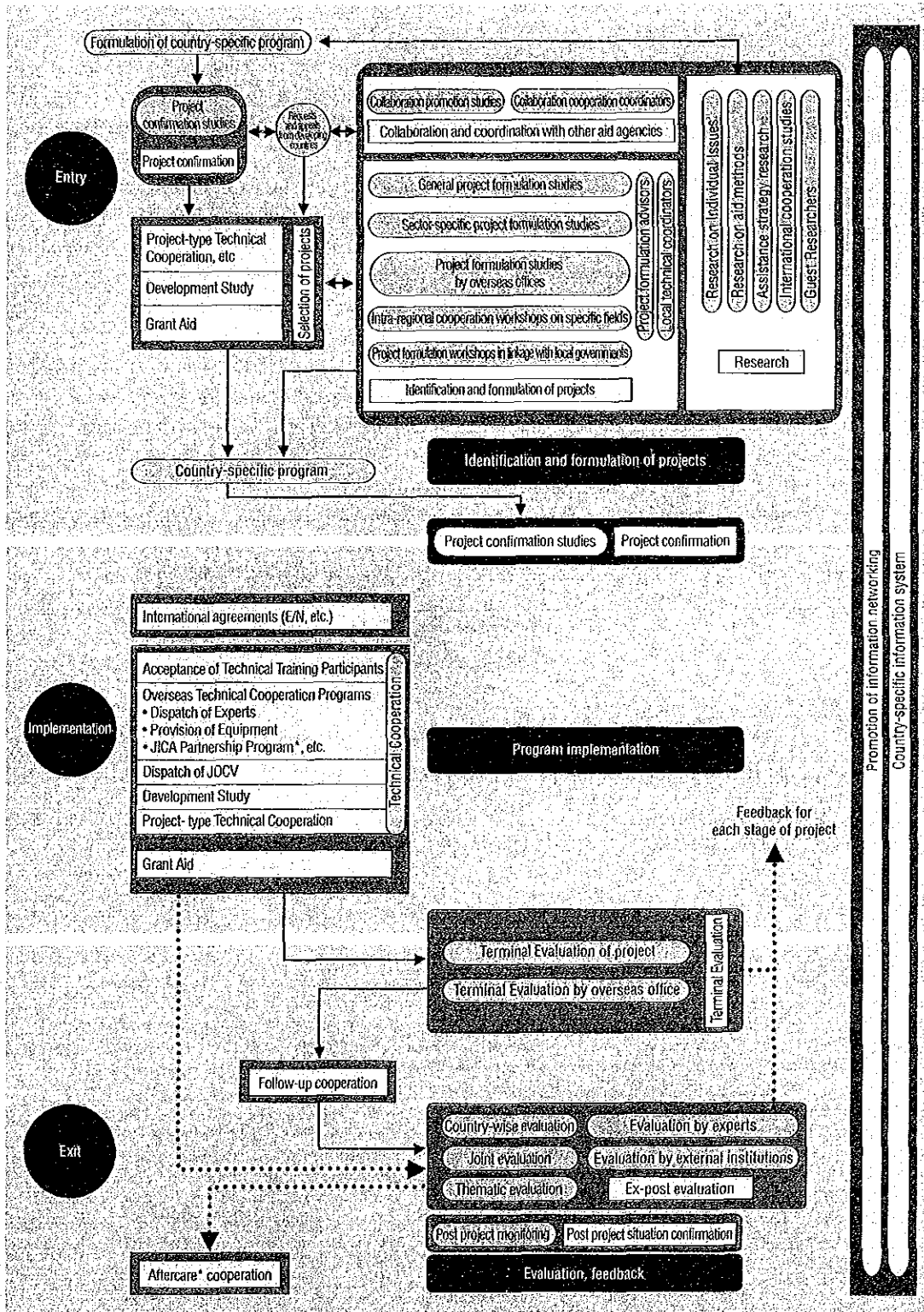
In fiscal 2000, JICA used this program to solicit proposals in the area of measures against infectious and parasitic diseases. One such proposal, which was directed at Kenya, was put forth by the NGO "Health and Development Service (HANDS)." This proposal, entitled the "Project Formulation Study on the Commodity Management System for STI Treatment and HIV Prevention in Kenya," was adopted by JICA and implemented by HANDS in March 2001.

According to the Joint United Nations Programme on HIV/AIDS (UNAIDS), at the end of 1999 approximately 2.1 million Kenyans, or

14% of the adult population, were infected with HIV, and it has been estimated that each year 180,000 people die from AIDS-related illness. Since there is as yet no cure for HIV/AIDS, provision of medical equipment such as contraceptives and safe syringes form the pillar of HIV/AIDS prevention measures. However, given the fact that there are serious shortages of medical supplies and equipment in public medical facilities, there is a fear that HIV/AIDS infection could spread even further through inappropriate use of these items. Furthermore, it has been pointed out that STI increase the risk of either contracting or spreading HIV/AIDS infection.

Against this backdrop, the HANDS study was implemented to conduct a needs survey on provision and management of medical supplies for HIV/STI in Kenya's Western Province, and to formulate a project for strengthening regional health services and training of medical service practitioners working in the HIV/AIDS field.

**Figure 3-1** Flow of Individual Technical Projects



"poverty reduction guidelines" intended to demonstrate modalities for effective poverty alleviation activities. This conference was carried out in coordination with a subsidiary body of Organisation for Economic Co-operation and Development (OECD)/Development Assistance Committee\* (DAC), called the DAC Informal Network on Poverty Reduction. Opinions received from each participating country were reflected in the guidelines, which were formally adopted as the DAC Guidelines on Poverty Reduction in April 2001.

In Papua New Guinea, JICA and the Australian Agency for International Development (AusAID), the largest donor\* organization to the Pacific Island countries, cosponsored a workshop to discuss common issues surrounding health and medical care issues in the region. The workshop was attended by health officials from 13 countries and territories as well as by representatives of AusAID. It included a presentation of the features and experiences of Japan-Australia cooperation in health and medical care as well as an active exchange of opinions concerning related measures taken by the region's countries. These activities led to a

common understanding of Japan and Australia's cooperative agenda.

In Nicaragua, researchers and those concerned with aid from Latin American countries gathered to discuss ways of strengthening disaster prevention plans as a means of combating the disasters that frequently occur in the region.

In Chile, participants from the countries of Latin America gathered to discuss system enhancement and strengthening of plant and livestock quarantines to ensure the safety of each country's produce, an important challenge for the South American countries as they work to promote economic integration.

In Austria, participants from Central and Eastern Europe and representatives of international organizations gathered for the "International Conference on the Year Review of the Transitional Economies and Challenges in the Next Decade," held from 30 November to 1 December 2000. In an effort to further promote implementation of the market economy, these participants shared their 10 years of experience in the transition to a market economy while deepening the

## Front Line

Intra-regional Cooperation Workshop "Prevention of Epidemics in Animals and Plants"

Chile

### For Industrial Distribution in the Latin American Region

#### ◆ Closing Gaps Within the Region

For three days from 7 to 9 March 2001, Japan and Chile cosponsored a workshop entitled "Prevention of Epidemics in Animals and Plants." Eighty-six participants from 11 countries, including Paraguay, Ecuador, Uruguay, and host Chile attended the workshop, and active discussions were held on improving animal and plant disinfection in the region.

In South America, regional economic integration is continuing in such fora as Mercado Común del Sur\* (MERCOSUR) and the Community of Andean Nations. In order to promote distribution, which is one of the axes of integration, it is of vital importance that each country in the region take responsibility in creating systems to ensure the safety and hygiene of its own agricultural produce. However, while there are some countries within the region such as Chile, Brazil and Argentina, where these measures are being progressed, countries such as Bolivia and Paraguay have been late in creating such systems. This has resulted in a divide in the pace of development in the region. It was under these circumstances that Japan decided to help sponsor this workshop, which was intended as a means to actively support movement towards regional cooperation. It was hoped that the workshop would build a platform for countries that are behind in their development to share their problems with

other countries, and for these countries to receive support from more advanced countries in the region (South-South cooperation\*).

#### ◆ Realization of the Dispatch of Third Country Experts as a First Step

One result of the discussions held at the workshop was a proposal on disinfection of animals that called for Technical Cooperation directed at such areas as monitoring of disinfection, strengthening of quarantine and hygiene information systems, creation of a quality assurance program for food safety, and strengthening of the regional network of examination laboratories. In addition, in areas concerning disinfection of plants, agreement was reached on the importance of regional training in fields such as creation of regulations for vegetable protection, introduction of analytical methods concerning the dangers of fruit flies, and the establishment of a warning system for plant hygiene.

Future study to address these challenges will examine concrete cooperation efforts which include South-South cooperation and linkage with bilateral aid\* from Japan to each country in the region. A first step has already been taken: Chile and Bolivia have made South-South cooperation between them a reality, and it has been decided that seven people from Chile will be dispatched to Bolivia as third-country experts\* in the field of animal and plant disinfection over the next three years.

(JICA Chile Office)

discussion on policies needed to achieve this aim.

### 3. Project Formulation Advisors

The project formulation advisor\* system was established in order to send experts in priority development fields to developing countries, to understand recipient countries' long-term needs, to formulate high-quality projects and to process requested projects. Project formulation advisors are sent to overseas offices where they look into the relative priority of requested projects and cooperation plans. They remain in close contact with related organizations in the recipient country for purposes of consultation and coordination.

As indicated below, there has been a significant increase over recent years in new aid recipient countries, issues and methods. This has meant that project formulation advisors are playing an increasingly important role in identifying and formulating high-quality projects likely to prove particularly effective in the development process. This process has involved the following:

- (1) Countries where Japan has had little experience in aid provision and new aid-recipient countries.
- (2) New assistance issues such as measures to clear landmines.
- (3) New aid methods such as South-South cooperation, and linkage with other aid agencies.

In fiscal 2000, 72 new project formulation advisors were sent to 39 countries to formulate projects based on their own expertise.

### 4. Project Confirmation Surveys

Promotion of effective aid is dependent not only on consultation on specific cooperation projects but also on dialogue at the policy level. This revolves around project implementation plans drawn upon by JICA on the basis of project formulation studies and country-specific information-gathering activities, the Japanese



The Malaysian wetlands, where a project formulation study was undertaken for the Program for Bornean Biodiversity Ecosystem Conservation in Sabah.

government's aid policy, and the recipient country's own development plans.

More specifically, we obtain information required for proceeding with projects that conform to JICA's aid principles and discuss it with the recipient country. We then arrange requested projects in terms of their order of priority and specific details; examine the progress and problems of projects currently under way and discuss how these problems can be solved; offer an explanation of our aid scheme; and discuss other topics bearing on the implementation of aid. Project confirmation studies are intended to determine the future direction of cooperation and to help us implement projects effectively and efficiently. In fiscal 2000, 29 study teams were sent to 24 developing countries to confirm and discuss the direction of cooperation for requested projects. The number of study teams dispatched per region was as follows:

- |                   |      |       |
|-------------------|------|-------|
| (1) Asia          | : 16 | (55%) |
| (2) Africa        | : 6  | (21%) |
| (3) Latin America | : 5  | (17%) |
| (4) Europe        | : 2  | (7%)  |



# Coordination Among Aid Agencies

## Changes in Aid Coordination

“Aid coordination” refers to aid agencies (donors\*) working together to make the most of their respective strengths and provide more efficient aid. Until now the norm for aid coordination has been coordination at the individual project level between specific aid agencies, or efforts to strengthen bilateral coordination such as the US-Japan Common Agenda\*. However, in recent years we have seen qualitative changes as the scope has grown to encompass aid coordination that involves the governments of developing countries, civil society, NGOs and multiple aid agencies.

At the same time, in order to continue to implement aid efficiently, there is a need to heighten and emphasize the autonomy of governments in developing countries themselves (i.e., to secure ownership\* for developing countries). In order to achieve the intended results of aid coordination, it is important that the government of a developing country considers aid coordination as its own issue.

The following global changes have occurred in the environment affecting aid: (1) the collapse of the Cold War framework has resulted in a lessening of the necessity for strategic aid, and worsening economic conditions in developed countries have led to “aid fatigue\*” in Europe and the US; (2) structural adjustments\* implemented under the leadership of the World Bank have led to little improvement in the economic conditions of developing countries, and poverty is on the rise in Africa in particular; and (3) as set forth in the Development Assistance Committee\* (DAC), and represented by the International Development Goals (IDG) and the New Development Strategy\*, donor-introduced forms of aid that are more results-oriented are being employed by the World Bank and other



Signing the memorandum of a joint project formulation study between JICA and USAID (Health sector in Tanzania).

international development financial institutions. These developments have combined to greatly change the face of aid coordination.

In specific sectors, the tendency for developing countries and multiple aid agencies to coordinate in implementing more efficient aid has taken root. This aid coordination method has come to be known as the “sector program” or the “sector-wide approach.” Starting with the investment project for road development in Tanzania from the mid-1990s, this method has continued to develop in Ethiopia, Zambia, Ghana and elsewhere in Africa, particularly in the social development sectors of health and education.

