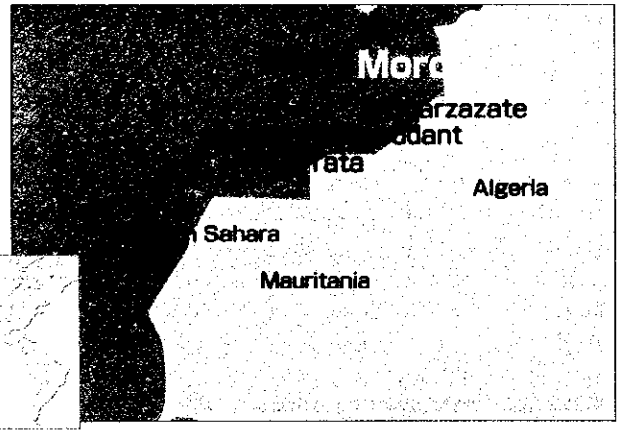
Morocco

The Project of Drinking Water Supply in Rural Areas



Project Sites
Agadir, Taroudant, Tata, Ouarzazate

1. Background of Project

In the southern areas of the Atlas Mountains in Morocco, the main source of potable water for villagers is underground water due to the desert climate. The existing manually excavated wells, however, had many problems. The amount of water was insufficient and the quality poor, which caused social problems such as water-borne diseases and a massive workload of women and children because they had to fetch water from distant wells.

In 1992, the Government of Morocco set up the "PAGER Program" (Program d' Approvisionnement groupé en Eau Potable des Populations Rurales) which aimed to increase the water supply coverage rate in rural areas to 80 percent by the year 2000. For implementation of the Program, the Government requested the assistance of international agencies and developed countries, including Japan. In response, the Government of Japan provided Grant Aid for the procurement of water supply equipment for the southern areas of the Atlas Mountains where the ratio of served population was especially low.

2. Project Overview

(1) Period of Cooperation

FY 1994 and FY 1996

(2) Type of Cooperation

Grant Aid

(3) Partner Country's Implementing Organization

Directorate General of Hydraulics, Ministry of Public Works [1]

(4) Narrative Summary

1) Overall Goal
To improve the standard of living of people in the rural areas located in southwest Morocco.

2) Project Purpose
To provide safe and stable water for domestic use to people living in the targeted villages.

3) Outputs
a) Water supply facilities are installed.
b) An appropriate operation and maintenance system for water supply facilities is established.

4) Inputs

Japanese Side

Grant	721 million yen (E/N amount)

Moroccan Side

Counterparts
Local cost (Well excavation, installation of water tanks, pumps, communal taps, house connection pipes, etc)

3. Members of Evaluation Team

JICA Morocco Office
(Commissioned to Mr. Mitsuro UEMURA, JICA Expert in the Planning of Drinking Water Supply in Rural Areas and a local consultant company Morocco Development)

4. Period of Evaluation

9 February 2000-19 February 2000

5. Results of Evaluation

(1) Efficiency

The Project was started in 1995, the year of the start of the PAGER Program, and the procurement of equipment was prompt. Such appropriate timing and efficiency from the Japanese side was highly evaluated. Regarding the Moroccan side, installation of the procured equipment was carried out smoothly, as a whole, except for some cases where agreement with villagers took a long time.

(2) Effectiveness

The overall effectiveness of the project was high. The project provided safe potable water to the rural areas, reaching 10,000 more member of the population than targeted. Moreover, in the first phase of the project (FY 1994), the number of villages reached increased from the 86 originally targeted to 99. There were some problems in the use of equipment, however, such as the manual pumps installed on rain-water tanks did not function well because the tanks had dried up.

(3) Impact

One notable impact was that the school enrollment rate for girls increased two to nine times. Presumably the project partly contributed to this change, since many girls had been released from water-fetching activities by the project.

The water quality at the project sites had been improved to a great extent, and the incidence of water-borne diseases such as diarrhea, typhoid, and dysentery had decreased. The workload on women to fetch water had also been reduced, and especially the reduction of this burden during pregnancy contributed to prenatal health. Moreover, the infant mortality rate of the project sites had diminished to the level of 13-37 percent of the national average. Thus, the supply of safe and stable potable water through the project had contributed to the improvement of the standard of living in the targeted rural areas.

(4) Relevance

The purpose and activities of the project were highly relevant to the needs and policies of Morocco. The PAGER Program aims to increase the water supply coverage rate in rural areas. The project targeted the southern areas of the Atlas Mountains, where the ratio of served population was especially low.

(5) Sustainability

From the beginning of the project, the participation of the targeted population was incorporated, so as to enhance sustainability. In the PAGER Program, the formulation of a water management association is a pre-condition for installation of water supply equipment in a village. This system promoted the villagers' awareness towards the project, and in some villages, people installed house connection pipes or distributed water to surrounding areas by themselves.

The operation and maintenance system for facilities was well established, and no large problems have occurred with the new equipment. The technology transfer in this area has been attempted after providing the equipment, by utilizing the scheme of soft-component (i.e., technical cooperation by Japanese consultants) and dispatching Individual Experts. It is necessary, however, to improve the skills for examining and maintaining the equipment as the years pass.

Local consultant conducting interview at a village

6. Lessons Learned and Recommendations

(1) Lessons Learned

Since the research and documentation abilities are quite high on the Moroccan side, it is possible to formulate a project in a relatively short period, based on the quality of the documents submitted.

(2) Recommendations

Since the targeted villages are scattered across the project area, it is difficult to grasp the situation of all villages. In addition, it was reported that in some villages, the installation of equipment took a long time. It was recommended that the situation of targeted villages be followed-up by the Individual Experts being dispatched at present.

7. Follow-up Situation

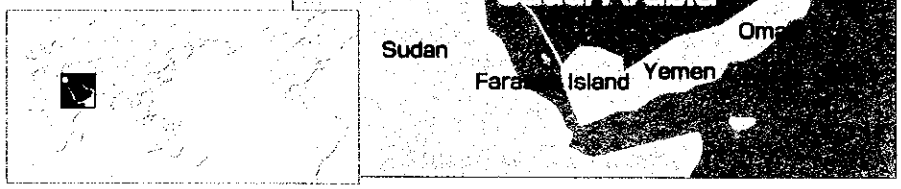
Technical cooperation is being implemented by dispatching one long-term expert (November 1999 to October 2003) and three short-term experts (June to August 2001). The purpose of the technical cooperation was to identify a future project to assist the PAGER Program, to follow up the already implemented projects, and to transfer the technology in the operation and maintenance of equipment.

Based on this evaluation result, another grant aid project, "the Project of Drinking Water Supply of Southern Areas", started in March 2001.

1) Ministry of Public Works altered its name to Ministry of Equipment at present

Saudi Arabia

Mangrove Protection



Project Sites

Riyadh, Farasan Island, and Arabian Gulf coastal zones

1. Background of Project

Saudi Arabia formulated a System Plan for Protected Areas and attempted to establish protected areas in the coastal zones. The National Committee of Wildlife Conservation and Development (NCWCD) was the only organization that promoted the protection of the natural environment in Saudi Arabia and had been in charge of the activities concerning conservation and development of wildlife and its living environment. Under these circumstances, the Government of Saudi Arabia requested Japan to provide technical cooperation focused on research, planning and education necessary for the protection and rehabilitation of mangrove forests in order to contribute to drafting the national mangrove inventory, a key activity in the Plan mentioned above.

2. Project Overview

(1) Period of Cooperation

10 April 1993-9 January 1998

(2) Type of Cooperation

Dispatch of Individual Expert

(3) Partner Country's Implementing Organization

National Committee of Wildlife Conservation and Development (NCWCD)

(4) Narrative Summary

1) Overall Goal

a) Mangrove forests along the coasts of the Arabian Gulf and Red Sea in the territorial seas of Saudi Arabia are protected.

b) Public awareness concerning conservation of natural mangrove forests is raised in Saudi Arabia.

2) Project Purpose

Mangrove forests in the protected areas of Farasan Island and priority Arabian Gulf coastal zones are protected and rehabilitated.

3) Outputs

a) Seedbeds of mangrove are developed.

b) Mangroves are planted.

c) Planting technologies for the rehabilitation of devastated and degraded mangrove vegetation are transferred.

d) The state and distribution of mangrove vegetation are evaluated and an inventory of mangroves is formulated.

e) Mangrove vegetation areas along the Red Sea and Arabian Gulf in the territorial waters of Saudi Arabia are mapped and varieties of mangroves are identified.

f) A mangrove conservation and management system is established in the protected areas of Farasan Island and special areas along the Arabian Gulf coast.

g) Awareness raising and extension activities concerning mangrove protection and environmental education are promoted among the Saudi Arabian public.

4) Inputs

Japanese Side

Long-term expert	1
Trainee received	1
Equipment	

Saudi Arabian Side

Counterparts

Facilities

3. Members of Evaluation Team

JICA Saudi Arabia Office

(Commissioned to The Economic Bureau)

4. Period of Evaluation

November 1999-March 2000

5. Results of Evaluation

(1) Efficiency

A detailed plan was formulated at an initial stage and technology transfer by Individual Experts was implemented smoothly; therefore, expected outcomes were accomplished. However, as the activities of seedbed development, reforestation and awareness raising were added to the plan halfway through the project, it was impossible for only one long-term expert and counterparts receiving training in Japan to complete all of the activities.

(2) Effectiveness

As mentioned above, activities were added over time and further outcomes were expected; therefore, the one expert and counterparts were unable to complete all of the activities. Having said that, the formulation of a mangrove inventory which was in the initial plan and awareness raising for conservation and rehabilitation were achieved due to the excellent skills and flexible manner of the expert.

In terms of additional outcomes, mangroves were planted in 16 of the protected areas of Farasan Island and the Arabian Gulf coast. As skills regarding reforestation and protection for the rehabilitation of vegetation were transferred, a certain level of achievement was recognized.

(3) Impact

Awareness of stakeholders concerning the issues of mangroves was raised. As a result, the issue of whether or not NCWCD would be able to continue their efforts to resolve the issues in the future became more critical than ever.

(4) Relevance

Developing an inventory of mangrove vegetation was one of the important activities to establish protected areas in coastal zones in the System Plan for Protected Areas adopted by the Saudi Arabian government. Therefore, the relevance of the cooperation was high.

(5) Sustainability

The personnel and budget of NCWCD were inadequate and, thus, the technology transfer by the expert was not fully utilized. It was considered necessary to dispatch short-term experts on a continual basis to support human resources development.

An expert teaching Seedbed development technique for counterpart

6. Lessons Learned and Recommendations

(1) Lessons Learned

While several outputs were set as objectives, inputs were limited to one long-term objective and the acceptance of one Saudi Arabian trainee. It is, therefore, important to limit the set of activities and objectives to a level which can reasonably be implemented by one expert when this is the cooperation plan.

Further public awareness and partnership with related organizations should be attempted in order to continue to promote the importance of mangrove conservation. To this end, community participation should be promoted and the support of the related organizations should be requested.

(2) Recommendations

Continuous support through the Dispatch of Experts would be necessary as the environmental sector was one of the priority areas of cooperation in the mid- and long-term vision in JICA's Country Program.

As part of the measures in the environmental field, it would be appropriate to continue technology transfer and the Dispatch of Experts in order to develop the outcomes of this project.

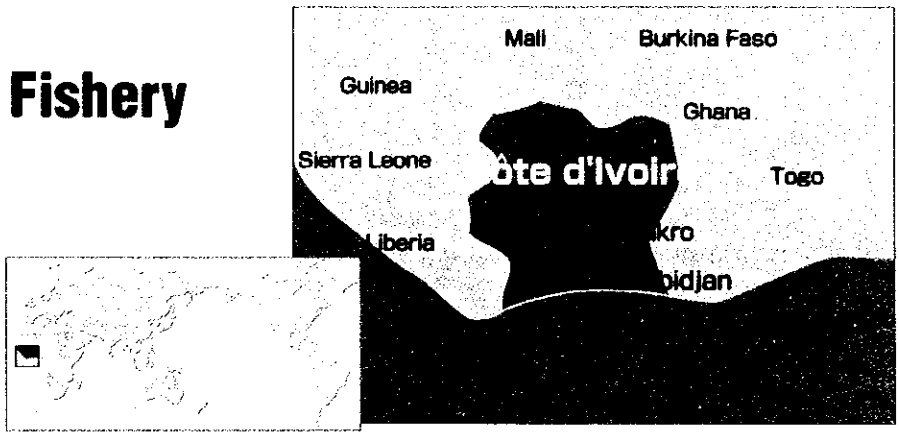
Awareness raising of the public needs to be a central focus, in addition to the transfer of reforestation techniques, in order to promote sustainable mangrove conservation.

7. Follow-up Situation

NCWCD had been formulating the plan for the establishment of marine protected areas along the Red Sea coast within the scope of mangrove protection in partnership with an Individual Expert as an "Advisor on Planning for the Marine Protected Areas".

Côte d' Ivoire

The Project for Development of Fishery



Project Sites Abidjan

1. Background of Project

In Côte d'Ivoire, the export of marine products and processed marine products had been increased steadily over the past 20 years. Especially, the export of tuna and bonito is quite important for obtaining foreign currency. However, Côte d'Ivoire had became less competitive in the market due to the increase in products from Southeast Asian countries. Additionally, the pollution of the saltwater lagoon area had become more serious. Thus, it became important to ensure the safety of marine products. The Government of Côte d'Ivoire requested Grant Aid from the Government of Japan to establish an institute to examine food quality with the following aims: 1) to acquire an international reputation, 2) to improve the quality of marine products and processed marine products, and 3) to stabilize the incomes of fishermen who support their families through small-scale fishing activities.

2. Project Overview

(1) Period of Cooperation

FY1989-FY1994

(2) Type of Cooperation

Grant Aid, Dispatch of Expert and Acceptance of Trainees

(3) Partner Country's Implementing Organizations

Ministry of Agriculture and Animal Resources
National Laboratory of Agricultural Development (LANADA)

(4) Narrative Summary

1) Overall Goal

Safe marine products are provided over the long term in Côte d'Ivoire.

2) Project Purpose

A system to examine the quality of marine foods is established in LANADA.

3) Outputs

a) An institute for examining the quality of fishery products is constructed.

b) Equipment for examining the quality of marine foods is provided.

c) Software for developing a data base is provided.

4) Inputs

Japanese Side

Grant	256 million yen
Short-term expert	1
Trainees received	7

Côte d'Ivoire Side

Counterparts
Local cost

3. Members of Evaluation Team

JICA Côte d'Ivoire Office
(Commissioned to Cabinet IFOR)

4. Period of Evaluation

15 February 2000-20 March 2000

5. Results of Evaluation

(1) Efficiency

The provision of equipment and facilities, and the construction of the institute were all completed according to the original plan.