This kind of sector-level aid coordination represents efforts by developing country governments and respective donors to unify their development goals and efficiently use limited aid funds to enhance the results of cooperation, amid decreases in overall aid amounts reflective of the domestic economic circumstances of each donor. Currently, sector programs are spreading beyond Africa to Cambodia, Nepal and other Asian countries, and are attracting attention as a method of aid coordination.

## Poverty Reduction Strategy Paper (PRSP)

It can be said that the Poverty Reduction Strategy Paper\* (PRSP) was also born out of environmental changes affecting aid. The PRSP was proposed by the World Bank at the Annual Meetings of the World Bank and the IMF held in September 1999. At the 1999 G8 Cologne Summit, developing countries to receive debt reductions under the Heavily Indebted Poor Countries (HIPC) Initiative agreed upon by the developed countries were requested to prepare a PRSP. Furthermore, the World Bank and the IMF requested



the preparation of PRSPs to serve as a yardstick in implementing International Development Association\* (IDA) loans and the IMF Poverty Reduction and Growth Facility. Accordingly, 72 developing countries are to draw up their own PRSPs. By April 2001, four countries had completed their final PRSPs, while 33 countries had finished their interim PRSPs.

A PRSP is considered as a plan drawn up by a developing country for the purpose of using limited development funds efficiently and effectively in the implementation of a development program. In order to implement development efficiently and effectively, it is necessary to coordinate development assistance based on the principle of developing country ownership, and in doing so it is also necessary to have dialogue with each aid agency and the civil society (i.e., "partnership").

- **Structure of the Poverty Reduction Strategy Paper (PRSP)**
  - Analysis of the current state of poverty using indicators
  - Sharing by society of poverty reduction goals through participatory processes
  - Prioritization of policies for poverty reduction
  - Policy implementation and monitoring of improvements in conditions through participatory processes
  - Capital plan (Medium Term Expenditure Framework (MTEF))
- **Structure of the Interim Poverty Reduction Strategy Paper (I-PRSP)**
  - Government's commitment toward poverty reduction and main strategies
  - Plan and policies toward formulation of the final PRSP (Participatory processes, including participatory project implementation measures, are not conditions in the I-PRSP stage)
  - A three-year macroeconomic policy framework and policy matrix aimed at poverty reduction

### Aid Coordination at JICA

JICA has a great deal of experience in aid coordination with other developed countries and international organizations. In accordance with the policies of the Government of Japan, JICA has strengthened its friendly relations with other donor countries and agencies.

Under the US-Japan Common Agenda, JICA has worked to strengthen its ties with the US Agency for International Development (USAID) since 1994. In recent years, JICA has worked to develop the Agenda from a "social" relationship through the formulation

and implementation of coordination projects that help increase aid effectiveness. Specifically, starting in 1998, JICA has dispatched joint study teams to Zambia (1998), Bangladesh and Cambodia (2000), and Tanzania and Mexico (2001), to pursue the formation of coordinated projects. JICA also carried out this kind of joint project formulation study\* in 2001 with the United Nations High Commissioner for Refugees (UNHCR) to improve the surrounding areas of the Rwandan and Burundian refugee camps in Tanzania.

#### • Antimalarial Measures in Zambia (1998-)

In Zambia, joint studies by the local JICA and USAID offices are carried out meticulously. Thanks to this close communication, the formation of partnership projects has progressed, especially in the health sector. Foremost among these are antimalarial measures. USAID began assisting the activities of the overseas office of a US-based NGO. Then, through Grant Aid, the Government of Japan provided mosquito nets that the NGO distributed to the residents for a fee while educating them about malaria. Finally, JICA began to dispatch JOCV to the NGO. In this case, the mosquito nets acquired through Grant Aid were distributed to residents by the NGO for a charge, thus creating a revolving fund and making the project sustainable.

Since 1992, JICA has been carrying out personnel exchanges with the Canadian International Development Agency (CIDA). At present, a total of four JICA staff members have been dispatched to CIDA and three CIDA staff members to JICA. This type of employee exchange is also carried out between JICA and other aid agencies, including the Asian Development Bank, World Bank, USAID, the United Nations Development Programme (UNDP), Deutsche Gesellschaft fuer Technische Zusammenarbeit (German Technical Cooperation Agency) (GTZ), and the Australian Agency for International Development (AusAID). JICA is also set to initiate a similar exchange with the UNHCR from 2001. JICA personnel who are dispatched in these exchange programs become familiar with the organizational structure and work of the receiving agency; they also serve to introduce JICA's activities to the agency. In so doing, they help deepen understanding of JICA.

#### PRSPs and JICA Projects

JICA actively deals with PRSPs at all stages, including formulation, implementation and monitoring,

along with the Ministry of Foreign Affairs, the Japan Bank for International Cooperation\* (JBIC) and other organizations in Japan. Through the use of local consultants, separately implemented PRSP formulation work is carried out, and JICA office personnel, experts, project formulation advisors\* attend various donor meetings and actively offer their observations and remarks. Since plan formulation, implementation and monitoring is carried out for each development sector, involvement in specific sector programs provides an important point of view. It is thought that, as each country enters into the PRSP implementation stage, it will be important to act from the standpoint of country-specific development while making use of JICA's cooperation schemes.

• **Cooperation in Tanzania's Agriculture Sector**

JICA is supporting the formulation, implementation and monitoring of programs in the most important sector in Tanzania's PRSP—agriculture—through a Development Study scheme. Through this Development Study, JICA is also supporting the government of Tanzania in donor coordination.

## **The Significance of Aid Coordination at JICA**

It is said that aid coordination projects require more labor than ordinary independent projects. This is because it takes more work and time for donors whose project implementation mechanisms and aid strategies differ to get in synch with each other and create a single unified project. JICA believes, however, that even though more labor is required, aid coordination should be promoted actively in cases where we can expect a greater effect than could be achieved through independent work.

Currently, many donors are placing more emphasis on results-oriented aid, and a great many donors are carrying out cooperation with similar goals in mind. This effort to achieve greater results has produced an upsurge

in opportunities in which aid coordination can be carried out. JICA is also pursuing results-oriented cooperation and believes that, from now on, coordination with other donors will become more necessary than ever.

The sharing of expertise regarding aid methods and development is also gaining momentum among donors. For instance, multiple donors hold joint seminars and specialists in similar fields are in the process of forming networks. JICA is also forming such networks with donors. With the World Bank Institute, JICA has implemented joint seminars on health sector reform and river basin management. In addition, JICA is also actively exchanging views with other donors on new development issues, including legislation support and peacebuilding.

In addition, through the PRSP formulation process, the standardization of aid procedures among donors has become a subject of discussion. In such discussions held at the DAC and other international fora, extreme positions have been put forth that call for putting aid funds into the government accounts of developing countries without restrictions on how those funds should be spent (called "general financial support"). This viewpoint does not support the kind of "project-type" cooperation in which Japan has excelled to date. Project-type aid may lack balance in cases where its position within the overall development sector is unclear. However, if it is coordinated well with other donors' efforts and the policies of the governments of developing countries, it is thought that focused results can be achieved.

Furthermore, in cases where all donor funds have fallen into the category of general financial support, the funds themselves lack flexibility. For example, when corruption takes place in one part of the administration, it can only result in discontinuance of all aid.

Amid these changes, JICA actively participates in sector programs, and we are working to implement our own activities within our overall efforts to coordinate cooperation.

## Acceptance of Technical Training Participants

### Outline of the Program

#### Aims and Significance

The Acceptance of Technical Training Participants program is targeted at key administrators, technicians and researchers in developing countries and regions. It involves the transfer of knowledge and technology required by specific countries through the medium of training conducted by JICA in Japan and in developing countries with their collaboration. This is the most fundamental "human development" program implemented by JICA.

The program has grown steadily, not only in scale, but also in terms of content since its launch in 1954. In fiscal 2000, 7,683 people from 146 countries and regions took part in this program in Japan, while a further 8,065 people participated in developing countries.

Of those who have received such technical training, many are now contributing in various ways to nation-building. Many have gone on to become national leaders, top-ranking researchers and administrators, while others are now passing on the skills they acquired to farming communities far removed from their national capitals. The alumni associations of former training participants formed in 77 countries are cementing the bonds of friendship between their countries and Japan.

#### Features of the Program

In contrast to other programs, the Acceptance of Technical Training Participants program enables more



Participants examining digestion in cows during the "Forage Crops Production and Utilization" course.

mobile and direct assistance. As such, the program allows for initiation of a smooth approach to urgent issues such as transition to democracy and national reconstruction.

From the standpoint of Technical Cooperation, there are several features and advantages in implementing this program in Japan. These include the following: (1) participants are motivated by seeing how new technology and ideas not yet available in their own countries are used; (2) Japan's experience is transmitted to the world at large; and (3) participants have the chance to exchange ideas and experiences with colleagues from other countries that are facing similar issues to their own. In addition, the opportunity the program provides for participants and their instructors to think about global issues\* deepens the knowledge of all those involved in the training program.

In addition to its established training programs, in fiscal 1999 JICA began a new system that allows foreign students to study in Japan. The aim of this system is to allow young administrators, researchers and business people, who will be responsible for the future development of their countries, to study at Japanese universities to obtain advanced degrees (MA, PhD, etc.).

In addition to training activities in Japan, there is also an "overseas training" program that allows organizations in developing countries that were fostered through Japanese Technical Cooperation to provide training for people from their own or neighboring countries. This type of training has the merits of: (1) enabling participants to acquire know-how from people whose countries have similar technical levels

and social conditions; and (2) having implementation costs that are lower than those of training in Japan.

## Program Trends and Topics

### Links with NGOs and Local Government Authorities, and Citizen Participation

As greater emphasis is placed on human-centered development\* and the need for fine-tuned cooperation that reaches the grassroots level grows, links with non-governmental organizations (NGOs) and local government authorities are being developed in the implementation of training programs.

By capitalizing on the experience and know-how of

NGOs through links with these organizations, JICA is able to implement training programs in which NGO personnel from developing countries participate. These programs include "JICA-NGO Partnership Training Course for Participatory Rural Development\*," the "Seminar on Reproductive Health\* of Adolescents" and "Capacity Building\* of Local NGOs/NPOs for Health Development."

JICA is striving to pioneer training programs in collaboration with Japan's regional governments that utilize their experience and technology in the development of developing countries. For instance, the course on "Administration Management for Environmental Restoration and Conservation by Minamata City

## Front Line

Administration Management for Environmental Restoration and Conservation  
by Minamata City Government

Kumamoto

### Sharing the Experiences and Lessons of Minamata Disease with Countries in Asia

#### ◆ From a Polluted Town to an Environmentally Friendly Town

Minamata City in Kumamoto Prefecture became known in Japan and throughout the world for an outbreak of "Minamata Disease," a condition caused by mercury contained in industrial effluent. However, in Minamata City today, citizens and municipal government have united to respond to pollution-related illness, which could be termed an unfortunate legacy of rapid growth, and are engaged in reviving the spirit and environment of the community.

JICA, which wanted the experience and know-how of Minamata City and its citizens to be passed on to countries in Asia that are confronting pollution, made a proposal for implementation of a training course to Minamata City. The city readily accepted the proposal, and as a result the "Administration Management for Environmental Restoration and Conservation by Minamata City Government" training course was initiated in October 2000. This course was aimed at nine environmental administrative officials from China, Indonesia, Malaysia, the Philippines and Thailand.

#### ◆ Citizen Cooperation

Based on the results of local research implemented in China and Malaysia prior to training, Minamata City and JICA streamlined training down to two points. Using Minamata Disease as an illustration, the first point was to ask, "How does industrial pollution impact on the local community?" This was intended to shed light on the multifaceted damage wrought on the local community by pollution—from physical destruction of the environment to destruction of the community. The second point asked, "What should government do together with its citizens to recover from pollution-related damage?" Citing Minamata City's actual environmental conservation policy, participants learned about environmental administration methods for citizen-based activities.

It should be noted that throughout the entire training period, the "participatory training" method was used with the cooperation of many of Minamata's citizens, including people from the "talk shops" who spoke frankly of their suffering from Minamata Disease; members of the women's association who are actively working to reduce and separate waste; children that are involved in environmental conservation



Participants undergoing training for measuring mercury levels in hair.

activities in elementary schools; and all those from the city office who provided invaluable support to the program. JICA is grateful to all of these people, as they were able to convey the sentiment that "this misfortune must never again be repeated anywhere in the world." In the meeting to announce the results of the training, held on the final day of the course, the participants indicated their firm desire to introduce Minamata City's groundbreaking environmental conservation policies into model regions in their own countries. Participants returned to their home countries with a new sense of confidence and responsibility.

#### ◆ From Minamata to the World

Minamata City designated each trainee as a "Minamata environmental correspondent," and both the participants and the city mutually confirmed their desire to engage in continuous information exchange in the future. JICA hopes to continue serving as a bridge between the two sides so that the small seeds planted during this training course in Minamata, Kyushu, may germinate and bloom into flowers throughout Asia that will stop pollution before it occurs.

(JICA Kyushu International Centre)

Government” which is the result of cooperation with Minamata City in Kumamoto Prefecture, was newly established in fiscal 2000. Furthermore, in fiscal 2000, 68 persons were accepted nationwide for training courses initiated by local governments, which have been implemented since fiscal 1998.

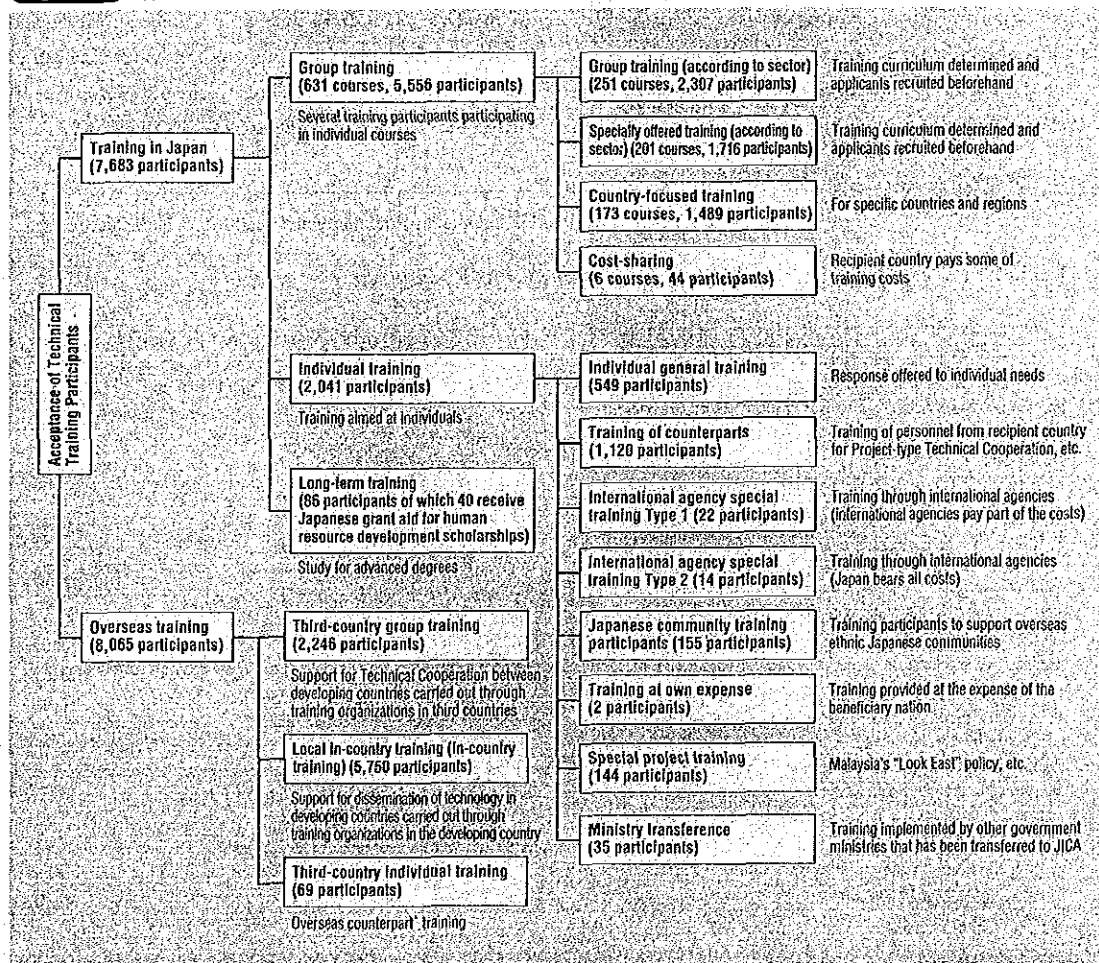
Meanwhile, since technical training program sites are located in regions around the country, they are also contributing to the activation of international exchanges and international cooperation in the local community (known as “cooperation with a clearly visible profile”) through various exchange activities with training participants and local citizens, participation by Japanese nationals in the training courses, and visits to schools by training participants.

### Strengthening the Country-specific Approach Country- and Region-focused Training

In order to implement assistance in line with specific developing countries, or regional groups of developing countries embracing common challenges, JICA is responding in detail to the development issues of each country by expanding its country- and region-focused training courses, even in the Acceptance of Technical Training Participants program. A region-specific look at the target countries for these courses in fiscal 2000 reveals that 48% were in Asia, 7% in the Middle East, 14% in Africa, 15% in Latin America, 3% in Oceania, and 13% in Europe.

The following is an example of a country- and region-focused training course.

Figure 3-2 Types of Training and the Number of New Training Participants Registered in FY 2000



### Taking Lessons Learned in Japan to Central American Countries: "Disaster Prevention" for Central American Countries

In the past, Central American countries have suffered various natural disasters. Hurricane Mitch in October 1998 wrought enormous damage on the region and earthquakes in El Salvador in January and February 2001 produced numerous casualties.

Japan, a country that has experienced many natural disasters, is channeling its efforts in particular into cooperation in the field of disaster prevention measures in Central America. The Disaster Prevention course initiated in fiscal 2000 is designed as a Central American region-focused training and targets administrators in charge of disaster prevention from the central or local governments of five Central American countries. The purpose of this training is to deepen counterparts' understanding of Japan's central and regional disaster prevention measures, disaster information liaison systems (such as those involving information on medical treatment and river conditions in times of disaster), and the role of fire services and other related



Disaster Prevention course being held at the Hyogo International Centre.

government ministries and agencies including the National Police Agency, Self-Defense Forces, and the Japan Coast Guard. It is also intended to help counterparts ascertain disaster prevention issues in their own countries.

The training is being implemented with cooperation from Hyogo Prefecture, which experienced the tragedy of the Great Hanshin-Awaji Earthquake in 1995, and the lessons of earthquake preparedness are being put to full use for the improvement and enhancement of disaster prevention systems in Central America.

## Front Line

Regional Development Through Wine Industry

Hokkaido

### Civic Development Based on Wine Production in South America

#### ◆ Wine Production Began in an Effort to Reconstruct Town Finances

The town of Ikeda in the Tokachi region of Hokkaido is famous as a Japanese wine-producing area, and Tokachi wine is known throughout Japan as a specialty of the region. But we wonder how many people know that production, marketing and distribution of this wine is carried out by the Ikeda municipal government.

In 1956, Ikeda was designated a local government requiring financial reconstruction measures following a decline in public finances and a slump in agricultural production due to a series of natural disasters. In order to wipe out its deficits, Ikeda worked on an economic development project based on wine production, an activity still novel at the time. With the leadership of the municipal government, the support of the townspeople and a bit of luck, the town was able to bring about a recovery that succeeded in turning its economic fortunes around.

Recently, there has been an increase in local governments that are aiming to promote development on their own rather than just relying on government subsidies, and Ikeda is a pioneering example of success in this kind of endeavor.

#### ◆ Training Course for South American Government Officials

Meanwhile, another famous wine-producing district—the Andes region of South America—has become quite well known in Japan through imports of Chilean wine. However, Chile is not the only country in this region involved in wine production. By coincidence, many local governments in wine producing areas of Colombia, Bolivia and Peru

have fiscal problems similar to those faced by Ikeda some 40 years ago. That is why in fiscal 2000 we started this training course, entitled Regional Development Through Wine Industry, with the aim of enabling government officials from these areas to learn from Ikeda's experience.

The focus of the course is not so much wine production technology as study of the history of Ikeda and how it is incorporating wine production into local government-led regional economic development and civic revitalization. We conducted a one-month training course on Ikeda's government, which has implemented a variety of measures that include promotion of the wine business, as one example of the kind of leadership that local government can provide.

In addition to presentation of success stories from the people of Ikeda, training involved a number of social exchange programs attended by the town's people and the participants that included stories on the difficulties of wine production.

We are very grateful to the people of Ikeda for their cooperation with the training course during the busy month of October, which was the time of the grape harvest as well as a variety of town events, including a festival, the national census and an exchange program with its sister city.

We hope that the participants who completed the training program will be inspired by their experience in Ikeda to revitalize their regions through wine production, and that, in the near future, we will be able to drink wine from their countries in Japan.

(JICA Hokkaido International Centre, Obihiro)

**Agricultural Training Consistent with the Local Environment: "Smallholder Irrigation Promotion" for Kenya**

A look at the state of agriculture in Kenya reveals that small-scale farmhouses account for 80% of all households and are a major presence in Kenyan agriculture. However, because agriculture in Kenya is reliant on rainwater production, it faces chronic instability. Thus, how to stabilize agricultural production and work toward improving agricultural revenue are major issues to be tackled.

The country-focused group training program "Smallholder Irrigation Promotion for Kenya" is aimed at personnel involved with promoting small-scale irrigation not only in government-related organizations but also in NGOs. It is intended to deepen their knowledge of methods for organizing farmers and means of farmer-participatory rural development. Furthermore, it is intended to improve systems and propose reform measures through workshops.

It is thought that the experiences of Asian countries other than Japan will serve as instructive case examples in this training, and as such, after training in Japan,

JICA is implementing supplementary training in the Philippines, whose experiences match well with Kenya's circumstances.

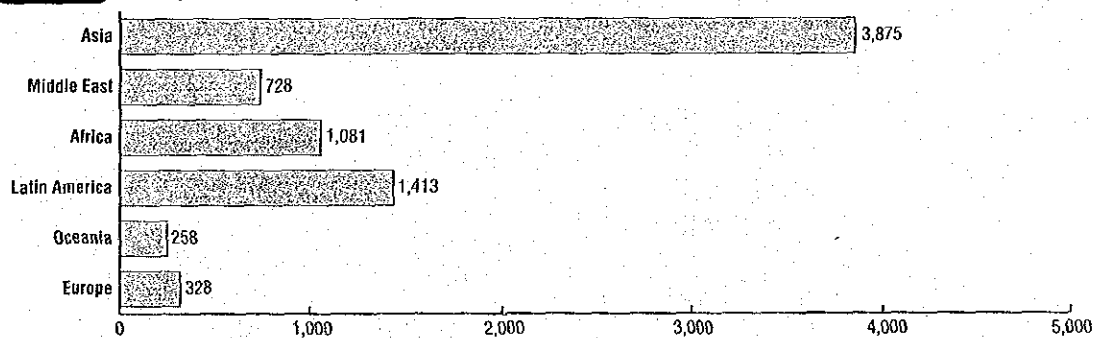
**Support for South-South Cooperation Overseas Training**

The process of developing countries themselves becoming providers of assistance is termed "donorization," and since 1975, JICA has been engaged in support for South-South cooperation\* to encourage developing countries to take up the mantle as donors\* in their own right. The key type of cooperation in this connection is third-country training\*, which is carried out in developing countries having a relatively advanced level of development. Under this scheme, developing countries that have personnel who were trained through Japanese Technical Cooperation invite technicians and administrative officials from neighboring developing countries for training; this often involves countries in Asia and Latin America inviting participants from countries in Africa.

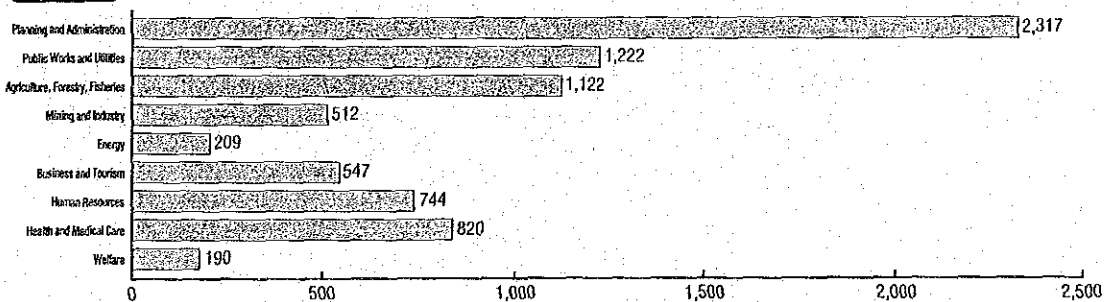
Among the main features of this system are:

- (1) Transfer of technology can be facilitated fully in

**Figure 3-3 Training Participants Per Region (Training in Japan, FY 2000)**



**Figure 3-4 Training Participants Per Sector (Training in Japan, FY 2000)**



line with the needs of participating countries;

- (2) Training can be provided in areas with similar cultures, languages, climates and customs;
- (3) Training costs are low; and
- (4) It encourages the implementing countries to make efforts to help themselves.

Local in-country training\* encourages the diffusion of the results of Japanese Technical Cooperation within developing countries. It also supports self-help efforts on the part of developing countries that are aiming to ensure that the technology transferred\* to them is firmly established. This training is carried out using human resources from developing countries—those who become lecturers and instruct their fellow citizens, in their own countries—and it involves content that brings direct benefits to the local community in fields such as environment, population, health and medical care, and women in development\* (WID).