(2) Effectiveness

The number of quality examinations carried out had increased steadily, from 6,100 in 1991 to 11,000 in 1999.

(3) Impact

Côte d'Ivoire received permission to export marine products to the EU in 1996. Since the institute for examination was established and awareness of the importance of quality examinations enhanced, the quantity of poor quality products decreased.

Total outputs of marine products in Côte d'Ivoire had reached around 70 thousand tons annually from 1994 to 1998, showing a gradual increase. This increase was considered to be a result of the quality improvement of the products.

(4) Relevance

The establishment of the institute for quality examination, and its scale were relevant. In fact, besides the institute, there was only one other private company that could give permission to export qualified marine products to the EU. This indicates that the institute was quite important for marine product exports for the country.

(5) Sustainability

At the time of evaluation, the number of staff was 16 which was sufficient to manage the institute. However, some of the staff, including those who were trained in Japan, subsequently left the institute or retired. It was considered necessary to take measures to enhance their motivation to work.

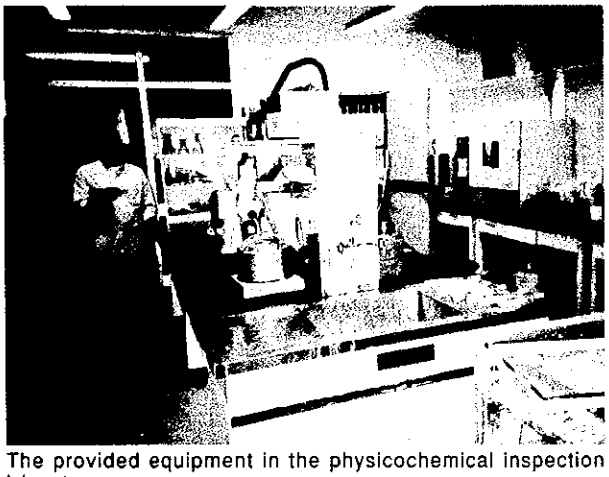
As to financial aspects, the institute started charging for the examination in 1992 and the payment rate from private companies was satisfactory. It was expected that they could increase their earnings from fees up to 60 percent of their total income. Although their earnings cover the minimum costs for management and maintenance of the institute, LANADA still must depend on the national budget and aid from donor countries for the upgrading of equipment and other costs.

6. Lessons Leaned and Recommendations

(1) Lessons Learned

African countries often face difficulty in ensuring a sufficient budget, with politics and limited funds both playing a part. Thus, for an institute requiring payment for services, it is important, when the project is planned, to propose that the institute be financially independent (at least regarding the cost for labor, management and maintenance) and not dependent on the national budget after the institute is established and equipped with basic facilities.

An institute for examining the quality of fishery products



The provided equipment in the physicochemical inspection laboratory

(2) Recommendations

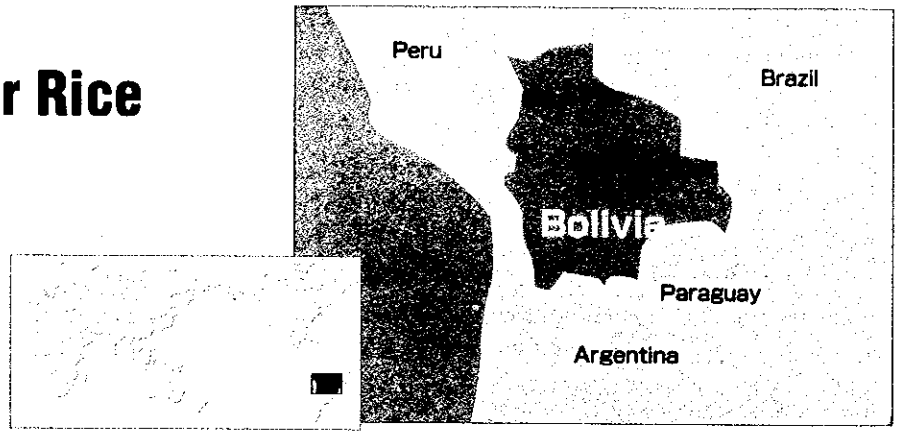
It was judged there was no need to support the institute technically. While the Government of Côte d'Ivoire requested the Government of Japan to upgrade examination equipment, it was recommended that Japan should cautiously consider the necessity to continue cooperation, after confirming whether the management system of the institute has improved or not.

7. Follow-up Situation

Japan dispatched an expert in physicochemical analysis of fishery products, who worked to strengthen the system of quality examination from March to May 1993. In addition, Japan received seven trainees from Côte d'Ivoire in the courses on detection of toxic materials in foods and examination of imported and exported foods from 1994 to 1996.

Bolivia

Improvement of Technologies for Rice Production



Project Site Santa Cruz

1. Background of Project

Santa Cruz is an important area in Bolivia where major cereals are produced. Eighty percent of domestic immigrants comprise the majority of the area's population. Engaged in small-scale rice production by slash and burn farming, these small-scale farmers did not have the skills to cope with the problems of plant diseases, weed control and labor shortage since cultivation methods were primitive.

Therefore, the Government of Bolivia requested the Government of Japan to cooperate for research and development of technologies for rice production, aiming to establish technologies to allow small-scale farmers to increase their productivity on their own by shifting from slash and burn farming to continuous farming, based on research conducted by the Tropical Agriculture Research Center.

2. Project Overview

(1) Period of Cooperation

December 1991-December 1994

(2) Type of Cooperation

Research Cooperation

(3) Partner Country's Implementing Organizations

Ministry of Agriculture, Livestock and Rural Development
Agriculture Research Center (CIAT)

(4) Narrative Summary

1) Overall Goal
Rice Productivity of small-scale farmers is improved.

2) Project Purpose
The technology to assist farmers to shift from slash and burn farming to continuous farming is established.

3) Outputs
a) Technologies for preparing the land for planting are developed.
b) Cultivation systems are developed.
c) Technologies for control of weeds are developed.
d) Technologies for control of insect diseases are developed.
e) Technologies of crops and post-crops to rise the quality of the products are developed.

4) Inputs

Japanese Side

Long-term experts	2
Short-term experts	3
Trainees received	
Equipment	
Local cost	

Bolivian Side

Counterparts	
Local cost	

3. Members of Evaluation Team

JICA Bolivia Office
(Commissioned to Mr. Roger E. Velez Rapp)

4. Period of Evaluation

1 February 2000-30 March 2000

5. Results of Evaluation

(1) Efficiency

The quantity of inputs, such as human resources and equipment was sufficient. However, the research activities did not lead to satisfactory results due to obstacles such as poor communication between experts and counterparts

and an insufficient number of steering committee meetings to discuss the direction of research activities. Also, the department of technology extension of CIAT could not carry out its roles of verification of research results and application of developed technologies for extension, which hindered project efficiency.

(2) Effectiveness

Twenty-four research studies were conducted on 12 technologies in five fields. Among them, only seven produced results, out of which three (including a pedal threshing machine) could be applied for extension. The other 17 research studies needed to be continued to reach a satisfactory result. Thus, the project purpose had not yet been achieved.

(3) Impact

Local people were either unaware of the research activities, or they could not adopt research results to their farming activities due to economic reasons. Therefore, farmers who were engaged in slash and burn farming had not utilized the research results. The overall goal had not been achieved.

(4) Relevance

The project purpose was too ambitious for a three-year cooperation program. Farmers were unfamiliar with the project, and the research results had not yet extended to practical use in the field. As a consequence, the research results were not applied to change slash and burn farming and the overall goal was not achieved.

Moreover, the evaluation discovered that small-scale farmers were in need of irrigation facilities, financing and roads, while the issues facing them were not the preservation and quality of rice. Therefore, it was concluded that the project was not relevant to the needs of local people.

(5) Sustainability

CIAT could not afford, in terms of human resources and finances, to continue the research and extension activities on its own. After completion of the project, the research activities were not sustainable except for the research on weed control. Although pedal threshing machines were put on exhibition for demonstration for several days, other research results were not utilized for extension.

In this regard, research on breed improvement of rice quality had been conducted by Individual Experts of JICA since 1995.

Trainees receiving a lecture on slash-and-burn agriculture

6. Lessons Learned and Recommendations

(1) Lessons Learned

The project purpose needs to be set in line with the duration of the cooperation.

The cooperation for research and development should consider all elements of technological development, such as research, application and extension. Accordingly, the research should be conducted at a place where the research results can be utilized. In addition, the research should consider social and economic factors, as well as technological factors. It is important to involve experts from a broad range of fields including technological extension.

The approach must include a system which incorporates the needs and opinions of farmers and agricultural extension staff when research topics are identified so that appropriate topics are selected.

(2) Recommendations

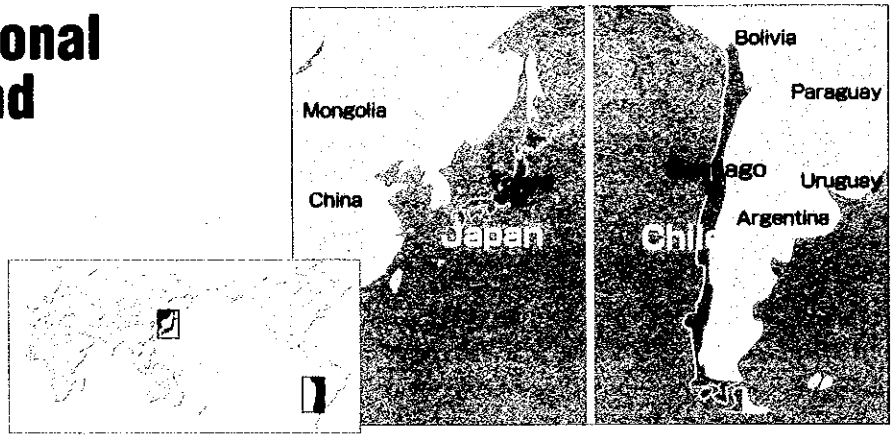
The following were recommended for the Project-type Technical Cooperation, "Project for the Dissemination of High-Quality Rice Seeds for Small-scale Farmers," which was to start in August 2000: 1) the project should focus on certain activities, in consideration of local capabilities for implementation; 2) the project should promote the direct and indirect participation of stakeholders in the target area; 3) the project should implement activities near the target area; and 4) the project should establish a system to improve project activities in response to needs.

7. Follow-up Situation

The Project-type Technical Cooperation, "the Project for the Dissemination of High-Quality Rice Seeds for Small-scale Farmers," is being implemented from 1 August 2000 to 31 July 2005.

Chile

Seminar in Regional Development and Planning



Project Site Japan

1. Background of Project

Chile had maintained a high economic growth rate while also promoting decentralization since the administration shifted to a democracy, aiming to avoid a concentration of the population in the Metropolitan area. The aim of decentralization was to correct the gap among areas by promoting local enterprises and poverty alleviation activities. It was expected that decentralization would be further promoted for the establishment of local-government autonomy. Japan started an In-country Training Program, which focused on the training of human resources in the fields of local administration and social and economic development planning, in order to assist Chile's efforts with regard to decentralization.

2. Project Overview

(1) Period of Cooperation

FY1993-FY1998

(2) Type of Cooperation

Country-focused Training Course

(3) Partner Country's Implementing Organization

Hokkaido Area Management and Support Foundation

(4) Narrative Summary

1) Overall Goal

A system for planning, coordination and promotion of local development plans is established in areas other than the Metropolitan area.

2) Project Purpose

Trainees from local governments in Chile improve their ability in regional development planning.

3) Outputs

a) Trainees understand the history of integral development, administrative mechanisms and the budgetary measures of Hokkaido.

b) Trainees acquire practical knowledge of establishing a promotion, administration and planning system for regional development.

4) Inputs

Japanese Side

Training expenses

Trainees received

Chilean Side

Local cost

3. Members of Evaluation Team

JICA Chile Office

(Commissioned to Mr. Loreto Ditzel Lacoa and Mr. Francisco Trujillo Oyarzún)

4. Period of Evaluation

January 2000-March 2000

5. Results of Evaluation

(1) Efficiency

Due to the lack of information on the cost for implementing the training, it was impossible to analyze the efficiency of the project in terms of cost performance. Lectures were not always clearly understood since trainees received explanations through a Spanish interpreter. In addition, the selection of candidates for training was not transparent. However, the project had been implemented relatively efficiently, as a whole.

(2) Effectiveness

The training course received 67 trainees for five years. The results of the questionnaire survey and interviews showed that the level of satisfaction of trainees was 93 percent on average, and that 90 percent of respondents to the questionnaire suggested that all staff engaged in regional development in Chile should participate in this training program. Furthermore, supervisors of the trainees indicated that trainees broadened their views and became more capable of making important decisions, based on a better knowledge regarding regional development. Therefore, it was concluded that the project purpose was achieved.

(3) Impact

It was difficult to evaluate the impact of the training quantitatively. However, the training had certain positive impacts on regional development in respective areas in Chile, judging from the following. Forty out of 44 (91%) trainees responding to the questionnaire still worked for regional development at the time of evaluation; 39 of 44 (89%) said they transferred knowledge they attained in the training by some means; and 70 percent of the supervisors indicated the training contributed to regional development of respective areas.

(4) Relevance

Decentralization and regional development were among the significant targets of national development of Chile. This training program was quite relevant in the sense that administrative staff engaged in regional development planning could study the theory of regional development and gain practical experience in the development process of Hokkaido.

(5) Sustainability

Sustainability of the training program was not evaluated since the training had been implemented mainly by JICA.

6. Lessons Learned and Recommendation

(1) Lessons Learned

To maximize the results of the training, it is important to involve not only the organization requesting the training but also organizations related to the field targeted by the training, after analyzing governmental organizations and their roles.

Moreover, a follow-up system for tracing the former trainees should be established.