In fiscal 2000, 130 examples of third-country training were conducted in 29 countries with 2,246 participants, while local in-country training involved 5,750 participants who attended 59 courses in 18 countries.

The following region-specific issues were given priority in fiscal 2000:

- (1) ASEAN region
  - Response to the Asian economic crisis
  - Cooperation with the development of the Mekong

River Basin

- (2) East Asia
  - Promotion of Japan-Republic of Korea joint regional cooperation
  - Japan-China environmental cooperation
- (3) Southwest Asia
  - Health and medical care for poverty alleviation
- (4) Middle East
  - Agriculture and water resources development
  - Human resources development for diversification of the economic structure
- (5) Africa
  - The Second Tokyo International Conference on African Development (TICAD II) follow-up
  - Poverty alleviation, social development assistance and good governance\*
- (6) Latin America
  - Response to the Japan-Brazil Partnership Program\*
  - Response to natural disasters (earthquakes, hurricanes and landslides caused by localized downpours)
  - Agricultural and livestock technology development
- (7) Oceania
  - Promotion of region-wide cooperation
- (8) Europe
  - Support for transition to a market economy.



In Chile, third-country training on mine preservation and environment is implemented for Latin American countries.



# Youth Invitation Program



A component group of Africans visits a Japanese language class for first-year elementary school students in Okayama Prefecture.

## Outline of the Program

The Youth Invitation Program forms a part of JICA's support for personnel training. Young people from developing countries who will eventually hold important positions are invited to Japan for study in their fields of specialization and to meet Japanese people.

During their stay in Japan, the young people live together with young Japanese people who work in the same fields, or in ordinary Japanese homes. They also have the chance to take part in a wide variety of social activities. The Youth Invitation Program is intended to foster abilities in developing countries, to deepen mutual understanding and trust, and to build friendships.

Since the program was started in 1984, it has gradually spread to include Asia, Oceania, Africa, Latin America, Central Asia, Saudi Arabia and the Caucasus. At present around 1,700 young people from approximately 120 countries are taking part in the program, and more than 20,000 have visited Japan since its inception.

This program is implemented with the support of international exchange organizations throughout Japan, youth education groups, government ministries and departments, and local government as well as large numbers of Japanese volunteers.

## Method of Invitation

Young people generally come to Japan for a period of 28 days. They are invited on the basis of prior classification in line with their specializations, such as education, economics, agriculture and social welfare. They are divided into either national or multinational groups. The standard content of the program is structured as shown in Figure 3-5. Participants are aged between 18 and 35 and should not have visited Japan before.

## Features of the Program

### Developing Human Resources Through International Exchange

The Youth Invitation Program aims not only to enable participants to increase knowledge of their fields of specialization but also to foster a better understanding of Japan and the Japanese people, including such aspects as culture and history. One of the main features of the program is the establishment of training through exchange. Among the ingredients of the program is a course of Japanese-language study in which Japanese volunteers show participants around the areas they are staying while teaching them practical Japanese, and "in-house seminars" at which participants and young Japanese spend a number of days together to engage in discussions and hold parties. The participants also have the chance to exchange opinions with employees at the various places that they visit. These features of the program are thought of highly by the young people involved. Another valuable aspect of the program is the chance it gives participants to stay in private homes and experience life in ordinary Japanese households.

### Nationwide Linkage

The Youth Invitation Program was implemented in 45 Japanese prefectures in fiscal 2000. Study in various parts of the country gives participants the opportunity to see Japan as a whole and, at the same time, to come into contact with the distinctive culture and history of the area where they are staying. Through these activities, not only the invited participants but also the Japanese participants are able to experience international cooperation and exchange. This experience helps encourage development education and heighten international



awareness in the regions.

Today, as calls for linkage between Japan's international cooperation activities and its communities continue to increase, the Youth Invitation Program is playing a pioneering role.

### Human Resources Development for the 21<sup>st</sup> Century

The invitation program is revised every few years following discussions with the governments of the countries concerned so as to ensure it is always in line with each country's development needs. For instance, in fiscal 2000, a fisheries industry group was invited for the first time from the four ASEAN countries of Thailand, the Philippines, Malaysia and Indonesia, where effective utilization of fishery resources is needed.

In line with the proposals made by the Friendship and Goodwill Mission for Caucasia, headed by Member of the House of Representatives Taro Nakayama during his visit to Armenia, Georgia and Azerbaidjan in October 1999, 15 people were newly invited from the three

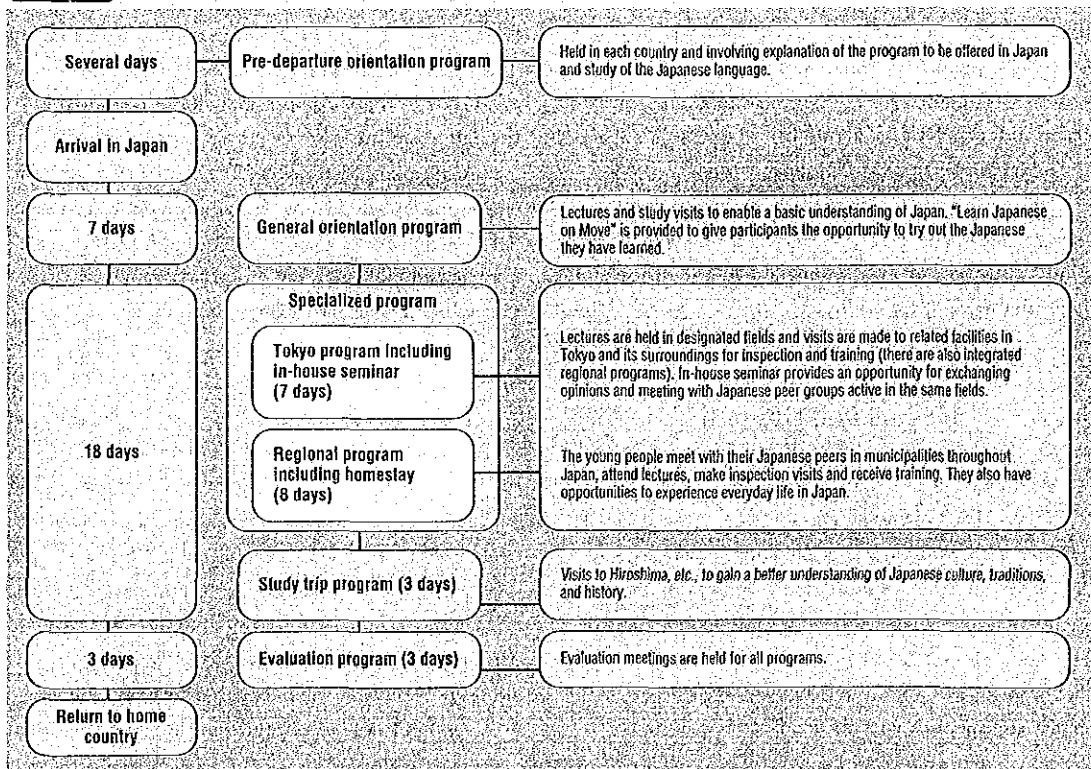
Caucasia nations in January 2001. In addition, two people were invited from East Timor as new members.

The experience gained during their stay influences the young people who come to Japan on this program in various ways. The Youth Invitation Program is contributing significantly to human resources development by training teachers who apply the teaching methods they have seen being used in Japanese schools in their own countries as well as administrators who are able to come up with ideas for administrative reform after observing the Japanese administrative system.

### Expanding Renewed Exchange

Alumni associations consisting of young people who have participated in this program have been formed in all of the original ASEAN countries. These associations arrange exchange meetings between one another and are implementing their own projects with Japan as well as projects that contribute to their own societies. There are also plans at present to create alumni associations in several other countries. In fiscal

**Figure 3-5** Structure of the Youth Invitation Program



2000, alumni associations were founded in Viet Nam and Cambodia.

Young Japanese people, host families, and members of related organizations who established personal relationships with the visitors during their stay in Japan are sent by JICA to the participants' countries as members of aftercare\* teams to renew their friendships.

JICA is actively supporting these activities so that the results of the Youth Invitation Program are directly tied to the future and encourage the formation of yet closer relationships between Japan and the countries involved.

There has also been a conspicuous increase in cases



A group of Thai school teachers visits a Japanese elementary school.

of organizations and municipalities taking advantage of the opportunities presented by this program to further their own exchange activities with the participants' countries. In 1998, a cooperative organization that invites young people to Japan set up the Cooperative Activity Council for the Friendship Program for the 21<sup>st</sup> Century, called CAC for 21. As well as providing

## From Line

Chinese Industrial Development Group

Tokyo

### Finding a Kindred Spirit at the In-house Seminar, Japanese and Chinese Youths Launch an Environmental Network

#### ◆ An Opportunity for Participants to Exchange Information in Their Native Languages

"Although the Internet is an excellent forum for discussing global issues, more than 80% of the information it provides is in English."

"It would be great if the Chinese and Japanese had a network they could use to discuss environmental issues using their own languages and share information."

The Chinese youths came to Japan on the Youth Invitation Program as an industrial development group. At an in-house seminar, they and Japanese youths held discussions on environmental issues, agreeing to create an on-line environmental information exchange forum.

One of the Japanese participants appealed for the participation in the network of Korean non-governmental organizations (NGOs) with which he had previously conducted exchanges during his membership in an environmental NGO. The Korean side replied that it would like to participate.

In this way, the Chinese and Japanese youths played the leading role in creating a site on the Internet through which they could exchange environmental information in their respective languages. This resulted in the establishment of the East Asia Environmental Information Express Messenger (provisional title).

This communication center aims to build a new environmental information network for Japan, China and Korea that transcends existing frameworks and is conducive to resolving issues unique to each country as well as environmental issues that face all of East Asia.

Volunteer translators were recruited in an effort to establish on the Internet a forum where written dispatches from Japan, China and Korea concerning environmental issues would be translated into the two other languages for discussion in all three languages, as well as a site that would permit trilingual dispatches concerning the environment.

In the foreseeable future, the plan is to start by dispatching information to relevant NGO personnel in the three countries and then gradually to enrich the content of this information so that it may also be provided to the general public.

The center plans to include the following on the site:

- (1) An introduction to citizen's organizations in Japan, China and Korea;
- (2) The latest information on environmental issues in East Asia;
- (3) A glossary on environmental issues;
- (4) "Methods to save the world" that can be carried out by anyone;
- (5) Environment-related legal systems;
- (6) Environmental case studies.

#### ◆ The Establishment of a Sense of Environmental Community in East Asia

Related personnel on the Chinese side made the following comments:

"Even in China, NGOs are actively engaged in environmental issues. Although exchanges between Chinese and Japanese NGOs are still at a modest level, I believe that environmental conservation is borderless."

"The website will serve as a forum for learning of other countries' experiences, and this will help teachers who are enthusiastic about environmental education."

The main members of the Japanese side made these comments:

"The experiences of Japan and Korea in conquering pollution, and information exchange on approaches at various levels (civil society, NGOs, industry and government), will enable the provision of information beneficial to sustainable development\* to China, which is grappling with severe environmental problems resulting from rapid economic growth."

"If active and lateral discussions that go beyond the civil, industrial, and governmental levels are held at the forum, it should help build a sense of environmental community in countries of East Asia such as Japan, China and Korea, and stimulate human resources development of the sort that will support this community spirit in each of these countries."

Capitalizing on the discussions at the JICA Youth Invitation in-house seminar, young people from Japan, China and Korea played the central role in initiating activities to tackle East Asia's environmental problems. I hope to see further development in this area.

(JICA Domestic Partnership and Training Department)



Chapter 2

Program Implementation/2 Youth Invitation Program

support for JICA, the organization began to serve as a focal point for renewing exchanges with participants in the Youth Invitation Program after their return to their home countries. CAC for 21 was the focal point of a gathering entitled Commemorative Forum 2000, which was held in April 2000. The symposium reviewed Youth Invitation Program projects to date and deliberated on the program's future.

The Youth Invitation Program is thus establishing links between Japan and the rest of the world as well as contributing significantly to the formation of personal networks for the new age. The program also harbors the potential to open up new forms of international cooperation and exchange in which ordinary citizens play the central role.

# Dispatch of Technical Cooperation Experts

## Outline of the Program

### Aims and Significance

Under this program, experts are sent to developing countries where they transfer their skills and make proposals in line with specific on-site conditions. They work mainly with administrators and engineers who play a central role in the economic and social development of these countries. The program contributes to human resources development and at the same time to organizational and institutional development. Together with the Acceptance of Technical Training Participants, this program constitutes the core of cooperation in the field of human resources development in developing countries.

### Features of the Program

The main feature of cooperation involving the Dispatch of Technical Cooperation Experts is that it actually takes place in developing countries. This means the program can be finely tailored to the needs of the country in question. The second feature is that experts in a very wide range of fields, from normal technical guidance to institutional and policy advice, are dispatched to almost all developing countries. In particular, "aid with a clearly visible profile" can be provided efficiently and effectively by Japanese experts working as advisors at the heart of a recipient country's government.