Site visit for land recovery activities form cadmium contamination in Toyama Prefecture

Lecture on environment conservation policy at national park in Nagano Prefecture

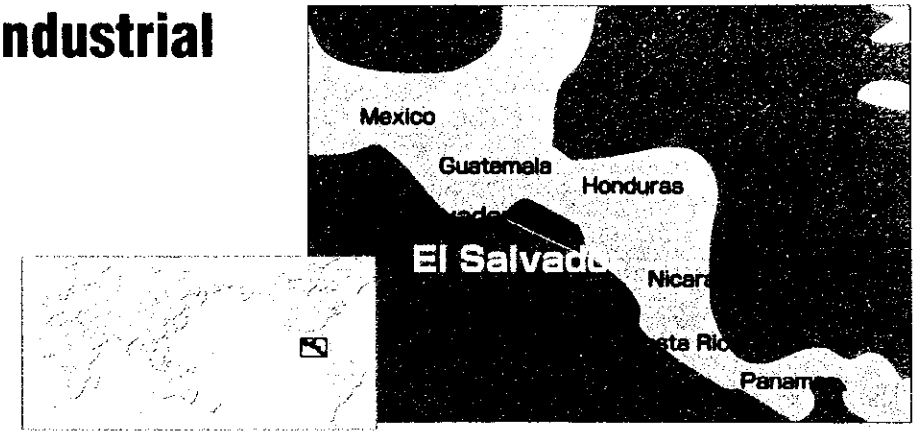
(2) Recommendation

It was recommended that the private sector also be included in the target group since it was also considered an important player for regional development. Furthermore, targeted trainees should include not only staff from the Ministry of Planning and Cooperation, but also staff from the Ministry of Domestic Affairs and staff from city or village level governments.

Both Chilean and Japanese sides should establish a follow-up system for former trainees.

El Salvador

Technical and Industrial Institute



Project Sites San Salvador

1. Background of Project

The Government of Japan dispatched to the Technical and Industrial Institute (ITI) Individual Experts from 1964 to 1974 and Japan Overseas Cooperation Volunteers (JOCVs) from 1976 to 1979. The project was later interrupted by the outbreak of civil war. After the peace agreement in 1992, however, JOCVs were again dispatched to the ITI in 1994. ITI was one of the symbols that represented Japan's cooperation to El Salvador. One JOCV for each of the four to five departments (including computer science, automobile mechanics, machine tools, natural science, and electronics) had been constantly assigned. JOCVs had held classes for students and provided advice to their colleagues and teachers.

This evaluation covered the JOCVs dispatched and the equipment provided after 1994.

2. Project Overview

(1) Period of Cooperation

FY1994-FY2001

(2) Type of Cooperation

Dispatch of JOCVs and Provision of Equipment

(3) Partner Country's Implementing Organizations

Ministry of Education
Technical and Industrial Institute (ITI) [1]

(4) Narrative Summary

1) Overall Goal
To educate qualified industrial engineers in order to achieve economic development and to decrease the number of unemployed.

2) Project Purpose
ITI's educational level in the industrial field is improved.

3) Outputs
a) ITI's teaching methods are improved.
b) ITI's educational facilities are improved.

4) Inputs

Japanese Side

JOCVs	10
Equipment	143 million yen

Salvadorian Side
Counterparts

3. Members of Evaluation Team

JICA El Salvador Office
(Commissioned to Ms. Maria Teresa Rendon)

4. Period of Evaluation

December 1999-March 2000

5. Results of Evaluation

(1) Efficiency

The JOCVs had been dispatched continuously according to ITI's the needs. The past cooperation, however, had not fixed the period, goal and outputs. Also, coordination among the JOCVs was not good. As for the efficiency of the JOCVs' activities, communication was difficult for the first several months after arrival at their posts due to language problems. Therefore, technical transfer during the initial period was less efficient than that later on.

(2) Effectiveness

Teaching methods were improved in four departments (machine tools, automobile mechanics, electricity and electronics) where the JOCVs were in charge of teacher training. Also, ITI came to have the best education, facilities and equipment among technical high schools in El Salvador through the cooperation. Therefore, the project purpose was almost attained.

(3) Impact

The quality of the teaching in ITI was improved and it was recognized that the school had a high technological level, which resulted in an increase in the number of employment offers to ITI students. Other impacts included the increase in enrollment and a decline in the dropout rate. However, since other similar schools did not have the necessary equipment to hold classes similar to those of ITI, the higher educational and technological level in ITI did not lead directly to the improvement of the level of educational in the other technological high schools.

(4) Relevance

Since the dispatch of JOCVs improved the quality of education at ITI, the assistance through them was relevant.

(5) Sustainability

ITI was managed relatively well. However, there was not a self-supporting system to continue improvement of the technology and level of education. Therefore, the level of education and that of machinery maintenance at ITI were expected to become lower when the dispatch of JOCVs ended.

6. Lessons Learned and Recommendations

(1) Lessons Learned

Clear goals must be established based on discussions with the partner country when dispatching JOCVs. If there were a special group responsible for the JOCVs in the partner country or in the implementing organization, it would be possible to mutually discuss policies regarding the dispatch JOCVs, ripple impacts made through the activities, and the like. This group could also provide assistance to the JOCVs, for instance, to help new arrivals adapt to local customs.

(2) Recommendations

The positive impacts brought to ITI through this cooperation did not extend to the other schools. It was considered necessary to take concrete steps to expand the effects to other schools with ITI as the core by, for example, providing students in tother schools with the opportunity to take part in ITI classes. As the department of automobile mechanics has become more popular in recent years among students in technical high schools including ITI, it was considered desirable that the cooperation be continued in this department.

A Workshop of the course on refrigerator operation

A JOCV working with counterparts using equipment provided by Japan

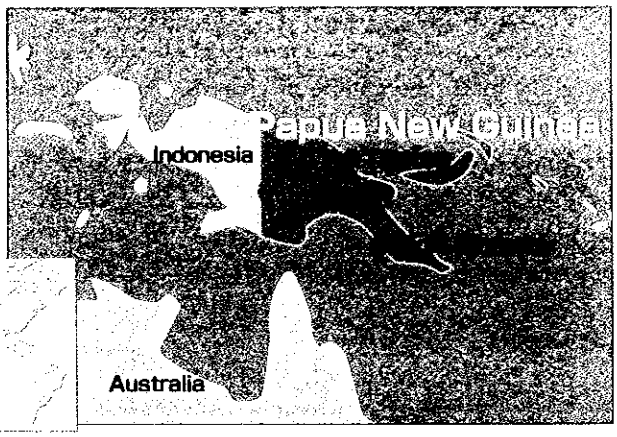
7. Follow-up Situation

After this evaluation, nine JOCVs including two automobile mechanic volunteers were dispatched to schools in El Salvador other than ITI.

1) Technical and Industrial Institue altered its name to National Technical and Industrial Institution (INTI).

Papua New Guinea

The Projects to Raise Incomes and Standards of Living in Rural Area (Highlands)



Project Sites
(1) Teptep (Madang Province)
(2) Aiyura (Eastern Highlands Province)

1. Background of Project

The economic disparities between urban and rural areas are of great concern in Papua New Guinea. Meanwhile, "income generation in rural areas" is one of the high-priority development issues in Japan aid.

The Government of Papua New Guinea requested Japan to provide assistance through the Japan Overseas Cooperation Volunteers (JOCVs) Program to introduce vegetable cultivation into the highlands villages, surrounded by 2,000-meter mountains, aiming at the improvement of nutrition as well as the creation of income. At the same time, the Government also requested cooperation through the Expert-Team Dispatch Program aiming to improve nutrition and to increase the standard of living by promoting freshwater aquaculture in the protein deficient highlands areas.

Accommodating the requests, the Government of Japan implemented the JOCV project "Teptep Vegetable Project" and the Expert Team Dispatch Program "Highlands Aquaculture Development Project."

By conducting an ex-post evaluation of these two projects, in which income generation was a high-priority objective, this evaluation study surveyed the surrounding conditions of the highlands, assessed the effects of the cooperation, and drew lessons and recommendations for the formulation and implementation of cooperation in the future.

2. Project Overview

(1) Teptep Vegetable Project

1) Period of Cooperation
FY1991-present (ongoing)
2) Type of Cooperation
Japan Overseas Cooperation Volunteers (JOCVs)
3) Partner Country's Implementing Organization
Division of Primary Industries, Madang Province
4) Narrative Summary
a) Overall Goal
Incomes are increased in Teptep villages.
b) Project Purpose
Vegetable cultivation mainly of highland vegetables is promoted in Teptep villages.

(2) Highlands Aquaculture Development Project

1) Period of Cooperation
23 June 1996-22 June 1999
2) Type of Cooperation
Expert Team Dispatch Program
3) Partner Country's Implementing Organization
Government of Eastern Highlands Province
4) Narrative Summary
a) Overall Goal
Aquaculture in highlands areas is promoted.
b) Project Purpose
Teaching capacity of the Highlands Aquaculture Development Center is improved.

3. Members of Evaluation Team

JICA Australia Office
(Commissioned to Dames & Moore AACM International)

4. Period of Evaluation

20 February 2000-3 March 2000

5. Results of Evaluation

(1) Teptep Vegetable Project

Through the cooperation, technologies concerning the following were transferred: (1) selection of vegetable varieties suitable to the local climate, (2) cultivation techniques, (3) establishment and operation of an organization for production and marketing. As a result,

vegetable cultivation was accepted in all of the villages and villagers were able to improve their income. This was confirmed by the records of Teptep Farmers Association (TFA), the association organized to manage the transfer of cultivation techniques and production and marketing. TFA records showed an increasing trend of production and sales from 1996 to 1999.

Further, the effects of the cooperation were diffused widely to all the villages through the members of TFA, their families and community groups. The influences of the project also could be seen in the quality of clothing worn by the villagers.

This area has the most severe climatic and living conditions among the highlands areas with its high altitude, poor access and low income. There is no means of transport except airplane. There is no source of income except vegetable cultivation. It may sound paradoxical, but because village condition were so unfavorable, the cooperation could bring about the tangible effects stated above, and the significance of the cooperation was widely recognized by the villagers.

The members of TFA had already reached the level where they could manage operations on their own. Young women's groups also started cultivation. And vegetable cultivation became the means by which villagers were able to earn a stable income.

(2) Highlands Aquaculture Development Project

Various activities for improving fingerling production and training for extension workers and aquaculture farmers were efficiently implemented. Concerning fingerling production, it became possible to produce one million carp fingerlings a year. Carp cultivation techniques were disseminated efficiently through various activities such as training within and outside of Papua New Guinea, development of manuals in Pidgin English, and the distribution of newsletters. The collaboration with JOCVs also helped to foster aquaculture farmers.

Protein sources of the highlands people were limited to canned food (fish and meat) and imported mutton. However, high-fat mutton was regarded as one of the dietary problems in Oceania, and the price of imported food was rising. Under these circumstances, the project's intention to provide inexpensive good quality protein was relevant to meet the needs of nutrition improvement.

The improvement of the fingerling distribution system and the strengthening of extension activities for aquaculture farmers were considered to be important in the future. JOCV's cooperation would be significant particularly for extension activities. Further, for improving extension activities, active collaboration with external organizations such as NGOs was considered to be effective.

6. Lessons Learned and Recommendations

(1) Support for increased incomes in rural areas

Concerning the correction of disparities between urban and rural areas in Papua New Guinea, development policies tend to be piecemeal, as there is no particular government department in charge of rural development. Also, in general, the management capabilities of villages are insufficient. Other donors, therefore, directly work with local communities and NGOs to enhance their operational and management capabilities.

In this evaluation study, it was confirmed that both of the projects had successfully made contributions to smallholders income generation. It is, therefore, suggested to work directly with the local communities as these two projects have done, when the development cooperation is extended to correct regional disparities in the country in the future.

(2) Penetration of cooperation effects

The penetration of the effects of cooperation in this field in Papua New Guinea is generally recognized to be difficult. In order to deal with this difficulty, it is recommended that grassroots type cooperation be adopted, such as walk-about-training[1] which was applied farmers training by Highlands Aquaculture Development Center or a participatory approach that brings a project much closer to the life in communities. In other words, it is important to implement a project aiming at direct benefits to the people, and avoiding an overly complicated project design. Short-term monitoring of specific targets and long-term evaluation must both be included in the design.

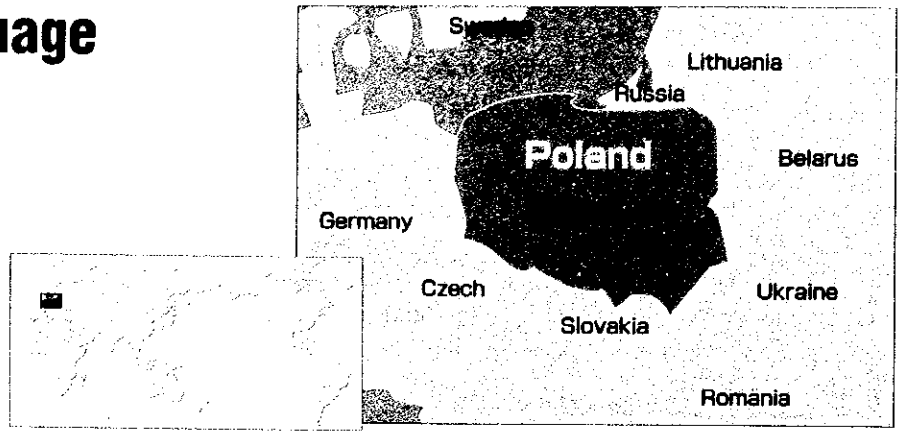
(3) Significance of the roles of women

In Melanesian society, the roles of women are of great significance, particularly regarding small-scale agricultural production activities. It is, therefore, important to plan a project incorporating the promotion of women's participation in training and follow-up activities. In addition, when a participatory training is conducted, women's participation must be carefully promoted by taking into account the potential increase in women's work and women's social position in the community.

1) Trainings held in communities close to farmers' workplaces

Poland

Japanese Language Teaching



Project Sites Poland (Nationwide)

1. Background of Project

Poland and other central and eastern European countries had promoted transition to democracy and a market economy since the downfall of the Berlin Wall in 1989. The Japanese Government also started its cooperation to support the transition. In November 1990, then Prime Minister Kaifu made a visit to Poland and Hungary. The Prime Minster's visit lead to more active bilateral relations between the two countries and Japan, which was followed by an agreement in January 1990 to dispatch Japan Overseas Cooperation Volunteers (JOCVs). Shortly following, a short-term JOCV team carried out an study of project formulation then JOCVs were sent as Japanese teachers first to universities and since 1996 to high schools and to teach extra-curricula classes.

2. Project Overview

(1) Period of Cooperation

FY1993 to date (ongoing)

(2) Type of Cooperation

Dispatch of Japan Overseas Cooperation Volunteers

(3) Partner Country's Implementation Organization

Ministry of National Education

(4) Narrative Summary

1) Overall Goal

Polish young people become more interested in and more knowledgeable about Japan.

2) Project Purpose

The number of university and high school students studying Japanese increases.

3) Outputs

Japanese classes are given.

4) Inputs

Japanese Side

JOCVs 22

Poland Side

Counterparts

3. Members of Evaluation Team

JICA Poland Office

(Commissioned to Anna Sambierska)

4. Period of Evaluation

January 2000-March 2000

5. Results of Evaluation

(1) Efficiency

Japanese teachers dispatched by the government could offer classes attractive to students, since they had received appropriate training before the dispatch. Equipment such as televisions, VCRs and photocopy machines provided through the project also enhanced the learning environment. Therefore, the inputs were considered efficient.

(2) Effectiveness

The increase in the number of Japanese classes provided Polish young people with more opportunities to understand Japanese culture, which lead to a greater interest in Japan and better knowledge about the country. Both administrators and students at the schools receiving JOCVs were satisfied with their activities, which leads to the conclusion that the cooperation goal was attained.

(3) Impact

The schools accepting JOCVs gained a positive reputation by introducing Japanese language education. A seminar room for Japanese language and culture was established in the University of Copernicus, which contributed to the forming of a Japanese education system at university level.

(4) Relevance

In Poland the interest in Japan was high. The demand for and interest in Japanese classes and extra-curricula classes were also high at university and high school level. The Government of Poland was attaching greater importance to promoting cultural exchanges and economic cooperation with Japan. In addition, the counterparts who filled out the questionnaire also requested a continuation of JOCVs' activities. Therefore, the dispatch of JOCVs in this field was relevant to the demand in Poland for Japanese language education.

(5) Sustainability

It was found that all universities and high schools except Poznan University, which had established a regular Japanese language course, would not be able to continue Japanese classes on their own. Therefore, the project's sustainability was regarded as low.

A JOCV teaching Japanese at the University of Copernicus

A JOCV in the classroom on Japanese

6. Lessons Learned and Recommendations

(1) Lessons Learned

The period of cooperation should coincide with the school semesters in the host country so as to avoid a disruption in classes when JOCV's term of service ends in the midst of a semester.

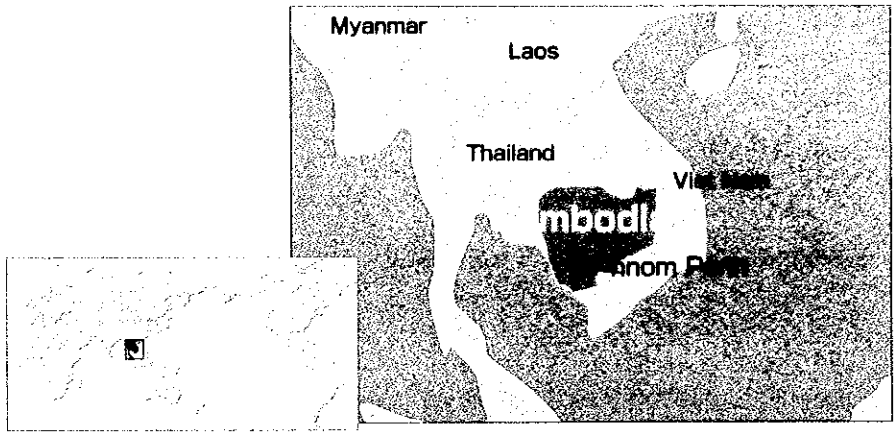
(2) Recommendations

It was recommended that information exchange among JOCVs and cooperation with other Japanese education institutes should be promoted further for more effective cooperation. Poland had few textbooks and reading materials on Japanese culture available. Since it was found that the equipment provided and the textbook made by JOCVs had contributed to making classes easy to understand, future cooperation should also provide teaching materials and equipment. It was also recommended that the students who would like to study in Japan should be supported and provided with information about studying in Japan.

Chapter 3
Terminal Evaluation

Cambodia

Maternal and Child Health Project



Project Site Phnom Penh

1. Background of Project

The Government of Japan dispatched a long-term expert as a medical advisor to the Ministry of Health in Cambodia for three years from 1992, to gain an understanding of the medical and health situation in Cambodia, and determine how to cooperate in this sector. The project revealed that the country's health status, especially maternal and child health (MCH), is worse than that of its neighboring countries, and needed to be improved. The Government of Cambodia, having shifted into the new political regime, drew up the National Maternal and Child Health Program, based on which the Government of Cambodia requested the Government of Japan to implement technical cooperation with the purpose of improving the MCH status, as well as Grant Aid to construct an MCH Center as the implementing organization.

2. Project Overview

(1) Period of Cooperation

1 April 1995-31 March 2000

(2) Type of Cooperation

Project-type Technical Cooperation

(3) Partner Country's Implementing Organizations Ministry of Health

National Maternal and Child Health Center (NMCHC)

(4) Narrative Summary

1) Overall Goal

The status of maternal and child health in the Kingdom of Cambodia is improved.

2) Project Purpose

The services of NMCHC as the implementing center of the National Maternal and Child Health Program are improved.

3) Outputs

a) The management capabilities of NMCHC are improved.

b) The training activities of NMCHC are strengthened.

c) The clinical care activities of NMCHC are improved.

d) The supervision activities of NMCHC are strengthened.

e) The promotion activities of NMCHC are strengthened.

4) Inputs

Japanese Side

Long-term experts	12
Short-term experts	26
Trainees received	19
Equipment	approx. 130 million yen
Local cost	approx. 62 million yen

Cambodian Side

Counterparts	288
Buildings and Facilities	
Local cost	

3. Members of Evaluation Tea

Team Leader:
Shigehiko KAMOSHITA, President, International Medical Center of Japan

Management:
Katsuhiro YOSHITAKE, Director, Expert Service Division, International Cooperation Bureau, International Medical Center of Japan

Obstetrics and Gynecology:
Shigeki MINOURA, Director, Obstetrics and Gynecology Department, International Medical Center of Japan

Nursing Management:
Toshiko SUZUKI, Director, Nursing Department, International Medical Center of Japan

Cooperation Planning:
Ryuji MATSUNAGA, Deputy Director, First Medical

Cooperation Division, Medical Cooperation Department, Japan International Cooperation Agency

Project Evaluation:

Chiaki NAKAMURA, Global Link Management, Inc.

4. Period of Cooperation

1 August 1999-14 August 1999

5. Results of Evaluation

(1) Efficiency

The dispatch of long-term experts in Maternal Nursing and Laboratory Technology was much later than the requested time due to the political change in Cambodia in 1997 and the difficulty in identifying qualified experts. Also, the input of equipment was delayed due to the poor transportation and distribution system in Cambodia. However, on the whole, the timing, quality and quantity of the inputs were appropriate on both the Japanese and Cambodia sides. The cooperation with international organizations, such as UNICEF, UNFPA and WHO, contributed to the efficient development of textbooks for MCH education.

(2) Effectiveness

All of the expected outputs were achieved. The data in March 1999 comparing with the data in March 1997 revealed that the number of outpatients per month increased from 2,324 to 7,244; the number of childbirths from 282 to 542; and the percentage of occupied beds from 60 percent to 74 percent in NMCHC. The rate of collected user fees to total revenue of NMCHC also increased from 47 percent (1997) to 70 percent (2nd half of 1998). Furthermore, the projects gave NMCHC a good reputation, which then resulted in the dramatic increase in the number of inpatients, outpatients and participants in mother's classes. For all the reasons above, it was concluded the project purpose was achieved as a whole.

(3) Impact

The project introduced a system to collect user fees for the first time in Cambodia, which represents 60 percent to 80 percent of the revenue of the center. Therefore, the Government of Cambodia adopted this system as a model to be introduced in other hospitals.

(4) Relevance

The improvement of MCH was one of the important targets in Cambodia. The Ministry of Health gave priority to decreasing the maternal and child mortality rate. Thus, the project purpose, which was to improve the services of NMCHC, was quite relevant, checked with the policy of the Ministry, since NMCHC was expected to be an implementing organization of the National MCH program.

An expert lectures on medical check-up techniques for pregnant women

(5) Sustainability

It was expected that the government would continue to support NMCHC, as its activities matched the government policy. Organizational sustainability could be confirmed since an organizational management system was nearly established and the management capacity of counterparts improved. However, the management system should be further strengthened to enhance the motivation of counterparts by continuing the training for management that was introduced in the project. Meanwhile, it should be noted that financial support from the government is limited because of its fiscal capacity. Revenue from user fees was not sufficient to cover all the running costs of NMCHC. Fiscal sustainability would be ensured by further effort of the Cambodian side.

6. Lessons Learned and Recommendations

(1) Recommendations

From a short-term perspective, important measures would be the strengthening of the management system of NMCHC, establishing a clinical care system both in inpatient and outpatient sections of NMCHC, and extending training at the provincial level. From a long-term perspective, it was recommended desirable to ensure reliable funding sources, quality management of medicines, integrating health information system, especially a hospital information system, establishing a referral system, and regular supervision activity in the provinces and districts.

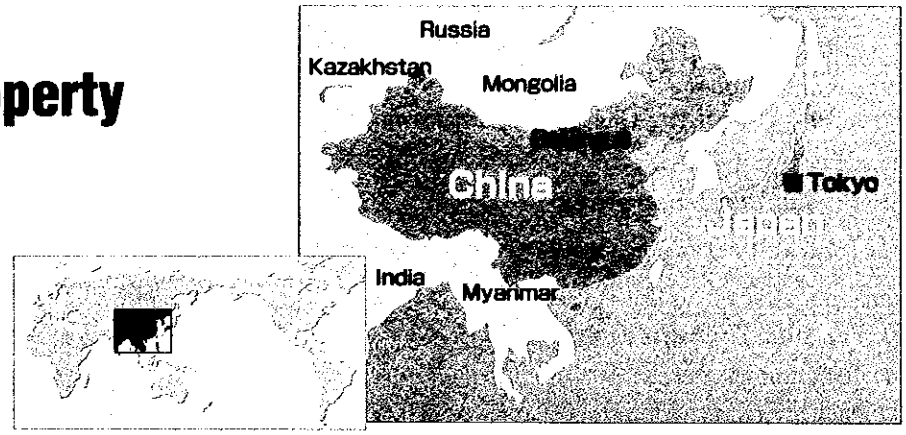
Phase I of the project would be completed in March 2000, and Phase II was to start in 2000, aiming to expand the outcomes of the project throughout the nation, and to strengthen and complete the training program.

7. Follow-up Situation

Responding to the above recommendation, the five-year second phase of the project started from 1 April 2000 and runs through to 31 March 2005.

China

International Intellectual Property Rights



Project Sites Japan

1. Background of Project

Recently in China, the protection of intellectual property rights has gained importance with the rapid progress of the transition to a market economy, improvement of the standard of living and transition to a law-abiding society. Accordingly, the number of related lawsuits has shown a significant increase. Also, with China expecting entry into the World Trade Organization (WTO), national-level legislation and capacity building concerning intellectual property rights was an urgent issue. Therefore, Japan started a Country-focused Training Course for China with the purpose of supporting capacity building for legislation, enforcement and administration of intellectual property rights.

2. Project Overview

(1) Period of Cooperation

FY1994-FY1999

(2) Type of Cooperation

Country-focused Training Course

(3) Implementing Organization

JICA Osaka International Center
(The implementation was commissioned to the Kyoto Comparative Law Center)

(4) Narrative Summary

1) Overall Goal
Trainees are engaged in legislation, enforcement and administration of laws related to intellectual property rights after the training.

2) Project Purpose
Trainees acquire technical knowledge of the intellectual property system.

3) Outputs
a) Trainees learn Japan's intellectual property system.
b) Trainees are familiarized with judicial affairs related to intellectual property rights.
c) Trainees learn systems to protect intellectual property rights.

4) Inputs

Japanese Side

Instructors	206
Training facilities and teaching materials	
Training expenses	25 million yen

Chinese Side
None in particular

3. Members of Evaluation Team

JICA China Office
(Commissioned to China International Engineering Consulting Corporation)

4. Period of Evaluation

15 March 2000-31 March 2000

5. Results of Evaluation

(1) Efficiency

Implementation of the training program was appropriate as a whole. It was, however, considered that efficiency could have been improved if the courses were better prepared (e.g., by designing the course contents based on feedback from trainees regarding needs) and if an effort had been made to standardize the level of trainees (e.g., by conducting an entrance examination).

(2) Effectiveness

A total of 58 persons participated in the training between FY1994 and FY1999. They understood the situation of legislation and revision of intellectual property laws in Japan as well as their enforcement and administration. According to the survey of former trainees, 28 out of 34 respondents answered that the training course met their needs, and the same number of respondents said that they improved their technical skills through the course. From these findings it was concluded that the purpose of the training was achieved.

(3) Impact

After the training, most trainees were assigned to posts such as officers in charge of planning and implementation of intellectual property policy or judges who could utilize the training outcome, thereby being the backbone in the field of protection of intellectual property rights in China.

(4) Relevance

In China, the protection of intellectual property rights has become more important following the expected entry into WTO and the rapid increase in cases of litigation over intellectual property rights. Needs for education and dissemination of knowledge on this topic have increased as well. Thus, relevance of the training courses was evaluated as high.

(5) Sustainability

Sustainability was not subject to evaluation since this training was implemented mainly by JICA.

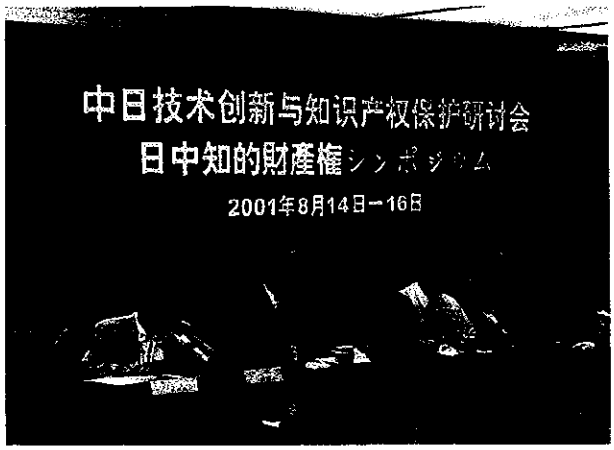
6. Lessons Learned and Recommendations

(1) Lessons Learned

In order to implement training courses efficiently, it is important to standardize the levels of the trainees as much as possible. For that, government officials experienced in the legislation and enforcement of intellectual property laws and legal professionals should be primarily selected. The introduction of an entry examination and selection of trainees based on its results could also be considered.

To design a course reflecting the needs of trainees, it would be effective to provide information on the course contents and textbooks to the trainees in advance and then hear their opinions and requests. At the same time, it might be necessary to improve the trainees' degree of understanding of the course content by measures such as more field trips, illustration by examples and exchange with related organizations or personnel.