Another important feature of cooperation involving the dispatch of experts is that it enables a highly mobile and prompt response to new aid needs as well as to countries newly in need of aid that have emerged as a consequence of changes in international circumstances, especially those in connection with matters such as transition to a market economy, recovery from disaster



An expert examining shrimps (Madagascar "The Aquaculture Development Project in the Northwest Coastal Region"). ©Sanae Numata

and post-conflict\* recovery. JICA's organizational restructuring in January 2000 enabled mobile and flexible forms of cooperation through integrated planning and supervision across all stages of the project process, from planning to implementation. This cooperation is rooted in an issue-specific approach that takes full account of development issues in each country. Such an organizational change means that expert dispatch involves more than merely responding to individual requests from recipient countries. More than ever before, we are now able to gain an accurate grasp of the partner country's development needs, and we can formulate expert dispatch plans from an overall standpoint after elaborate examination of the most suitable forms of cooperation.

### Program Details

JICA engages in various forms of expert dispatch that are designed to help alleviate and solve development problems in developing countries. Projects can be classified into four main types:

- (1) Dispatch of experts in accordance with individual requests from developing countries.
- (2) Cooperation combining group dispatch of experts, acceptance of training participants and provision of equipment (Project-type Technical Cooperation, team dispatch, research cooperation\*, core support for important policies\*, etc.).
- (3) Dispatch of personnel from developing countries as experts to other developing countries with the aims of transferring skills that meet the needs of individual developing countries and of promoting South-South cooperation\* (dispatch of third-country experts\*).
- (4) Projects involving suggestions made by Japan to other countries about essential forms of cooperation

## III

### Chapter 2

#### Program Implementation/3 Dispatch of Technical Cooperation Experts

(JICA Partnership Program\*, public participation experts\*, etc.).

Efforts have been made in recent years to combine any or all of these types with other forms of cooperation in order to devise the most effective and efficient means possible for tackling priority development issues in developing countries.

## Program Trends

### Promotion of Public Participation

Diversification of needs in recent years has meant that when dispatching experts to developing countries, it is becoming increasingly important to obtain cooperation from a wide range of sources, including the general public and local government in addition to the relevant central ministries and agencies. Participation by a broad range of private citizens in international cooperation builds the international community's confidence in Japan, and helps to energize Japan itself.

Against this background, since fiscal 1999 JICA has been working on the "JICA Partnership Program," in which social development projects requiring finely tailored responses are entrusted to Japanese non-governmental organizations (NGOs) and other organizations. The aim of this mechanism is to execute ODA programs with the cooperation and participation of the general public. In addition, the "JICA Grassroots Partnership Program\*," which enables the implementation of projects in collaboration with relatively small NGOs, was established in fiscal 2000.

The "public participation experts" program is a form of international cooperation involving proposals presented from Japan's regions. If a local municipality wishes to take part in international cooperation, experts from the municipality are sent by JICA to a country where they are needed. In other words, local governments propose projects that they can implement to recipient countries. In fiscal 2000, an expert on lacquer ware was sent to Myanmar. Such unique cooperation is also playing a role in stimulating local governments themselves.

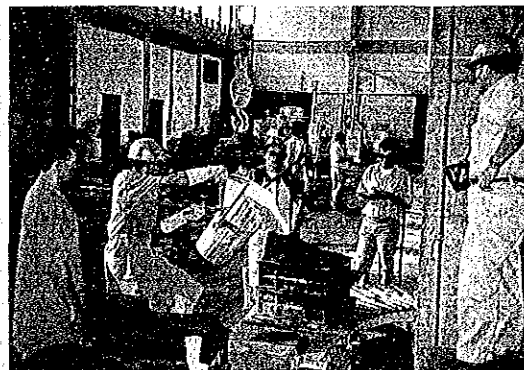
JICA's system for open recruitment of experts has been firmly established since its implementation in fiscal 1997. Every year, highly qualified experts recruited

from the general public are sent to work in developing countries. At the same time, the registry system for expert applicants has been improved. JICA is encouraging the public to participate in international cooperation programs in a variety of forms, and we hope to direct the knowledge and experience of more and more people to social and economic development in the developing world.

JICA will continue to actively pursue use of the private sector's human resources to respond to the diversifying needs of developing countries. There has been an increase in the demand for cooperation involving support for institution-building and policy-making, fiscal and monetary policy, and legal systems. In response to these needs, JICA has been sending policy advisors to key governmental agencies responsible for policy formulation in order to provide vigorous support for these areas.

Examples include the core support for important policies provided in Viet Nam, Cambodia, Laos, Central Asia and Eastern Europe, where institution-building and policy-making are urgent priorities as these countries move toward market economies. Cooperation in the field of industrial policy is being provided to Jordan and Bulgaria. In Cambodia and Viet Nam, cooperation involves modernization of these countries' legal systems with the aim of establishing judicial systems. Cooperation provided to Viet Nam since fiscal 1996 has been very well received by the Vietnamese government, and Phase 2 of cooperation, which includes drafting of bills, has been under way since fiscal 1999.

In Laos, in order to facilitate transition to a market economy and to stabilize its economy, a project entitled



An expert teaching mould work (Brazil "Quality Improvement of Foundary Technology in Small- and Medium-scale Industry").

"Laos Economic Modeling," in which economic policy proposals are made in cooperation with personnel on the Laotian side, has been implemented.

## Responses to New Needs

### 1. Support for the Financial and Monetary Sectors

As in the past, JICA continues to provide active support for financial and monetary issues in Asia. We dispatched experts in economic model analysis and capital market building to Indonesia; experts in public debt management and small company financing to Thailand; and experts in financial and monetary policy to Viet Nam. These measures resulted in the strengthening of support for financial and monetary issues.

As for support for the promotion of small and medium-sized enterprises in Indonesia, a high-level

advisor was sent to the country, as was done the previous year. In addition, another expert was sent to promote decentralization in that country.

### 2. Support for Disaster Relief and Recovery

In order to continuously support recovery from serious flooding that occurred in December 1999 in Venezuela, experts in landslide prevention and other fields were sent in fiscal 2000, as was the case in fiscal 1999. Cooperation focused on the prevention of avalanches and other matters.

JICA also responded quickly to the earthquakes that struck El Salvador in January and February 2001, to damage to the ecosystem of the Galapagos Islands caused by an oil spill from an Ecuadorian tanker, and other emergencies by conducting fact-finding studies so that necessary experts could be sent.

## Front Line

Development Assistance Coordination Advisor

Haiti

### Nation-building in a Country Poorer than Any Other in the Northern Hemisphere

#### ◆ Strikingly Less Developed than its Neighbor

Hispaniola, the second largest island in the Caribbean Sea following Cuba, is divided into the Dominican Republic, which accounts for the eastern two-thirds of the island, and Haiti, which accounts for the western one-third. Haiti, which once occupied the entire island during the colonial period, has been politically unstable. It is regarded as one of the poorest countries in the Northern Hemisphere, a situation that is in striking contrast with the neighboring Dominican Republic, which has experienced steady development.

Japan has gradually extended support toward Haiti since Jean Bertrand Aristide was reinstated as president in 1994. Japan's cooperation, which was initially limited primarily to humanitarian aid such as anti-malaria measures, has expanded to include provision of medical equipment and agricultural machines in recent years. Two experts were dispatched to Haiti in connection with Grant Aid in these fields in 1998, and their efforts made Japanese aid even more effective. Since 1999, an expert in development planning has been working in the Division of the Cabinet of the President as an advisor for a project on long-term development planning.

#### ◆ Five Findings and Proposals

The expert, employing a method to formulate a long-term plan with undeveloped statistical data, announced the following five findings and proposals:

- (1) The total population of Haiti is expected to grow to 14 million in 2025, which is 1.7 times the current figure, and poverty will worsen unless drastic measures are taken.
- (2) It is reasonably possible to raise average income from the current level of US \$460 to US \$1,920, the current level in the Dominican Republic.
- (3) Although increased food production is important to solve food shortages, agriculture alone cannot achieve economic growth.
- (4) Light manufacturing utilizing the country's rich human resources,



An expert visiting a poor village in Artibonite department to conduct a field investigation.

and tourism taking advantage of special features particular to the region, should be developed.

- (5) The above targets can be realized with the construction of a road network that integrates the land of 27,000 km<sup>2</sup> into one economic zone.

These findings and proposals have been well received by those concerned, and the expert is expected to give advice on funds and fundraising that encompasses the country's entire long-term development plan.

Unstable politics, extremely poor security, and poor electrical facilities and telecommunications in Haiti make the tasks of the expert more difficult. The JICA Dominican Republic Office, which is responsible for Haiti, is supporting the expert (who is the only one affiliated with JICA now in Haiti) as he works to promote nation-building amid severe conditions. We hope, at the same time, that Technical Cooperation toward the country will be strengthened even further as security there is restored.

(JICA Dominican Republic Office)



Chapter 2

Program Implementation / Dispatch of Technical Cooperation Experts

### 3. Support for South-South Cooperation

Support for South-South cooperation (whereby developing countries possessing a relatively well developed fund of technology and trained personnel assist other developing countries) is provided through the dispatch of highly qualified individuals as third-country experts. South-South cooperation has taken root in recent years, and not only the countries accepting third-country experts, but also those sending experts have been showing great interest in this form of cooperation through the scheme.

The program involves sending experts from countries with similar natural environments, languages, technical levels and cultures to recipient countries to enable the smooth transfer of technology in line with those countries' needs. The opportunity to provide instruction also raises the incentive for self-improvement on the part of the recruited experts themselves to the benefit of all. The program is highly rated by all countries concerned, and there has been a steady increase in the number of countries expressing interests in both receiving and sending experts. In fiscal 2000, we sent 125 third-country experts to Asia, Africa, Latin America and the Middle East.

### 4. Expanding Recruitment of Experts

JICA's January 2000 organizational restructuring established a new Human Resources Assignment Department, and this has led to further expansion of the expert recruitment system as a personnel bank. As well as strengthening the expert registration and expanding open recruitment of experts, JICA is working to improve the functions of the system so that the most suitable experts can be enlisted. In particular, concerning projects for which the urgent needs of developing countries for experts have been unmet due to difficulty in recruiting qualified personnel, the recruitment system will be substantially reinforced through expanded utilization of human resources in the private sector as short-term experts from fiscal 2001.

## Program Agenda for the Future

### Expert Dispatch and Strengthening of the Country- and Issue-specific Approaches

When implementing effective cooperation toward



An expert teaching bacteriological cultivation and examination through Project-type Technical Cooperation, "The Research and Control of Infectious Diseases Project" (Kenya).

developing countries, JICA must develop a precise perception of development needs and issues of the recipient country or region through accurate information gathering and analysis. On top of this, JICA needs to formulate country-specific, comprehensive and practical plans for its cooperation activities.

The demand for Dispatch of Technical Cooperation Experts based on consistent cooperation plans will continue to grow. Such dispatches should utilize the expertise that JICA has accumulated, and be specific to development needs and issues of the recipient country. At the same time, while working to combine the dispatch of experts scheme with other forms of cooperation, JICA expects that it will be urgently called upon to dispatch experts as part of projects that produce specific results within designated time limits.



# Project-type Technical Cooperation

## Outline of the Program

### What is Project-type Technical Cooperation?

Project-type Technical Cooperation involves providing support for the training of personnel required to achieve social and economic progress in developing countries and for the development and diffusion of technology and skills. It is also intended to upgrade the systems and institutions needed for development and to strengthen the abilities of implementing organizations. A period of cooperation lasting between three and five years is set to achieve these aims. Elements such as Dispatch of Experts, Acceptance of Technical Training Participants and provision of equipment are organically linked into Technical Cooperation in which every aspect—from the formulation of plans to their execution and evaluation—falls within a fully integrated whole.

Project-type Technical Cooperation is classified into five main areas, namely social development, health and medicine, agricultural development, forest and nature conservation and development of mining and manufacturing industries. Five JICA departments are responsible for these areas.

### Making Projects Successful

Independent, sustainable development\* is the most important requisite of Project-type Technical Cooperation, as the success of a project depends on whether results can be built upon once Japanese cooperation has come to an end.

### Sustainability by a Recipient Country

It is particularly important, when deciding to implement a project, to check before cooperation has started whether the country in question is able to develop the project on its own. Then, while cooperation is under



An expert examining a mother and children following birth (Cambodia "Maternal and Child Health Project").

way, methods must be found to improve the country's capacity to work on its own initiative.

Most projects involve the dispatch of a team consisting of a chief advisor and several experts. This team works on the project together with counterparts\* from the recipient country, which include administrators, researchers and engineers who are also taking part in the project. To ensure the effectiveness of Technical Cooperation, both sides need to understand each other's culture and society, while the Japanese experts must develop skills appropriate to local conditions rather than merely transplant Japanese skills and experience without adaptation.