The Japan-China Symposium on Intellectual Property Rights, held in Beijing



Presentation on Intellectual Property Rights

(2) Recommendations

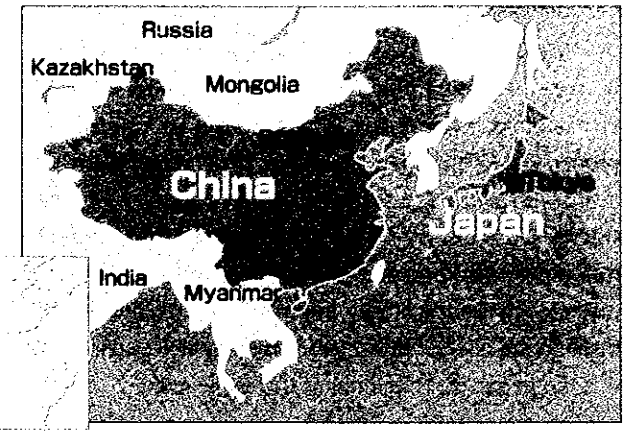
It was recommended to extend the training course considering the increasing needs for training on intellectual property rights. In case of extension, due to the fact that lawsuits over intellectual property rights are concentrated in large cities, trainees should be selected mainly from large cities in the near future.

7. Follow-up Situation

To follow up this training course, JICA and the Ministry of Science and Technology hosted (and Kyoto Comparative Law Center co-hosted) "the Japan-China Symposium on Intellectual Property Rights" during 14-16 of August 2001 in Beijing. The symposium had a total of about 90 attendants from Japan and China, who reported and exchanged opinions about the present situation and problems of intellectual property rights in both countries.

China

Business Management Consultants



Project Sites Japan

1. Background of Project

In China, where the transition to a market economy based on a policy of reform and opening is in progress, establishment of a modern enterprise system is required and policies to support enterprise management are under way. In support of such effort, Japan decided to conduct a Country-focused Training Course for China target on capacity building of enterprise management.

2. Project Overview

(1) Period of Cooperation

FY1995-FY1999

(2) Type of Cooperation

Country-focused Training Course

(3) Implementing Organization

JICA Osaka International Center
(Implementation was commissioned to the Pacific Resource Exchange Center)

(4) Narrative Summary

1) Overall Goal
Trainees utilize the enterprise management and promotion measures gained from the training to teach enterprise management.

2) Project Purpose
Trainees acquire the necessary knowledge to teach enterprise management that is appropriate for a market economy

3) Outputs
a) Trainees learn the overview of a market economy
b) Trainees acquire the basic knowledge on enterprise management.
c) Trainees learn the enterprise promotion measures taken in Japan.

4) Inputs

Japanese Side

Instructors	97
Training facilities and teaching materials	
Training expenses	9.76 million yen

Chinese Side
None in particular

3. Members of Evaluation Team

JICA China Office
(Commissioned to China International Engineering Consulting Corporation)

4. Period of Evaluation

15 March 2000-31 March 2000

5. Results of Evaluation

(1) Efficiency

According to the result of questionnaire survey for ex-trainees, the implementation system of the training was judged mostly appropriate. However, there was an opinion that the course contents and training period should better address the gap in needs of the trainees based on level by increasing the number of trainees or extending the training period.

(2) Effectiveness

A total of 75 persons participated in the training between 1995 and 1999. According to the survey, 33 out of 40 respondents answered that they improved their technical skills through the training. The supervisors in

the ex-trainees' office in China also highly evaluated their utilization of the learned knowledge. From these findings, it was judged that the training achieved its purpose.

(3) Effectiveness

According to ex-trainees, all of the 40 respondents were engaged in work related to the contents of this training course, such as management consulting. 26 respondents said that they were utilizing the knowledge, technologies and experience they acquired in the training in ways such as providing information to clients, conducting training and issuing publications. Accordingly, most of the trainees were playing important roles in the reform of state owned enterprises and the transformation of the enterprise management mechanism in China.

(4) Relevance

China is in the process of establishing a modern enterprise system and undertaking corporate reform for the promotion of the transition to a market economy; thus, the need for training on enterprise management and promotion could be considered to be still high.

In this training course, the majority of the trainees were from coastal areas, particularly from Beijing, and were government officials. However, the recent industrial policy of China is focused on the rural inland area, and training of leaders in enterprise management in inland areas has become an issue. Also, since enterprise management is being transformed from government-led to enterprise-led, it is necessary for training of this kind to address the change of needs following such a transformation.

(5) Sustainability

Sustainability was not subject to evaluation since this training was implemented mainly by JICA.

6. Lessons Learned and Recommendations

(1) Lessons Learned

In order to implement training courses efficiently, it is important to standardize the levels of the trainees as much as possible. For that, government officials with experience in the concerned field should be primarily selected. The introduction of an entry examination and selection of trainees based on its results could also be considered.

As for the course design reflecting the needs of trainees, it would be effective to provide the information on course contents and textbooks to trainees in advance and to invite their opinions and requests. At the same time, it might be necessary to improve the trainees' degree of understanding of the course content by measures such as more field trips, illustration by examples and exchange with related organizations or personnel.

(2) Recommendations

It was recommended to extend the training course considering the continuing need for training on enterprise management guidance.

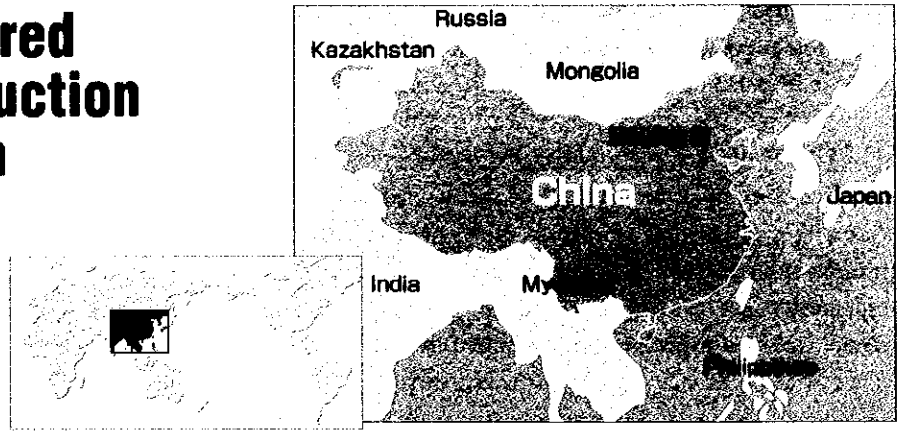
In case of extension, since training of leaders in enterprise management in inland areas has become important in China, trainees should be selected mainly from such areas and from those who are in charge of enterprise services including business entrepreneurs.

7. Follow-up Situation

Based on the above-mentioned recommendations, JICA started a Country-focused Training Course, "Promotion of Small or Medium Scale Enterprises", for administrative officials in charge of the promotion of small and medium scale enterprises as well as personnel in enterprise services departments.

China

Environment-cared Vegetable Production and Distribution



Project Sites Beijing

1. Background of Project

The Beijing Research Center of Vegetable (BRCV) under the National Engineering Research Center for Vegetables was a recipient of Grant Aid (1986/1987) and Project-type Technical Cooperation (January 1988-December 1994) and demonstrated notable success in developing a variety of high products and cultivation techniques for a stable supply of vegetables and diversification of spices. Among the achievements was the development of techniques for environment-cared vegetable production (methods that would not damage soils). These new techniques now needed to be disseminated nationwide. Therefore, the Chinese Government requested Japan to implement an In-country Training Program to disseminate such techniques throughout the country.

2. Project Overview

(1) Period of Cooperation

FY1995-FY1999

(2) Type of Cooperation

In-country Training Program

(3) Partner Country's Implementing Organization

National Engineering Research Center for Vegetables (NERCV)

(4) Narrative Summary

1) Overall Goal

A system of environment-cared sound vegetable production and distribution is disseminated throughout China.

2) Project Purpose

Personnel familiar with environment-cared vegetable production and who are able to follow vegetable marketing trends are fostered.

3) Outputs

a) Trainees acquire knowledge and techniques concerning environment-cared vegetable production and distribution.

b) Trainees understand the overall picture of environment-cared vegetable production.

4) Inputs

Japanese Side

Training equipment and materials

Training expenses approx. 3.78 million yuan (approx. 50 million yen)

Chinese Side

Instructors and management staff

Training facilities, equipment and materials

3. Members of Evaluation Team

JICA China Office

(Commissioned to Beijing Manyo Consultants Co., Ltd.)

4. Period of Evaluation

25 February 2000-31 March 2000

5. Results of Evaluation

(1) Efficiency

An appropriate curriculum was developed through meticulous planning, including the identification of the activities of trainees. Among other things, narrowing down each year's target area such as to North China or South China and tailoring course contents to the set target

area improved the motivation of trainees. Also, a combination of lectures and practicals enhanced the trainees' understanding of the subject.

(2) Effectiveness

The training of a total of 250 technicians in vegetable production over a five-year period promoted the dissemination of ideas and techniques related to environment-cared vegetable production and distribution. Therefore, the purpose of the training program was achieved.

(3) Impact

After the training, many trainees used the newly-learned techniques to practice locally suitable vegetable production and disseminated such techniques through seminars. Also, some trainees made recommendations for the improvement of vegetable markets throughout the country, thereby contributing to the efficiency of such markets.

(4) Relevance

During the initial phases of this training program, there was little understanding in China towards environment-cared vegetable production. Also, the national vegetable distribution center had just opened at that time. Later on, however, vegetable production techniques gradually improved and so did the importance of training in advanced technology in this field.

(5) Sustainability

BRCV acknowledged the effects of this training program and started their own courses tailored to the needs of participants from China and other countries. Therefore, it was concluded that sustainability of this training program was high.

6. Lessons Learned and Recommendations

(1) Lessons Learned

A training program will be most effective if arrangements are made in advance for the trainees to identify the problems they have faced related to the training subject.

Since this training was conducted free of charge, some applicants did not show much interest in the subject. This situation may reduce opportunities for those who really want to participate. Therefore, it should be considered to introduce a system in which trainees pay a portion of the training fees.

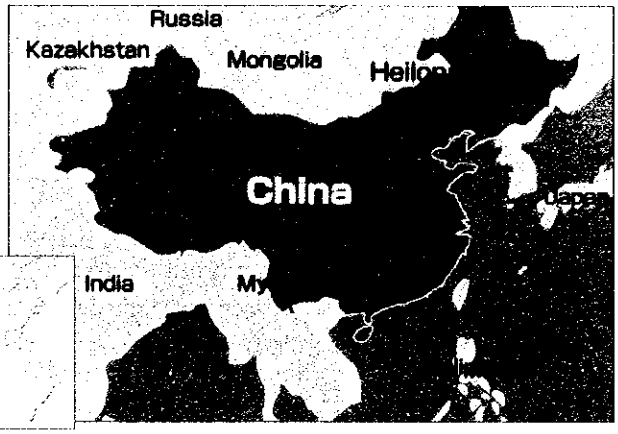
Vegetable Market in Shou Guang City

(2) Recommendations

Despite the implementation of the training program over five years, the number of trained personnel is still small considering the vast area of China. Therefore, a continuation of training in this field as well as efforts to increase the number of admissions is necessary. Also, in order to further promote the dissemination of the concerned techniques to target areas, it is effective to urge the participation of local administrative officers in agriculture in the training so that they can acquire related management knowledge.

China

Promotion of Mechanization for Paddy Rice Plant and Beef Cattle Production



Project Site
Heilongjian Province (Harbin)

1. Background of Project

Fangzheng County in Harbin has historically had close relations with Japan, and local governments and organizations in Japan have provided various forms of cooperation, especially in the agricultural sector. In the past, some of the methods used by Japanese farmers to cultivate rice, became models for rice paddies in China. Because rice farming still relies heavily on human physical labor, reducing labor and increasing efficiency are key issues during the busy farming season. Additionally, there is large economic disparity between this inland area and the developing coastal regions. In order to promote automation in rice paddy planting and to improve the breeding technology of beef cattle to improve farmer income and living conditions, the Government of China requested Japan to dispatch experts for technical cooperation.

2. Project Overview

(1) Period of Cooperation

1 July 1996-30 June 1999

(2) Type of Cooperation

Experts Team Dispatch Program

(3) Partner Country's Implementing Organization

Harbin Municipal Science and Technology Commission People's Government in Fangzheng County (Science and Technology Commission, Stock-farming Department, Farm Machine Management Department)

(4) Narrative Summary

1) Overall Goal
Farmers' income and living standard in Fangzheng County are improved.

2) Project Purpose
Rice paddy farming is mechanized and cattle fattening technology is enhanced in Fangzheng County.

3) Outputs
a) Mechanization of rice paddy farming is established through technology transfer.
b) Human resources are developed in the areas of breeding management and livestock hygiene through technology transfer.

4) Inputs

Japanese side

Long-term experts	3
Short-term experts	13
Trainees received	6
Equipment	70 million yen
Local cost	10 million yen

Chinese side

Counterparts	34
Land, building, facilities and equipment	
Local cost	67million yuan (10 million yen)

3. Members of Evaluation Team

Team Leader:
Kae YANAGISAWA, Director, Project formulation Study Division, Planning Department, JICA

Rice Paddy Mechanization:
Akio OGURA, Team leader in Agriculture Research Center Project, Ministry of Agriculture, Forestry and Fisheries

Stock Farming:
Masamichi HIRAO, Director, Breeding Stock Department of Livestock Improvement, Ministry of Agriculture, Forestry and Fisheries

Planning Management:
Mitsuko KUMAGAI, Second Experts Assignment Division, Expert Assignment Department, JICA

Interpreter:
Miyoko MIYAGAWA, Japan International Cooperation Center

4. Period of Evaluation

20 June 1999-28 June 1999

5. Results of Evaluation

(1) Efficiency

A record-breaking flood in Heilongjian Province in the third year of the project in the summer of 1998 caused devastating damage to the breeding farms for beef cattle in the project sites. But both Japan and China repaired the damaged sites and installed electric fences. As a result, negative impacts to the project were avoided and the activities were almost achieved as scheduled. Also, as this was a large project considering the level of development in the county, the administrative procedures for project implementation and capital for inputs were delayed. However, the Harbin Municipal Science and Technology Commission was able to address the problems in an active and committed manner.

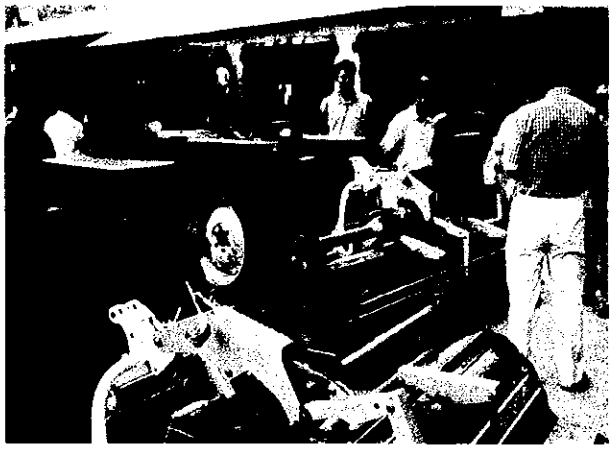
(2) Effectiveness

The counterparts understood the difference between conventional rice paddy technologies and mechanized ones, as well as the necessary technologies of mechanization in the future. Also, it was estimated that labor productivity would double on all rice paddy farms by the experimental use of rice-planting machines and harvester combines. Therefore, in terms of agriculture, the basis for reduced labor and lighter work was established. Regarding the production of beef cattle, in the demonstration ranch for technology improvement in breeding management, livestock hygiene, propagation, renovation, and the technologies of breeding were transferred. Moreover, in the seminar on artificial insemination to which experts in artificial insemination in the local communities were invited, the counterparts performed as the lecturers for practical training, and thus, human resources were developed in the local communities. As the basic environment for the promotion of beef cattle was developed through the establishment of related facilities such as the demonstration ranch and development of a manual, the project purpose was mostly achieved.

(3) Impact

Impacts recognized included the acquisition of technologies and knowledge of rice paddy farming and the maintenance of machinery. In addition, in order that the impacts of technologies and machinery in the project will be widespread and put into practice, the Fangzheng County and the Harbin Municipal Science and Technology Commission co-signed a Memorandum of Understanding that ensures regular monitoring of work progress by both Japan and China even after the project ends. Also, in 1998, the 'Japan-China Field Seminar on Technical Cooperation for Mechanization of Rice Paddy Production' was held not only in Fangzheng County but also in the districts of Harbin City, which included a demonstration of machinery.

As the seminar was also aired on local TV and the demonstration recorded onto video, the technologies transferred by the project spread to other areas.



An expert giving a lecture on the maintenance of farm implements

(4) Relevance

As China has recently attempted to narrow the economic gap between the developing coastal cities and the inland areas, the project implemented in the inland areas (Fangzheng County is 150 km from Harbin City), is consistent with the National Policy. Also, in Fangzheng County, as rice paddy planting technology was introduced by Japanese in 1981, the preparation of rice paddy technology was already in place; therefore, the fact that the project focused on the county and aimed at promoting mechanization accentuates its high relevance.

(5) Sustainability

Regarding the maintenance of machinery of rice paddy farming, a manual was developed and a system established to train other technicians by the counterparts. Thus, the base to promote mechanization by self-support in China is established. Regarding the production of beef cattle, a similar self-reliant system was developed, but in order to achieve further sustainability, it was recommended that further financial and policy support for administrative agencies such as the stock-farming department, be provided.

6. Lessons Learned and Recommendations

(1) Lessons Learned

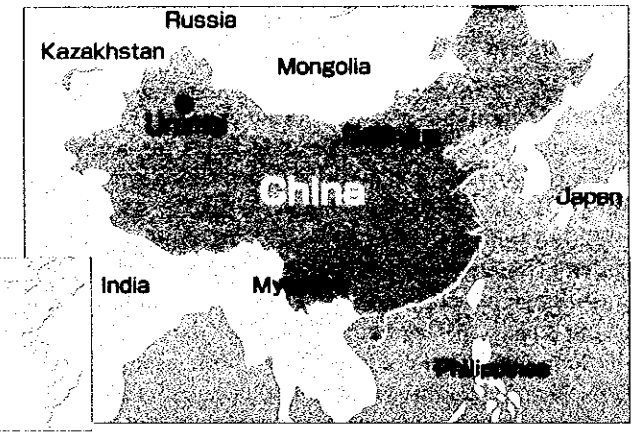
This is the first technical cooperation project that targeted the county level. When cooperation on the county level, as illustrated by this project, is introduced, it is imperative to have appropriate supervision and support from the higher levels of the central government agencies in order to facilitate administrative procedure, fund delivery and project implementation.

(2) Recommendations

As the project purpose was achieved as planned, it was agreed with the Chinese Government that the project would be terminated on 15 July 1999 as scheduled. Meanwhile, there are several requests for experts to be dispatched in several areas from the Harbin Municipal Science and Technology Commission and these requests need to be followed-up.

China

The Effective Application of Peat for the Reclamation of Desertified Land



Project Site
Urumqi (Xing Jiang, Uygur Autonomous Region)

1 Background of Project

In populous China, deforestation has occurred as a result of modernization. In order to protect environment it is necessary to develop bleak desert areas of the inland, by actively pursuing afforestation. The Institute of Biology, Soil and Desert in Xing Jiang (hereinafter, referred to as "the Institute"), part of the China Science Academy, has played a key role in soil research in the desert areas of the Western regions.

In addition, Japan Peat Society established in 1990 and mainly supported by Waseda University staff, has conducted joint research with the Institute on soil improvement utilizing grass peat. Based on the results of this research, and in order to carry out afforestation in the bleak desert areas and enhance basic experiments and cultivation tests, the Government of China officially requested the Government of Japan to initiate this project.

2. Project Overview

(1) Period of Cooperation

1 March 1997-29 February 2000

(2) Type of Cooperation

Research Cooperation

(3) Partner Country's Implementing Organization

Institute of Ecology and Geography China Science Academy, Xing Jiang

(4) Narrative Summary

1) Overall Goal

Concrete measures of afforestation in bleak desert areas using grass peat are formulated.

2) Project Purpose

Basic knowledge for carrying out effective afforestation in bleak desert areas is acquired.

3) Outputs

a) Research capabilities in the Institute are enhanced.
b) Analysis capabilities in the Institute are enhanced.
c) Peat grass and soil quality in the bleak desert of Xing Jiang are analyzed.
d) Impact of the target soil on cultivated crops is determined.
e) Cultivated crops suitable for the target soil are selected.
f) Technologies to use grass peat for crop cultivation are developed.
g) Basic information on economic evaluation of soil improvement technologies using grass peat is collected.

4) Inputs

Japanese Side

Short-term experts	19
Trainees received	7
Equipment	45 million yen
Local cost	10 million yen

Chinese Side

Counterparts	16
Land and facilities	
Local cost	

3. Members of Evaluation Team

Team Leader:
Mitsuko KUMAGAI, East Central Asia and the Caucasus Division, Regional Department II, JICA

Evaluation Analysis
Yasumichi DOI, INTEM Consulting Firm, Inc.

Interpreter:
Nobuko MISHIMA, Japan International Cooperation

Center

4. Period of Evaluation

17 January 2000-25 January 2000

5. Results of Evaluation

(1) Efficiency

The arrangements for the number of experts dispatched, trainees received and the grant for machines/equipment were all appropriate. The results of research undertaken by this project created 30,000 sets of test data, sufficient for research output, and thus the research activities were achieved efficiently.

(2) Effectiveness

As the theme of the research regarding the economic evaluation of soil improvement technologies was unclear, information for economic evaluation was not collected, but other than this, nearly all outputs were achieved. Several research studies were conducted by counterparts alone who received training, and ten sets of the results were presented in four of the research documents. The analytical capabilities of the Institute were enhanced, and local agricultural experts (Professors in the Agricultural University) outside the project strongly evaluated experiment data from the project as highly reliable.

From these results, the project purpose was considered to be mainly achieved. Regarding development of technologies using grass peat for crop cultivation, research outcomes were realized to a degree, but efficient and low cost technologies of grass peat were not yet developed to a stage to utilize.

(3) Impact

Through participation in the project, counterparts changed their attitude regarding research from a passive (top-down) style to an active and positive style whereby they initiated research projects. Also, in response to a request from the autonomous government of Xing Jiang, the Institute provided the research outputs of this project, which may lead to formulation of alternative ideas of afforestation in the bleak desert area that was addressed in the Overall Goal. Moreover, other research groups in the Institute were also positively influence by the implementation of this project.

At the planning stage, it was expected that farmers who evaluated the research outputs of this project would experiment with using grass peat, but as demonstrative tests were not included in this project, this kind of impact was not realized.

(4) Relevance

Ecological preservation is an important issue in the bleak desert areas of Xing Jiang. Especially, after the major flood of 1998, the value was further recognized. Also, ecological preservation was prioritized in the document "Great Western Development" which laid out issues for socio-economic development in China. In view of the foregoing, this project addressing afforestation had high relevance.

(5) Sustainability

At the beginning of the project, a 20-member research group for grass peat was mobilized. The group would continue to exist as long as the Institute approves, or until the research is completed. In terms of financial sustainability, the Bureau of International Cooperation of the China Science Academy approved 1.3 million yuan for administration costs of the project until the end of 2001, as it was considered important, and accordingly, the budget source was expected to continue in the future. Technically, through implementation of this project, research capabilities were enhanced, equipment was on hand and well maintained, and so it was expected that the research activities would continue.

6. Lessons Learned and Recommendations

(1) Lessons Learned

This project was limited to basic research with an academic orientation. Therefore, in order to apply the research outputs in the field, a cooperation component to carry out demonstrations and tests would have been desirable.

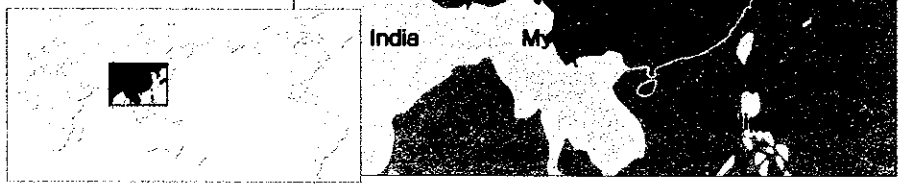
(2) Recommendations

Based on the results of the evaluation mentioned above, it is concluded that the project was successful.

There was an outstanding issue that the practical use for grass peat was not yet cost efficient, and in order to make the most of the project impacts, the following research should be continued by the counterparts: 1) Development of cultivation methods with water saving techniques using grass peat; 2) Reduction of amount of grass peat to be mixed with soil upon soil improvement 3) Selection of appropriate crops with high marketability 4) Development of effective and economic grass peat products.

China

The Project of the Training Center for Instructors of Vocational Training of Ministry of Labor



Project Site Tianjin

1. Background of Project

In China, the lack of highly skilled workers is becoming a serious issue as the economy develops under the Reform and Open Policy. The Ministry of Labor, therefore, worked on the re-education and the training of engineers and skilled labor. However, facilities and equipment at the Tianjin Vocational & Technical Teacher's College (established in 1979), the only institution for higher vocational education in China, were old. In addition, vocational instructors relevant to the needs of the industrial sector were lacking.

Against this background, the Government of China established the Training Center for Instructors of Vocational Training, attached to the above academy under Japan's Grant Aid Program in 1992-93, and requested Project-type Technical Cooperation from Japan to further improve the educational level of the Center.

2. Project Overview

(1) Period of Cooperation

1 November 1994-31 October 1999

(2) Type of Cooperation

Project-type Technical Cooperation

(3) Partner Country's Implementing Organizations

Bureau of Vocational Skill Development, Ministry of Labor

(4) Narrative Summary

1) Overall Goal

Training programs suitable to technological reform are conducted in China.

2) Project Purpose

At the Training Center for Instructors of Vocational Training, vocational training instructors capable of addressing technical innovation in China will be nurtured.

3) Outputs

a) Instructors who are able to conduct training courses in line with the technological reform in the five targeted technical areas (production technology, control technology, electronic technology, information technology, and automobile engineering) are developed.

b) Appropriate facilities are established for the smooth conduct of training courses in five targeted areas.

c) Training courses are established and appropriately conducted in five targeted areas.

4) Inputs

Japanese Side	
Long-term experts	19
Short-term experts	27
Trainees received	25
Equipment	approx. 110 million yen
Local cost	approx. 35 million yen
Chinese Side	
Counterparts	27
Land and facilities	
Local cost	41 million yuan (approx. 550 million yen)

3. Members of Evaluation Team

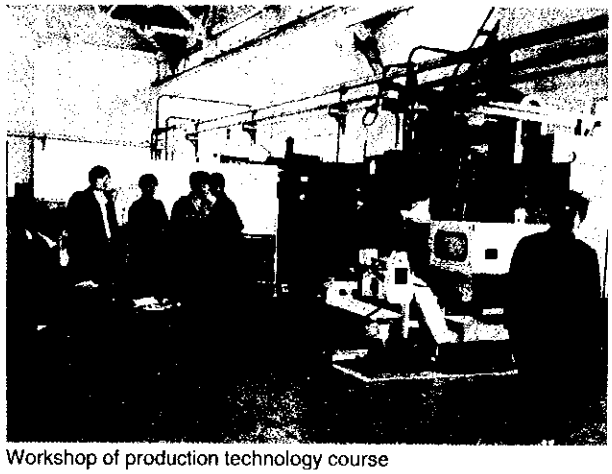
Team Leader/Training Technology:

Takeshi EJIRI, Director, International Cooperation Division, Human Resources Development Planning Department, Employment Promotion Corporation

Training Planning:

Kinuko FUJIHARA, Vocational Training Specialist in Charge of Technical Cooperation, Ministry of Labor

Training Technique:
Shohei YANO, Assistant Adviser, Human resources Development Assistance Division, Human Resources Development Guidance Department, Employment Promotion Corporation
Cooperation and Planning:
Naoaki MIYATA, First Technical Cooperation Division, Social Development Cooperation Department, JICA
Evaluation Study:
Kaneyasu IDA, IC Net Ltd.
Translator:
Sunao IIMURA, Japan International Cooperation Center


Workshop of production technology course

4. Period of Evaluation

15 June 1999-26 June 1999

5. Results of Evaluation

(1) Efficiency

The capability of the counterparts was relatively high and technology transfer by long-term and short-term experts was carried out smoothly. Counterpart trainings in Japan were also successful, and thus inputs of the project effectively produced expected outputs.

(2) Effectiveness

A total of 774 students entered the Center during its first four years, and 218 of 392 graduates became instructors at technical schools (high school level), colleges, and middle vocational community colleges. The trainings carried out by the Center were superior to those at other training institutions. Both theory and practice were included in the training courses, and practical lessons were enhanced by the upgrade of facilities. Furthermore, although it was not planned, short-term training courses were carried out responding to the requests of private enterprises. Based on these findings, it was evaluated that the project purpose was accomplished.