### Ownership by a Recipient Country

While projects are implemented jointly by personnel from the recipient country and Japan, "ownership" of the project lies strictly with the recipient country; Japan's status is that of a cooperating partner. Efforts are needed to heighten the awareness of ownership among those engaged in the project from the recipient country. Project-type Technical Cooperation thus incorporates participatory methods in connection with planning, administration and evaluation.

If the recipient country is unable to get hold of sufficient funds to implement the project, Japan may share local costs\* necessary for the smooth implementation of the project. But, the main agent in the project must be the recipient country, whose self-help efforts Japanese cooperation is intended to stimulate. For this reason, the recipient country must bear the costs involved. Once cooperation is over, it will be up to the recipient country to continue the project alone. A local costs defrayal plan is drawn up by the Japanese side that forecasts the capacity of the organization responsible for implementing the project in the recipient country to defray the costs

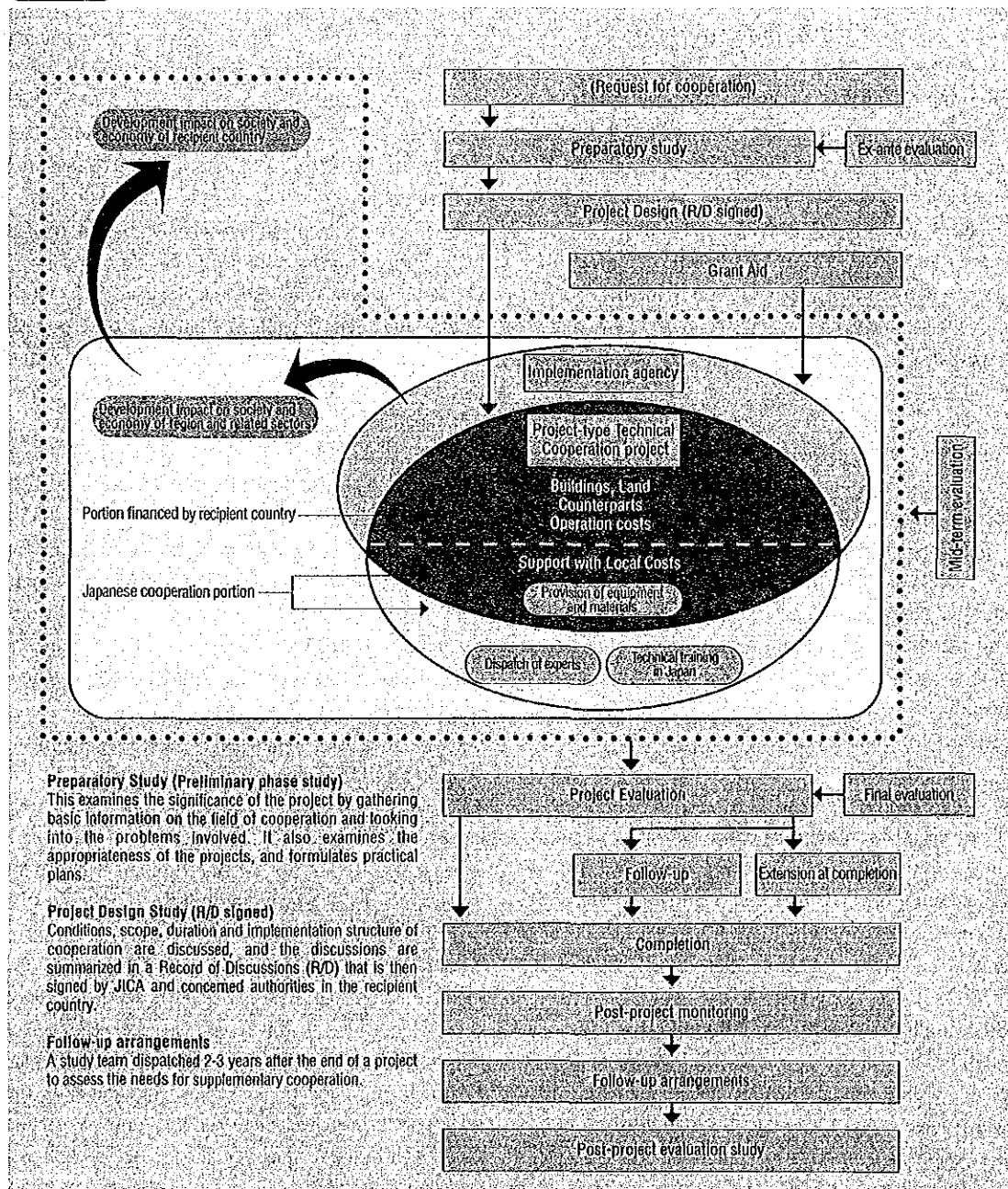


after cooperation has concluded. If the recipient country is unable to provide buildings and other facilities essential for the project, Japan may provide Grant Aid to enable the country to procure buildings and other essential facilities and equipment that are then used as the bases for Technical Cooperation.

### Project Evaluation

JICA conducts evaluations and monitoring at various stages in the project cycle, in its efforts to achieve appropriate management and implementation. Recently, ex-ante evaluation and mid-term evaluation, in particular, have been reinforced, with a view to

**Figure 3-6** Flowchart of Project-type Technical Cooperation Project



implementing more effective projects that respond appropriately and flexibly to the needs of recipient countries and changes in circumstances.

#### Final Evaluation

Six months before a project ends, final evaluation is conducted jointly with the relevant organizations in the recipient country. Its purpose is to study and analyze the project on the basis of five items—efficiency, effectiveness, impact, relevance and sustainability and to determine whether, for example, cooperation extensions are necessary.

## Results and Content of Program

### Social Development Cooperation

Social development cooperation covers a wide range of technical activity in the following fields: construction, operation and maintenance of social infrastructure\* (e.g., urban planning, road transport, ports, marine transportation, telecommunication, water supply and drainage); vocational training; school and university education; research; disaster prevention (e.g., earthquakes, floods, volcanic activities and landslides); labor safety and health (education in prevention of accidents at work); and global issues\* (e.g., the environment, poverty alleviation measures, and welfare of the disabled).

Looking at trends in different areas, education,

## Close Up

### Southeast Asia Engineering Education Development Network (SEED-Net)

#### Promotion of Human Resources Development in the Field of Engineering Based on Lessons Learned During the Asian Economic Crisis

##### ◆ Targeting Human Resources Development in the Field of Engineering for Industrial Revitalization

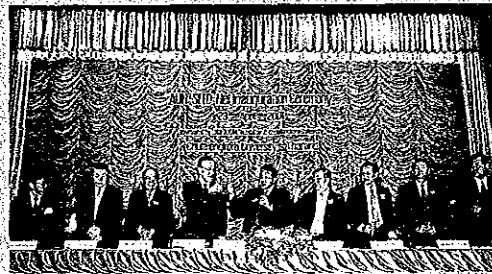
In response to the Asian economic crisis of 1997, then-Japanese Prime Minister Ryutaro Hashimoto used a Japan-ASEAN summit meeting as a stage to express his intention to support the strengthening of higher education in ASEAN in order to realize sustainable development of the region's economy. This led to the concept of the Southeast Asia Engineering Education Development Network (SEED-Net).

Japan has made a significant contribution to international efforts to strengthen higher engineering education in the ASEAN region, and through such contribution, it has accumulated rich experience. Taking advantage of this experience, Japan proposed the establishment of a network of key ASEAN engineering universities for the enhancement of higher engineering education in the region. This project intends to develop human resources that can support ASEAN's industrial structure, which is changing as a result of global trends.

##### ◆ Strategy of Cooperation Within the Network

The Asian economic crisis made ASEAN countries aware of the fact that they lack the technical capabilities to support their industries. Based on the idea that the reinforcement of main engineering universities was necessary for the effective accumulation of technical expertise, the governments of the ASEAN member states chose 19 "top-level universities in engineering" to participate in a network. However, in reality, what was defined as "top-level" varies to a considerable degree in the region. For example, while the participatory university in Singapore engages in cutting-edge research and educational activities, the university in Laos has a very short history and many of its instructors do not even hold bachelor's degrees.

Therefore, Japan employed a strategy through which participating universities would engage in two different types of cooperation with support from 11 Japanese universities. The first type is mutual and equal



The SEED-Net inauguration meeting at Chulalongkorn University

cooperation among universities that have attained a certain level of academic quality with a view to improving their research and educational activities. The second type involves utilization of the human resources of relatively advanced universities in the network to improve the research and educational activities of those with less developed engineering programs.

In April 2001, an inauguration meeting of the network was held at Chulalongkorn University, where the secretariat of the network has been established. The meeting was attended by representatives from the 19 participating universities (president or equivalent) and representatives from the governments (senior vice-minister or equivalent) of the 10 ASEAN countries, as well as Senior Vice-Minister for Foreign Affairs Kiyohiro Araki from Japan. The participants confirmed the importance of the network for economic revitalization and collaboration in the ASEAN region.

Each participating university will take the initiative in promoting the network while gaining a detailed grasp of its own needs, and, based on this, JICA will offer support by commencing a five-year project under its Project-type Technical Cooperation program in October 2001.



especially at the elementary and intermediate levels, is being emphasized. Projects in this area are steadily increasing. As developing countries rapidly industrialize and move toward a market economy, they are experiencing a shortage of personnel in essential industrial areas. Engineers well versed in advanced technological fields such as electrical engineering and telecommunications are in particularly short supply. JICA is thus putting emphasis on cooperation for the establishment and expansion of training and research institutes. Human resources development, including vocational training in addition to these educational projects, account for half of all our activities in the field of social development cooperation.

With regard to the environment, environmental center projects were under way in four countries in fiscal 2000. Personnel training in such projects is aimed at establishing environmental analysis methods and applying the results of analyses to recipient countries. *These activities are sure to be useful to recipient countries in dealing with environmental issues.* Information exchange and meetings among engineers are being encouraged so that projects can be administered more effectively.

The number of projects are also increasing in another priority area, that of poverty alleviation. Cooperation aimed at raising the planning and management capabilities of governmental organizations involved in regional development is taking place concurrently with rural development activities based on community participation (participatory development\* methods). Efforts are being made to establish effective methods of rural development from both the planning and implementation sides.

Fifty-nine projects in the field of social development were implemented in 29 countries in fiscal 2000.

#### **Cooperation in the Field of Health and Medicine**

Good health is a universal aspiration. It is also indispensable for promoting the formation of a sound society at the regional, national and global levels.

However, for many people living in developing countries, their health and lives are endangered by endemic diseases, poor conditions of hygiene and malnutrition. The high frequency of both birth and



A seminar for personnel involved in maternal and child health (Brazil "Maternal and Child Health Improvement Project in North-East Brazil").

infant death puts pressure on individuals and family life and also results in preventing social and economic development.

The occurrence of AIDS and other emerging diseases, re-emerging infections such as tuberculosis, and also parasitic diseases such as malaria have been pandemic in recent years. These infectious diseases have great impact on the societies and economies of developing countries. There has been a recent international trend toward recognition of the importance of countermeasures to these diseases. Reflecting such a trend, the issue of infectious diseases was taken up as one of the most important agenda on development at the Kyushu-Okinawa Summit, and it was announced that efforts to solve the issue should be strengthened among developed countries.

In response, JICA has been contributing to developing countries in terms of clinical medicine education, infectious diseases studies, training of medical staff, public health, quality control of drugs and drug use, and so forth. Fifty-six projects were implemented in fiscal 2000.

Some projects involve women's lifelong health measures and social participation based on the ideals of WID\*, which stresses the role of women in development, and on the concept of reproductive health\*.

In addition to Project-type Technical Cooperation, JICA supplies vaccines and equipment needed for immunization for the purpose of infectious diseases control in conjunction with World Health Organization (WHO) and United Nations Children's Fund (UNICEF). JICA also supplies inspection instruments and machines needed for safe blood supply for the purpose of

HIV/AIDS control. Furthermore, JICA supplies essential items such as contraceptive devices, simple medical equipment, essential drugs and audiovisual educational materials for the purpose of improving standards of reproductive health.

Altogether, 68 provision of equipment projects were implemented in fiscal 2000.

### Agricultural Development Cooperation

Even now, as we enter the 21<sup>st</sup> century, it remains true that while some societies in the world have considerable wealth, people in many developing countries suffer from poverty and food shortages. Food production is not keeping up with continual increases in the populations of these countries, and this is expected to place even more strain on supply and demand in the future.

The issue of population increase and food shortage is also causing environmental problems, a situation that is compounded by income disparities between urban and rural areas that result in people crowding into cities, thus creating a source of new environmental issues.

In order to solve these problems and to create a world with plentiful resources, it is necessary to improve food production capacity and to alleviate poverty through comprehensive development of rural areas.

Cooperation in the agricultural sector takes such forms as development of agricultural and livestock methods appropriate to developing regions, training of

agricultural extension workers and research at universities and laboratories. In addition, through conservation and appropriate use of agricultural resources, it aims at increases in food production and improvement in the incomes and living standards of farmers. These attempts also contribute to rectification of regional disparities, effective use of resources, and environmental conservation.