(3) Impact

A robot produced by students as a graduation portfolio won first prize at the Tianjin Robot Competition. It was recognized that the standing of the school at various technical competitions had been improving and a better employment rate of graduates was achieved (fourth among twenty universities in Tianjin). The number of students proceeding to graduate study was also increasing. The significance of the Center rose as it played a leading role at the Committee for the NC Machinery license responding to the request of the Ministry of Labor and Social Security.

(4) Relevance

China's Ninth Five-Year National Plan focused on the development of high technology and the strengthening of vocational training. Following this, the need for instructor training was high. Therefore, it was considered that the project was highly relevant to the development agenda.

(5) Sustainability

The Center was expected to be financially sustainable as its own revenue was expected to be secured through holding short-term training courses for private enterprises and through manufacturing, along with the support from the Ministry of Labor. In addition, technical sustainability was also evaluated to be high based on the relatively high technical level of counterparts.

6. Lessons Learned and Recommendations

(1) Lessons Learned

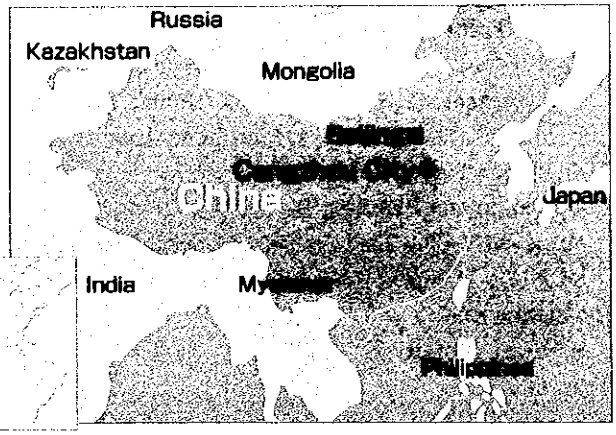
It was learned that increasing opportunities for practical training, including short-term courses, would enhance technical capacity. Practical lessons would contribute to the conduct of effective trainings and the development of qualified instructors.

(2) Recommendations

It was recommended that a database of alumni be established in order to track alumni, better identify future training needs, and increase the number of students.

China

Improvement of Forage Crops Production and Utilization Technique in the Hebei Province



Project Sites
Cangzhou City (Hebei Province)

1. Background of Project

The Chinese Government has been emphasizing the development of grasslands, such as the construction of stock breeding bases, for the development of the entire livestock industry as part of the agenda of the Eighth Five-Year National Development Plan (1991-1995). Following this Plan, the Cangzhou City Government attempted to improve yields through the development, improvement and renewal of grasslands through Cangzhou City Grassland Development Project. However, a number of problems have been encountered: The area is characterized as a semi-arid zone and alkali-saline soil is widespread. Skills in soil preparation are low and the development and improvement of forage crop plantations is slow in the area. This situation brought the Chinese Government to request technical cooperation from Japan. Specific areas of assistance include enhancing the experimental research institutes; experiment research of livestock breeds suitable for local pasture conditions; improvement of grasslands; and the dissemination of new technologies that have been developed and applied

2. Project Overview

(1) Period of Cooperation

1 April 1995-31 March 2000

(2) Type of Cooperation

Project-type Technical Cooperation

(3) Partner Country's Implementing Organization

Cangzhou City Government
Cangzhou Academy of Agricultural and Forestry Sciences
Livestock, Animal Husbandry and Fishery Bureau

(4) Narrative Summary

1) Overall Goal
Livestock industry is developed in China.

2) Project Purpose
The production and utilization technology of researchers of Cangzhou Academy of Agricultural and Forestry Sciences and technicians of Livestock, Animal Husbandry and Fishery Bureau is improved.

3) Outputs
a) Appropriate variety of forage crops is introduced.
b) Planting and management technology of forage crops is improved.
c) Harvest, preparation, and utilization technology of forage crops is improved.
d) The condition of grasslands is improved.

4) Inputs

Japanese Side

Long-term experts	9
Short-term experts	26
Trainees received	23
Equipment	approx. 198 million yen
Local cost	approx. 64 million yen

Chinese Side

Counterparts	38
Buildings and facilities	
Local cost	approx. 13.3 million yuan (179 million yen)

3. Members of Evaluation Team

Team Leader/ Forage Crops Production Management:
Hisao CHIBA, Technical Chief, National Federation of Agricultural Co-operative Associations

Introduction of Appropriate Forage Crop Varieties:
Tsutomu KANAYA, Technical Advisor, Agricultural land Project Management Department, Japan Green Resource Corporation

Harvest, Preparation and Utilization of Forage Crops:
Yuji ETO, Chief of Planning, Feed Division, Livestock Industry Bureau, Ministry of Agriculture, Forestry and Fisheries

Cooperation Evaluation:
Kazuyo HIRAKATA,Technical Cooperation Division, International Affairs Department, Economic Affairs Bureau, Ministry of Agriculture, Forestry and Fisheries

Project Management:

Norio KUMAGAI, Deputy Director, Livestock and Horticulture Division, Agricultural Development Cooperation Department, JICA

4. Period of Evaluation

6 December 1999-16 December 1999

5. Result of Evaluation

(1) Efficiency

The inputs on the Japanese side were implemented according to the plan. In terms of the input on the Chinese side, a part of the planned budget was not allocated due to budget stringency, and Cangzhou City Government as the coordinating body of the two implementing agencies, the Institute of Agriculture and Forestry (research institute) and Bureau of Livestock and fishery (government agency) did not function adequately. Although these problems partly hindered the progress of project activities, in general, the project was implemented efficiently.

(2) Effectiveness

In general, the project activities were implemented as planned, although there were some differences in the levels of achievement among different activity areas. Four varieties of two kinds of grasses suitable to local conditions, including alfalfa, were selected and counterparts acquired knowledge and skills in research, planting and management, preparation, harvest and utilization, as well as the technologies of pasture improvement. The project purposes were expected to be achieved with expected follow-up activities by trained counterparts after the termination of the cooperation. Further improvement and dissemination of transferred technology was also desired.

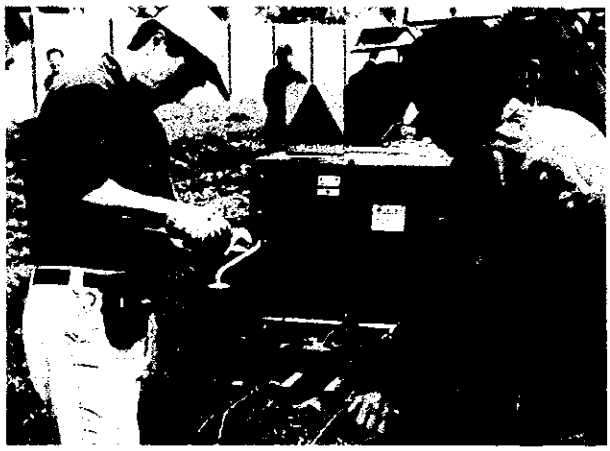
(3) Impact

Increased income was expected through the increase of crop yields by more than 30 percent as the result of the yield and soil improvement of alfalfa. The number of livestock increased as the local agriculture and livestock production activities were enhanced, and this in turn contributed to the generation of employment opportunities. Furthermore, forage crop production and utilization technology was now prevalent among local farmers due to the establishment of the demonstration farm.

(4) Relevance

The development of the livestock industry was also part of the agenda of the Ninth Five-Year National Development Strategy (1996-2000) following the Eighth National Development Strategy. The elimination of regional gaps between inland areas and coastal areas by the development of the livestock industry was another important goal.

Cangzhou City, the target area of this project, has adverse weather and environmental conditions, and also a low level of technology in forage crop production and utilization. The project was relevant to the areas' high demand for the project.



An expert teaching farm-equipment maintenance skills

(5) Sustainability

It was expected that Cangzhou Academy of Agricultural and Forestry Sciences and Livestock, Animal Husbandry and Fishery Bureau would become leaders in the area of forage crop production technology in Hebei Province and continue to cooperate and carry on the same roles after the project. The budgets of both agencies were expected to be allocated by the Cangzhou City Government, and both agencies were also attempting to enhance their own financial resources by sharing and renting agricultural machinery.

6. Lessons Learned and Recommendations

(1) Lessons Learned

It is desirable to select only one implementing agency. When more than two agencies are necessary, it is important to define the authority mechanism of those agencies in order to promote smooth coordination between agencies.

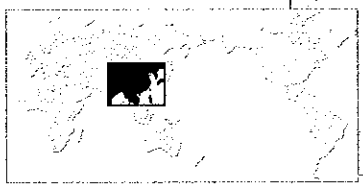
(2) Recommendations

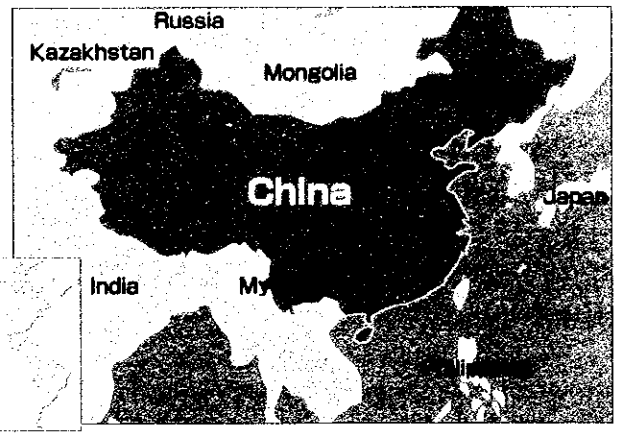
The project purposes are expected to be achieved within the term of cooperation, and thus the Chinese Government agreed that the project will be terminated in March 2000 following the initial plan.

It was recommended that the Cangzhou Academy of Agricultural and Forestry Sciences and Livestock, Animal Husbandry and Fishery Bureau secure and enhance the project outcomes by strengthening their cooperative relationship and management systems. In addition, the Cangzhou City Government should continue giving official financial support to the two agencies, while both agencies should also work on securing the financial resources necessary for their own sustainable development.

China

The Clinical Medical Education Project for the China-Japan Medical Education Center





Project Site Shenyang

1. Background of Project

Aiming to improve the quality of medical education, particularly in the field of basic medicine, and to develop the human resources engaged in medical education in the Japanese language, the Government of Japan implemented a project for five years from November 1989 in the newly established the China-Japan Medical Education Center in China Medical University. Based on the outcome of this project, shifting the focal point from basic medicine to clinical education, the Chinese Government requested further Project-type Technical Cooperation from Japan. The main objectives of the new request were: 1) to enhance medical skills and knowledge of staff engaged in clinical education for under-graduate students in Japanese language classes and post-graduate students in internships; and 2) to improve the content of clinical internships.

2. Project Overview

(1) Period of Cooperation

26 April 1995-25 April 2000

(2) Type of Cooperation

Project-type Technical Cooperation

(3) Partner Country's Implementation Organizations

Ministry of Health
China Medical University

(4) Narrative Summary

1) Overall Goal

To raise the level of Chinese medical technology and research through the improvement of medical education.

2) Project Purpose

The China-Japan Medical Education Center functions as a foundation for clinical education in the Japanese language and turns out highly-qualified clinicians.

3) Outputs

a) The clinical internship of the 6th grade Japanese language students of the China-Japan Medical Education Center is improved.

b) An appropriate evaluation method is established for the outputs of the clinical internship of the 6th grade Japanese language students of the China-Japan Medical Education Center.

c) An intern education system for the China-Japan Medical Education Center is established.

d) New medical technologies are introduced into the education programs for the 6th grade Japanese language students and the interns of the China-Japan Medical Education Center.

e) Human resources are developed for the education of the 6th grade Japanese language students and the interns of the China-Japan Medical Education Center.

4) Inputs

Japanese Side

Long-term experts	3
Short-term experts	55
Trainees received	22
Equipment	210 million yen
Local cost	31 million yen

Chinese Side

Counterparts	48
Facilities	
Interpreters	
Local cost	9.5 million yuan (approx. 128 million yen)

3. Members of Evaluation Team

Team Leader:

Shigeru HISAMICHI Director, School of Medicine, Tohoku University

Surgery:
Masao TANAKA, Professor, First Surgery Class, Faculty of Medicine, Kyushu University
Internal Medicine:
Haruhito KIKUCHI Lecturer, Central Clinical Examination Department, School of Medicine, Keio University
Evaluation Planning:
Akira HASHIZUME Director, First Medical Cooperation Division, Medical Cooperation Department, JICA
Interpreter:
Misako TANAKA, Japan International Cooperation Center

4. Period of Evaluation

31 October 1999-6 November 1999

5. Results of Evaluation

(1) Efficiency

Financial difficulties on the Chinese side resulted in a delay in the construction of the hospital (the third hospital) in affiliation with the China-Japan Medical Education Center. In order to cope with this situation, the project revised the plan and extended its activities to the first hospital in collaboration with the third hospital. Apart from this, the inputs from both Japan and China were generally in line with plans and adequate in terms of timing, quality and quantity.

(2) Effectiveness

In the clinical skills examination held in 1998, the average score for the Japanese language class students was 77.3, higher than that of the regular-course students (72.4) and the English language class students (74.9). This indicated that the project had turned out higher-level human resources in the China-Japan Medical Education Center. Hence, the project purpose can be judged to be sufficiently achieved.

(3) Impact

While the target of the project was originally limited to the affiliated hospital (the third hospital) of the China-Japan Medical Education Center, activities were also extended to the first hospital, in which the clinical internship of the Japanese language class was practiced. Further, the project invited a wide range of participants to scientific exchange seminars. Because of this expansion of project activities, not only the Japanese language class students, but also the doctors and students of China Medical University as well as health professionals in neighboring areas obtained advanced clinical medicine knowledge and skills.

(4) Relevance

In China, the improvement of medical services in rural areas is regarded as a significant issue from the perspective of poverty alleviation and correction of regional disparities. This is along the same line as the Japanese policy of aid to China (poverty alleviation and correction of regional disparities).

In addition, since China's foreign language education policy had placed China Medical University at the center of medical education in the Japanese language, the education is conducted to develop human resources well versed in Japanese medicine and to promote medical exchanges between Japan and China. From this background, the relevance of the project purpose, i.e. the establishment of a foundation for human resource development and clinical education in the Japanese language, can be evaluated as high.

(5) Sustainability

Since the knowledge and skills concerning clinical education are available in China Medical University, sustainability in terms of technology can be estimated to be high. Financial difficulties are also not anticipated since various ways and means had been worked out to secure income. However, allocation of operational staff are necessary for organizational sustainability.