The content of cooperation in recent years has diversified to include: 1) projects incorporating poverty alleviation, community participation, and WID (integrated rural development, farming and rural development, improvements in living standards in rural villages); 2) projects involving agricultural statistics, residual agricultural chemicals, and management and supervision of agricultural product distribution; 3) applications to problems of resources and environment (sustainable agricultural development, conservation of genetic resources); and 4) assistance for countries in regions moving toward democracy and a market economy (Indochina, Mongolia, Eastern Europe).

Fifty-seven projects were implemented in 30 countries in fiscal 2000.

### Cooperation in the Field of Forestry and the Natural Environment

Human beings depend on the many natural resources provided by nature. These natural resources are being threatened daily by human activities. JICA emphasizes the concept of sustainable use of natural resources in its activities and defines conservation as ecosystem management that "seeks to ensure the needs of the present without jeopardizing the ability to meet those of the future." JICA regards conservation as one of the key components of its mission, and it aims to work earnestly for the preservation of natural resources for future generations.

In order to strengthen cooperation directed at the natural environment, JICA set up the "Forestry and Natural Environment Department" in January 2001, and expanded its field to wetland conservation, wildlife protection and protected area management.

Another JICA effort involves the establishment of an evaluation system that is consistent from the beginning to the end of a project, and that aims at more effective and



"Project for Improvement of Farmers' Incomes and Area Development" (Philippines).

efficient implementation of Technical Cooperation directed at the natural environment. Furthermore, recognizing that cooperation with as many other organizations and individuals working in the same field as possible is important in making a project even more fruitful, JICA is actively engaging in public relations efforts that include publicizing projects via the Internet and the holding of symposiums.

A keyword in natural environment conservation is "e-cooperation". The "e" stands for ecology, environment, earth and effective. JICA, for the next generation, aims to implement international cooperation that places emphasis on this concept.

Forty-one cooperation projects targeting the natural environment were implemented in 29 countries in fiscal 2001.

#### **Cooperation in the Mining and Manufacturing Industries**

JICA is providing wide-ranging cooperation in the mining and manufacturing industries. This includes the promotion of small- and medium-sized enterprises, human resources development in the mining sector and the development and reinforcement of basic industries that will underpin future economic growth in developing countries.

There has been an increase in recent years in cooperation directed at industrial infrastructure improvement to keep pace with rapid industrial development, and at measures to deal with environmental and energy problems, the digital divide\*, and so on. Requests from developing countries for assistance in this field are becoming more varied and sophisticated. In accordance with this trend, cooperation in recent years has focused on the following three themes.

The first involves attempts to improve institutions and standards and to strengthen organizational structure for implementation.

JICA is working on projects in developing countries aimed at strengthening the technical and administrative capacity of organizations engaged in industrial standardization, quality control, productivity increase, as well as industrial property safeguards and enhancement. These

are essential matters for any developing country intent on achieving industrial development.

For instance, systems for protecting industrial property rights have become increasingly important since the founding of the World Trade Organization (WTO) and within the recent trend toward globalization. In fiscal 2000, JICA engaged in projects involving cooperation with the patent offices of the Philippines, Thailand and Viet Nam.

The second theme involves an active approach to environmental conservation measures. In their headlong rush toward economic development, developing countries often fail to address measures to prevent pollution and other environmental concerns. Understandably, they inject their limited human and financial resources into development and therefore do not have the leeway to direct further resources into environmental concerns. To enable rapid responses to these problems, JICA offers projects (active environmental conservation cooperation) to developing countries that recommend environmental conservation methods in line with actual on-site conditions. These proposals make use of pollution prevention technology developed by Japanese industry.

In fiscal 2000, cooperation of this type was provided in the form of five projects implemented in five countries: China, Malaysia, the Philippines, Thailand and Brazil.

The third theme involves linkage between projects for the purpose of supporting the stimulation and liberalization of trade and investment, primarily in the ASEAN countries.

In fiscal 2000, four seminars were held on the three themes of industrial standardization, industrial property rights and information processing in Malaysia, the Philippines and Thailand. Participants from each of the ASEAN member states attended the seminars, which made use of experiences gained from current and completed projects.

Forty-two projects in the field of mining and manufacturing development were implemented in 21 countries in fiscal 2000.

# Development Study

## Outline of Program

### Outline and Aims

Development Studies support the formulation of plans for public projects (see Table 3-7) that contribute to social and economic advancement in developing countries. While the studies are underway, they also serve as mediums for the transfer of analytical skills and methods of planning and survey to counterparts\* in the recipient countries.

Studies are performed by consultants selected by JICA in line with "scopes of work" (S/W) agreed upon by JICA and the governments concerned. Reports are produced under JICA's guidance and supervision in cooperation with these governments. Technology transfer\* occurs while the studies are underway.

Reports prepared on the basis of study results provide recipient governments with data for assessing social and economic development policies. They also offer international organizations and donor\* countries resources for studying financial aid and Technical Cooperation. In most cases, the plans proposed by the reports are realized with funds obtained through Japanese yen loans and Grant Aid.

Skills transferred through the studies are also useful when working on projects financed by the recipient country and when carrying out other studies.

### Types of Study

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

These are conducted to formulate comprehensive and long-term sectoral development plans for an entire country or for specific regions. Master plans ensure efficient execution of multiple projects by making them mutually compatible and by clarifying their priority.



A group of women planning a multipurpose commercial facility (Master Plan on Integrated Rural Development Project in Baringo Semi-Arid Land Area, Kenya).

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

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

Feasibility studies examine objectively whether individual projects accorded a priority ranking in master plans and policies can be feasibly implemented. Feasibility is examined from various angles, including technical and social aspects as well as those related to the national economy, government finances, administrative organizations, institutions and the environment.

Reports on feasibility studies are used for studying financial cooperation from international agencies and donor countries.

#### 3. Overseas Development Studies

These are small-scale studies involving formation of simple and basic development plans, analysis of related basic data and compensation for inadequacies in official statistics. Since knowledge of everyday customs is important in such work, local consultants, rather than consultants sent from Japan, are employed and overseas offices take the lead in these studies.

From fiscal 2001, these studies can be conducted through an agreement between JICA's overseas offices and counterpart organizations in recipient countries, which makes more locally initiated cooperation possible.

#### 4. Preparation of Basic Data

The following studies are performed to prepare, gather and submit information needed to formulate development plans:

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

Topographical charts such as basic maps of national territory and urban areas are prepared for use as primary data when formulating development plans.

##### (2) Development of groundwater

This study ascertains the current quantity and

## III

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### Program Implementation/5 Development Study

development potential of groundwater reserves.

(3) Development of forestry and fishery resources

Basic data to ascertain current forestry and fishery resources are obtained through this study.

(4) Development of mineral resources

This study determines the current quantity and development potential of mineral resources through geological surveys, physical investigation, geophysical surveys and boring. Environmental conservation to accompany the development of mineral resources is also studied.

5. Detailed Design Studies

These are concerned with creating the design drawings, work specifications and tender documentation needed before construction work can begin. More detailed than feasibility studies, they involve preparation of the design drawings required in the construction process and for precise calculation of construction costs. Since fiscal 1998, detailed design studies have been carried out in collaboration with the Japan Bank for International Cooperation\* (JBIC) specifically in connection with projects scheduled for implementation with yen loans.

6. Policy Support Studies

These aim at formulating basic strategy and comprehensive plans for promoting policies to ease the process of transition to a market economy and to open up markets through monetary and financial reform, adjustment of legal systems and privatization



Photovoltaic generation to solve energy problems (Rural Electrification Implementation Plan by Renewable Energy, Bolivia).

of state and public enterprises. Workshops and seminars are held to improve the administrative capacity of authorities in recipient countries and to provide training. The potential for implementation of privatization plans is also studied. Practical plans are drawn up and manuals and texts on the implementation process are compiled.

7. Regional Integrated Development Planning Studies

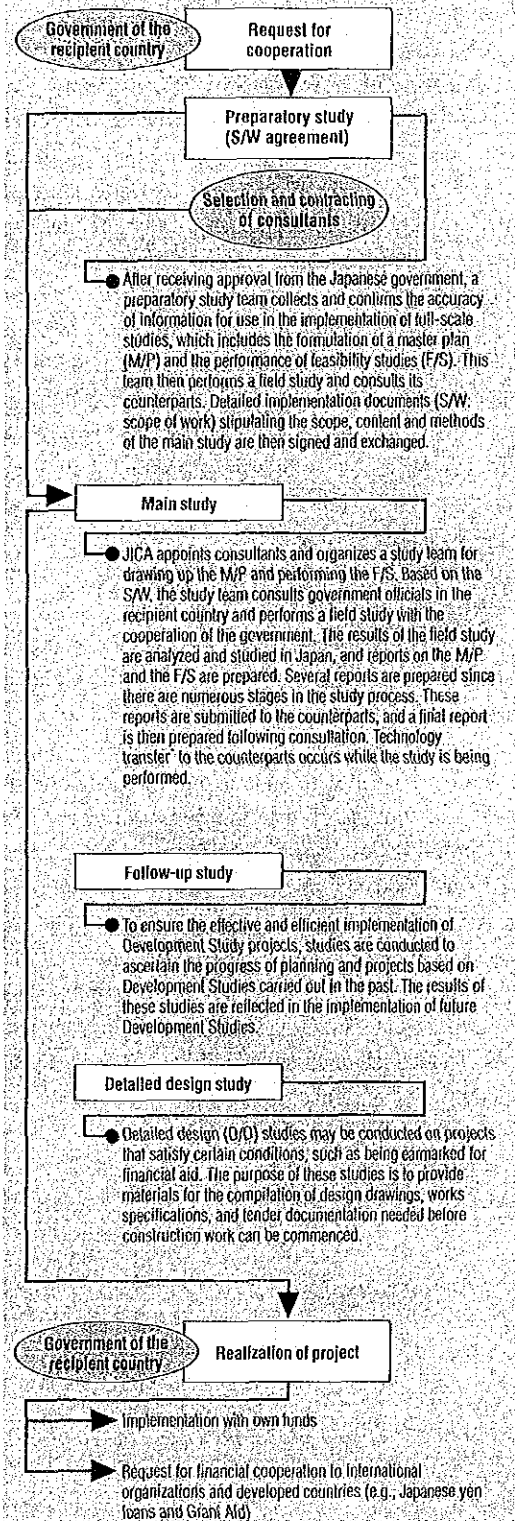
These present basic strategy for development that emphasizes distinctive regional features. They involve integrated development plans for specific regions, taking account of how best to form links with development in each sector. Seminars and workshops are held during the study process to improve the planning abilities of administrators in the recipient country.

Table 3-7 Fields Covered by Development Study

Field	Main Content
Planning and Administration	Regional development plans; economic development plans
Public Works	Water supply and sewerage; urban sanitation; waste disposal
Special Infrastructure	Urban planning; rivers; erosion control; water resources; housing; cartography
Transportation and Traffic	Transportation planning; roads; railroads; ports; airports; urban transportation
Communications and Broadcasting	Mail; telecommunications; television and radio broadcasting
Health and Medicine	Administration of health; medical treatment and hygiene; population and family planning
Agriculture	Development of agricultural methods and villages; irrigation and drainage; processing and distribution of agricultural products; livestock raising
Forestry	Resource studies; social forestry; forest management planning; processing of forest products
Fisheries	Resource studies; processing and distribution of marine products; development of fishing villages; aqua-farming; fishing ports
Mining and Industry	Resource studies; industrial promotion; factory modernization
Energy	Energy development; energy saving
Environment	Measures against air and water pollution; processing of industrial waste
Others	Development of human resources; education; commerce and tourism; management; others



**Figure 3-8** Flow of Development Study



## 8. Sector Program Development Studies

In fiscal 2001, JICA started the "sector program development study" program, which aims at formulating and implementing development plans to cover entire sectors through dialogues with governments of developing countries and other donor countries. The studies are comprised of: (1) sector study and program formulation; (2) implementation monitoring and (3) evaluation.

## 9. Follow-up Studies

These studies examine the progress of plans and projects based on past Development Studies in order to ensure that Development Studies are as effective and efficient as possible. The results are reflected in future Development Studies.

## 10. Study-related Work

Seminars on study results are held and local-language texts are prepared to encourage technology transfer through Development Studies. To enhance the effectiveness of these studies, we gather and analyze documentation in the hands of other organizations, assess trends in related fields and improve study methods.

## Program Issues and Responses

### Priority Issues Specific to Regions and Countries

Region- and country-specific approaches must be further strengthened to obtain an accurate picture of the cultural, social, economic and other features of a recipient country as well as its aid requirements, and to increase the effectiveness of aid. Through involvement in country-specific program drawn up principally by JICA's Regional Departments, those in charge of Development Study implementation are making efforts to gain a clear picture of the development issues faced by recipient countries by taking account of cultural, social and economic conditions.

Qualitative improvements based on past experience in separate sectors are made to the orientation and the methods of cooperation. These are reflected in country-specific program in order to make projects more efficient and effective. In addition, JICA will actively pursue geographical expansion of its projects.

### **Qualitative Improvement of Development Study Programs**

In order to allow study projects to fulfill their original aims and be effectively applied, we need to look closely at matters that include the project's technical suitability, funding possibilities and administrative aspects. The studies themselves must be effective and efficient. Adequate preparatory work, including preparatory studies and feedback from the results of previous studies are indispensable for raising quality.

JICA has been therefore compiling supervision and inspection manuals and preparing planning and technical standards for roads and other projects. We have also been compiling basic region-specific, country-specific and sector-specific information to assist in the formulation of study plans corresponding precisely to diversifying development needs.

In the case of large-scale projects and projects requiring advanced skills, consultants assess and examine the studies from a technical standpoint. Links with local governments in Japan are encouraged when these governments possess experience and expertise that can be applied.

### **Priority Global Issues**

The topics dealt with in Development Study in environmental fields include management of rivers, lakes and wetlands, waste disposal, general measures to combat air pollution and plans to preserve marine life. Future studies will continue to concentrate on plans for environment-friendly, sustainable development\*.

As for important development topics referred to in the DAC New Development Strategy\*, we are engaged in two projects in the field of health and medical care, three projects in the field of education and three

projects in the field of poverty relief.

### **Increase in Policy-support Projects**

The issues faced by developing countries vary in accordance with differences in their economic and financial conditions and technical standards. There has thus been an increase in policy-support projects centering on development needs and upgrading of infrastructure\* as well as those that involve human resources development and the maintenance and management of completed facilities. Four Development Studies providing support for post-conflict\* recovery were carried out in fiscal 2000. We shall continue to respond carefully to recipient countries' humanitarian needs, for instance in the form of support for recovery and development following conflict and natural disaster.

### **Links with Other Forms of Aid**

The Development Study program is closely connected with Grant Aid, loan aid\*, and financing by international financial organizations. JICA places particular importance on the exchange of information with those responsible for implementation of projects in these areas and with international financial organizations, and JICA intends to strengthen and encourage this exchange in the future. As of the end of fiscal 2000, we have implemented 14 detailed design studies in connection with the loan aid program, which began in fiscal 1998, and we have applied an integrated approach to the entire ODA project process—from the study stage to implementation. To facilitate international initiatives, we are also strengthening our links with other aid agencies.

# Grant Aid

## Outline of the Program

### Scope of the Program

Grant Aid is a form of ODA involving the provision of funds to the governments of developing countries without the obligation of repayment. The aim is to support economic and social development by helping the government of the recipient country to introduce and upgrade its public facilities and equipment. The main categories of Japanese Grant Aid are as follows:

#### (1) General Grant Aid

Grant aid for general project (including grant aid for infectious diseases control, grant aid for information technology [IT], grant aid for good governance, grant aid for the global environment, grant aid for child welfare, grant aid for rehabilitation\*, grant aid for human resources development, grant aid to deal with anti-personnel mines and grant aid for soft component support), grant aid for debt relief, non-project grant aid for structural adjustment support (including sector program grant for environmental and social development), Japanese grant aid for human resources development scholarship and grant assistance for grassroots projects\*.

#### (2) Grant aid for fisheries

#### (3) Grant aid for cultural activities (including grant aid for cultural heritage)

#### (4) Emergency grant aid (support for disaster relief, democratization, and reconstruction and development)

#### (5) Food aid\* (Kennedy Round [KR])

#### (6) Grant aid for increase of food production\* (2nd Kennedy Round [2KR]).

Of these categories, JICA is responsible for grant aid for general project and Japanese grant aid for human resources development scholarship under category (1); grant aid for fisheries (2); grant aid for



Elementary school in Nepal built with Grant Aid.

cultural heritage (3); food aid (5); and grant aid for increase of food production (6).

JICA's work includes: (1) preliminary examination to check on the content of requests for Grant Aid, the scale of the projects and the approximate costs; (2) monitoring aimed at ensuring that a Grant Aid project began after the signing and exchange of an intergovernmental agreement (Exchange of Notes [E/N]) is being executed according to the E/N and guidelines of the Japanese Grant Aid for general projects and for fisheries; and (3) follow-up activities to maintain and enhance the effects of a project.

The Japanese Ministry of Foreign Affairs (MOFA) provides the funds for Grant Aid projects.

### Target Field of Grant Aid

Countries eligible for Grant Aid are those that qualify for interest-free financing from the International Development Association\* (IDA) of the World Bank. Projects are concerned with nation-building and poverty alleviation in developing countries, and the countries receiving this aid should be unable to undertake the projects with their own funds and borrowing capacity. Projects entailing commercial profit, high-tech projects out of line with the technical levels of the recipient country and those which run the risk of being channeled to military ends are ineligible.

Grant Aid is made available mainly for social development in such fields as education, health and medical care, daily water supply and agricultural development; upgrading of public infrastructure\* such as roads, bridges, and airports; and environmental conservation projects.

The Grant Aid program thus gives priority in particular to basic human needs\* (BHN) projects that meet the most basic needs of human life. It contributes to nation-building in recipient countries while ensuring

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#### Program Implementation/6 Grant Aid

wide-ranging linkage with Technical Cooperation provided by Japan and other donors\*.

### Procedure of Grant Aid Implementation

Based on receipt of approval for proposed projects from the Ministry of Foreign Affairs, JICA embarks upon a basic design study\* involving basic design and estimated costs.

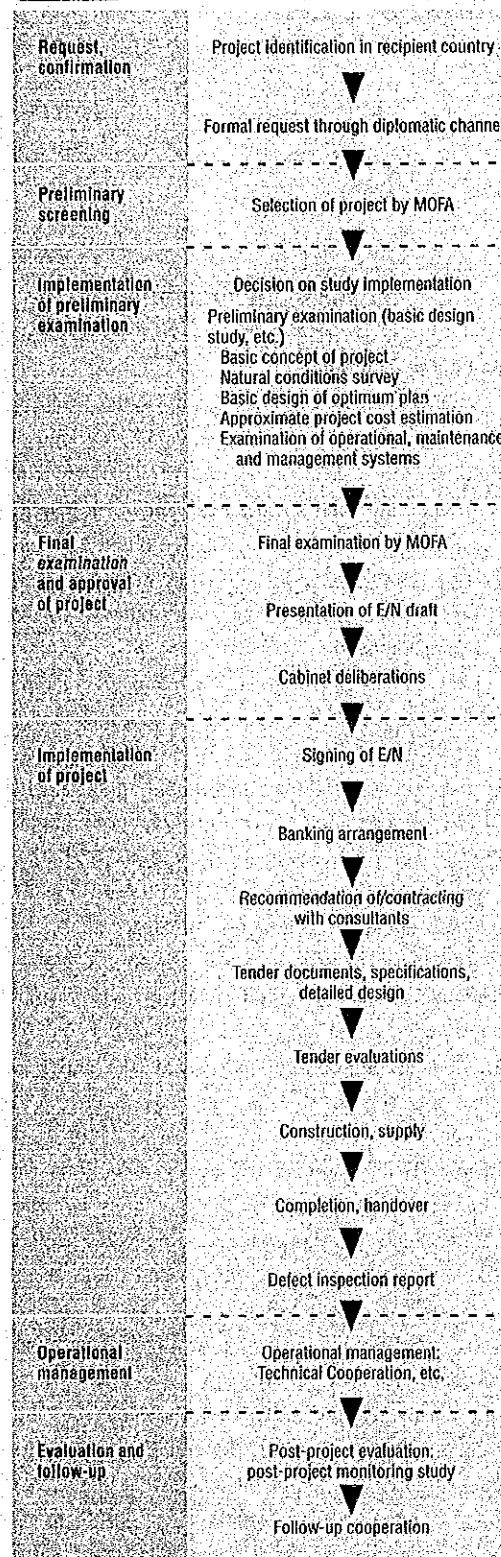
Such studies are generally performed by consultants under contract; 155 were carried out in fiscal 2000. In cases where the content of a promising project proposal seems to require further on-site examination, a preliminary study may occur before the basic design study.

Once the studies are completed, projects are presented to the Cabinet after consultations on practicalities between MOFA and the Ministry of Finance. A final decision is made once the Ministry of Finance has given its approval. Projects brought before the Cabinet in fiscal 2000 included 146 grant aid for general projects, 4 Japanese grant aid for human resource development scholarships, 15 grant aid for fisheries, 2 grant aid for cultural heritage, 26 food aid projects and 49 grant aid for increase of food production projects.

Definitively approved Grant Aid projects are initiated with the signing of an E/N by the governments of Japan and the recipient country. MOFA then instructs JICA to facilitate the project. Grant Aid projects begin with the conclusion of contracts between the recipient government and Japanese consultants and companies. JICA ensures that everything proceeds smoothly by recommending consultants and submitting guidelines of the Japanese Grant Aid for general projects and for fisheries outlining the basic approach to the project.

Once a Grant Aid project has been completed and handed over to the recipient country, we provide follow-up cooperation if the country's government is unable to maintain and manage the project on its own. Follow-up cooperation includes the dispatch of experts and study teams to carry out repair and construction work. Cooperation to restore the essential function of facilities built with Grant Aid is sometimes provided through supply of new equipment or spare parts. Follow-up is indispensable for sustainable development\* and training in recipient countries.

**Figure 3-9** Grant Aid Project Cycle and Its Principal Stages



## Program Topics

### Introduction of Ex-ante Evaluation

JICA aims to provide results-oriented cooperation. We have experimentally compiled a ex-ante project evaluation table concerning projects in each sector of groundwater development, education, health care, and roads and bridges in an attempt to bring greater clarity to project results in Grant Aid. Furthermore, consistent with the research summary, JICA has endeavored to ensure increased transparency while disclosing this information in the format of a report.

### Strengthening the Implementation System

Improving operational quality and strengthening our implementation system are constant concerns for JICA, as we must be certain of our capacity to respond appropriately to the increasingly diverse and complex needs of recipient countries.

In particular, we try to identify and formulate high-quality projects by establishing closer links with Technical Cooperation. We make effective use of organizational structures and personnel both within JICA and from outside, specifically international agencies and other donors as well as JICA's overseas offices, senior advisors\* and project formulation advisors\*.

### Improving Project Monitoring

Grant Aid projects are realized after JICA has performed basic design studies to calculate the approximate project costs involved. In order to make effective use of funds, stringent investigation of the most appropriate design standards and calculation details in line with requests from recipient nations are undertaken.

JICA has always tried to ensure that such investigations are as fair as possible. In fiscal 1999, we set up an Office of Technical Coordination and Examination to raise the level of basic design work in cooperation with outside experts. Technical advisors for implementation of Grant Aid projects have been sent to facilitate the exchange of opinions with everyone involved at the implementation stage.

As part of an effort to further improve the examination system, in fiscal 2000, we expanded our program for dispatching technical advisors for implementation of

Grant Aid projects, and, with regard to the contract for the procurement of the equipment of the Grant Aid project, we have experimentally introduced a pre-shipment inspection system that is carried out by third-party organizations.

We are also revising the content of our supply guidelines, which set out basic approaches to project implementation through the enhancement of consultants' reporting duties and strengthening of the system of checks. The title of these guidelines has also been changed to "Guidelines of the Japanese Grant Aid for General Projects and for Fisheries."

JICA is working to link capital aid cooperation experts (experts dispatched to promote loan assistance\* and Grant Aid) and Project-type Technical Cooperation so as to strengthen its guidance of initial project operation and maintenance/management. JICA is also devising ways of ensuring that Grant Aid projects that have been implemented are used sustainably and effectively in the recipient countries, while liaising with the activities of other aid organizations when required.

JICA's grant aid for increase of food production projects (2KR) have endeavored to improve procurement procedures through such means as implementation of the Japan International Cooperation System (JICS) for organization of procurement management, and introduction of a committee system.

### Information Disclosure and Publicity

Enactment of the "Freedom of Information Act" has made it all the more important to provide the Japanese general public with information on ODA programs.

To ensure total transparency, JICA releases information on the results of studies and tenders, and we are currently considering how best to disclose the results of projects to allow for maximum accessibility. We are creating videos and pamphlets explaining how Grant Aid works and presenting projects that are now under way in various countries. JICA is also preparing videos and pamphlets on our operations to keep the Japanese people fully abreast of JICA activities.

### Response to Needs

The Grant Aid budget to deal with global issues



such as poverty and the environment has been increased. Aimed at responding to diversifying needs in recipient countries and at providing aid more effectively, grants are being provided in areas such as child welfare, the global environment, anti-personnel mines, human resources development, rehabilitation, infectious

diseases control, IT and good governance. As well as creating links with Technical Cooperation and loan aid, we are implementing effective projects in collaboration with UNICEF (United Nations Children's Fund), the WHO (World Health Organization) and other international agencies, donors and NGOs.