6. Lessons Learned and Recommendations

(1) Lessons Learned

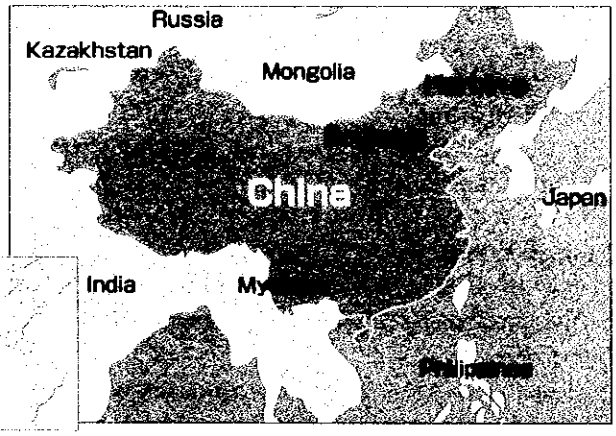
Since the target of this project was expanded for the above-stated reason, larger multiplier effects were brought about as a result. It is commonly understood that the narrower the target organization is restricted, the easier the outputs would be obtained because inputs can be concentrated. However, in this project, the lesson was learned that the strategic expansion of a target might produce larger effects.

(2) Recommendations

The project had brought about a certain outcome in terms of clinical education and clinical technology transfer. These will be the themes in the future to extend the outcome to the benefit of local people. Therefore, after completion of this project, it will be necessary to continue assistance in an appropriate form, such as the dispatch of short-term experts, for community medicine activities carried out by the third hospital.

China

The Project on Research and Training Center on New Technology for Housing



Project Sites Beijing, Harbin

1. Background of Project

The Government of China set out to achieve the national goal of a "relatively comfortable life" for its citizens in the 10-Year Economic and Social Development Plan (1991-2000), targeting the major areas of industrial structure reform, improvement of regional gaps, development of technology and education, and improvement of the living standard. The development of large-scale housing complexes was regarded as playing an important role in improvement of the people's standard of living. As a first step, the Government of China formulated the 2000 Model Plan for Integral Housing Development in Urban and Rural areas (1994-2000) aiming to enlarge per capita housing space and improve the overall living environment.

With these aims, several issues needed to be addressed: technology development on planning, design and execution of housing complex construction, development of building accessories, housing quality examination, as well as the skill improvement of construction personnel. The Chinese Government established the Research and Training Center on New Technology for Housing and requested Project-type Technical Cooperation from Japan aimed at the development of the personnel of the Center.

2. Project Overview

(1) Period of Cooperation

1 September 1995-31 August 2000

(2) Type of Cooperation

Project-type Technical Cooperation

(3) Partner Country's Implementing Organizations

China Building Technology Development Center, Ministry of Construction
China Academy of Building Research
Harbin University of Architecture and Engineering
Research and Training Center on New Technology for Housing

(4) Narrative Summary

1) Overall Goal

Technology developed through the project is spread throughout China.

2) Project Purpose

Personnel with skills in planning, design and supervision of housing complex construction are development

3) Outputs

a) Organization and function of Research and Training Center on New Technology for Housing are established.
b) Design technology for building housing complexes suitable for populous rural areas and for senior citizens is improved.
c) Projection methods of housing needs are developed.
d) Construction supervision skills are improved.
e) Housing accessories are improved.
f) Housing quality testing methods are improved.

4) Inputs

Japanese Side

Long-term experts	14
Short-term experts	34
Trainees received	23
Equipment	approx. 300 million yen

Chinese Side

Counterparts	70
Land, buildings and facilities (including construction of the Center)	
Local cost	approx. 33 million yuan (approx. 440 million yen)

3. Members of Evaluation Team

Team Leader:
Keiji SATO, Director, Planning Department, Land Activation Undertaking Branch, Urban Development Corporation

Technical Research:
Chuji HAGIWARA, Supervising Researcher, Takenaka Research and Development Institute, Takenaka Corporation

Educational Program:
Koichi KOSHIUMI, Senior Deputy Director, Housing

Production Division, Housing Bureau, Ministry of Construction

Evaluation Planning:
Yoshiki MIZUGUCHI, First Technical Cooperation Division, Social Development Cooperation Department, JICA

Evaluation Research:
Makiko KOMASAWA, Sekkei Keikaku Inc.

Translator:
Yuzuri HANAZONO, Japan International Cooperation Center

4. Period of Evaluation

7 March 2000-25 March 2000

5. Results of Evaluation

(1) Efficiency

Inputs on both the Chinese and Japanese sides were appropriate in terms of quality, quantity and timing as initially planned, with the exception of the one-year delay of the construction of the Center. However, some difficulties hindered smooth technology transfer particularly with regard to overall coordination of the project. Problems were mainly due to the existence of three implementing organizations and six target sectors with scattered facilities and personnel. In terms of the housing needs projection, an improved version of projection method had to be hastily developed because information and the quality of statistical data prepared by the Chinese side were found to be very limited and not applicable to the method prepared by the Japanese side. At the same time, local procurement of the 35% of the provided equipment was appropriate in terms of the management efficiency.

(2) Effectiveness

Planned outcomes were largely accomplished as useful technology for the planning, design and supervision of housing complex construction were developed. The dissemination of developed technologies was carried out through training programs at the Center, and 1,883 trainees took part in these activities. In addition, teaching materials for trainings were developed based on the research results.

(3) Impact

A manual for construction supervision techniques formulated by the Harbin University of Architecture and Engineering one of the implementing organizations of this project, was sold in normal bookshops and also used in universities. As such, the manual was widely distributed to the public, and thus improved technologies began to be shared among various beneficiaries including students and construction workers.

At the same time, the Center held a monthly Housing Salon, which was a place where national officers and the officers of the main research institutions could exchange opinions. The project had a significant impact on the formulation of national policies through these meetings.


Interview for counterparts

(4) Relevance

The components of this project contributed to the accomplishment of China's 10-Year Economic and Social Development Plan. At the time of this terminal evaluation, the goal of the total number of houses constructed was already achieved, but the housing system reform was still on the government's continuing agenda. In addition, as the need for housing and personnel in the housing sector had been growing, the relevance of the project was evaluated to be high.

(5) Sustainability

The technical sustainability of the project was deemed to be high since technology transfer was nearly complete and the equipment provided was well managed. There was concern that each research institute would have to be financially self-sufficient after July 2000 due to government organizational reform. However, the three organizations involved in the project were recognized as the central institutions of housing construction technology, and thus would receive continual guidance and support from the Ministry of Construction. As a result of this ongoing support, it was evaluated that the project would continue to develop without further outside assistance.

6. Lessons Learned and Recommendations

(1) Lessons Learned

It was found that the accuracy of available statistical data to be provided by the beneficiary country must be considered when formulating the plan of cooperation, such as housing-need projection methods to be developed and transferred.

(2) Recommendations

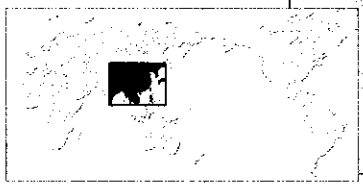
With the prospect of accomplishing the project purpose, it was agreed with the Chinese side that the project would terminate on 31 August 2000 as originally planned. It was expected that the Ministry of Construction would continue to support each research institute and university to continue activities using technologies developed through the project.

China

Polio Control Project

Project Sites

Beijing, Sichuan Province, Chang qing Yunnan Province, Guizhou Province, Jiangxi Province, Guangxi Zhuangzu Autonomous Region



1. Background of Project

Following the resolution of the WPRO (World Health Organization Regional Office for the Western Pacific) of September 1998, the Government of China planned a project to eradicate polio and requested cooperation from Japan. The Government of Japan then began Project-type Technical Cooperation for five years from December 1991 in Shandong Province and four neighboring provinces. Although the project produced outcomes to a certain extent, in order to be certified as polio-free, it was found that the following further improvements were necessary: 1) the enhancement and maintenance of the nationwide network of the national laboratory (polio laboratory of the Chinese Academy of Preventive Medicine) and the laboratories of provincial prevention centers, and 2) strengthening of surveillance and laboratory diagnosis in five southern provinces, namely Sichuan Province, Yunnan Province, Guizhou Province, Jiangxi Province and Guangxi Zhuangzu Autonomous Region, in which countermeasures for polio were least developed. Consequently, shifting the focus to the five southern provinces listed above, the project was extended for another three years. This evaluation covers the extended period.

2. Project Overview

(1) Period of Cooperation

4 December 1996-3 December 1999 (Extended period)

(2) Type of Cooperation

Project-type Technical Cooperation

(3) Partner Country's Implementation Organizations

Ministry of Health
Chinese Academy of Preventive Medicine

(4) Narrative Summary

1) Overall Goal

Wild poliovirus is eradicated in China.

2) Project Purpose

Polio vaccination activities, surveillance activities and laboratory diagnosis techniques in China, particularly in the five southern provinces, are raised to the standards established by WHO.

3) Outputs

a) Human resources for AFP (Acute Flaccid Paralysis) surveillance for finding polio cases are developed in the five southern provinces.
b) Human resources for polio laboratories of prevention centers in the five southern provinces are developed.
c) Equipment in polio laboratories of prevention centers in the five southern provinces is established.
d) Human resources for the national laboratory are developed.
e) Equipment in the national laboratory is established.
f) Function of the nationwide laboratories network is improved.
g) People, health related workers and medical doctors in China, particularly in the five southern provinces, understand the necessity of vaccination.
h) Government officers, hospital staff and prevention related workers acquire sufficient knowledge about polio.

4) Inputs

Japanese Side

Long-term experts	5
Short-term experts	39
Trainees received	38
Equipment	225 million yen
Local cost	62 million yen

Chinese Side

Counterparts	
Land and facilities	
Local cost	3.46 million yuan (approx. 519 million yen)

3. Members of Evaluation Team

Team Leader:
Isao ARITA, Chairman, Agency for Cooperation in International Health

Laboratory Diagnosisr:
Hiroshi YOSHIKURA, Director, Research Institute, International Medical Center of Japan

Virology:
Tatsuo MIYAMURA, Director, Department of Virology II, National Institute of Infectious Diseases

Evaluation Planning:
Chieko KAJISAWA, First Medical Cooperation Division, Medical Cooperation Department, JICA

Interpreter:
Yoko KATO, Japan International Cooperation Center

4. Period of Evaluation

14 September 1999 - 26 September 1999

5. Results of Evaluation

(1) Efficiency

Except for the transportation allowances for the Chinese staff for surveillance activities which expected to be paid by Chinese side, the inputs on the Japanese side as well as the Chinese side were implemented according to the plan. The quantity and timing of the inputs were adequate.

(2) Effectiveness

Through setting up the equipment in polio laboratories, skills and knowledge of the workers related to AFP surveillance (medical doctors, staff of prevention centers and technicians) were enhanced. Consequently, the international review of the Chinese national polio laboratories by WHO in 1998 marked all the items to be checked as successful. The reporting ratio within 28-day identification of differentiation results of separated polio strains, for example, was 83 percent: just over the passing mark of 80 percent. On the provincial level as well, the indicators for surveillance and laboratory diagnosis reached the WHO standard[1]. The adequate collection of stool samples, for example, marked over the target of 80 percent in all the provinces. The vaccination campaign was also highly effective. The reported immunization rate of oral polio vaccine (OPV) marked 95 percent in all the provinces targeted by the project. From these results, it was concluded that the project purpose was achieved.

(3) Impact

Through this project, the technical level of surveillance and laboratory diagnosis not only for polio but also for other infectious diseases was improved. Vaccination campaigns contributed dramatically to the eradication of wild poliovirus, and no polio patient was reported after the three cases in 1996. In addition, through decreasing the number of polio patients, the overall economic and social situation in the the area was improved.

An mission member, conducts an interview to determine the degree of utilization of provided equipment at the Polio Laboratory

(4) Relevance

Acting in accordance with WHO's expectation to declare the Western Pacific polio-free[2], the Government of China made an extensive effort to eradicate polio from the country. Hence, the relevance of the project was considered significantly high.

(5) Sustainability

The institutional sustainability of the project was well secured at the central level, and there was collaboration with the Ministry of Health and the Chinese Academy of Preventive Medicine, the advisory committee for EPI (Expanded Programme on Immunization) and international organizations. The people trained under the project actively contributed to the fight against polio utilizing the skills and knowledge they acquired. Technical sustainability was thus evaluated as high. On the other hand, financial sustainability was less secure due to the tight budgets of both the central government and provincial governments which were responsible for the operation and maintenance costs of the project

6. Lessons Learned and Recommendations

(1) Recommendations

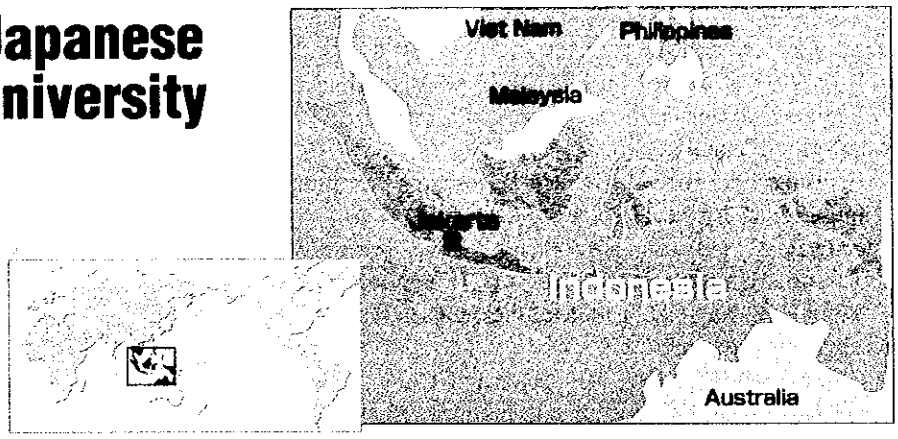
It was recommended to terminate the project according to plan because the project purpose was achieved. The polio control activities in China, however, should be continued to prevent recurrence of the disease.

1) The WHO standard is determined comprehensively, based on many factors, such as the number of indigenous wild poliovirus cases, the results of the international review of AFP surveillance and laboratory diagnosis, and countermeasures applied for imported wild poliovirus cases.

2) The polio-free declaration was made by WHO in October 2000.

Indonesia

The Center for Japanese Studies of the University of Indonesia



Project Sites: Jakarta

1. Background of Project

Since the 1960s, Indonesia has attempted socio-economic development by researching the experiences and lessons learned in other developed countries. As Japan's economic growth and gaining of an important position in the Asia and Pacific region has been rapid, there was a growing tendency to study Japan for economic development. Therefore, in order to promote studies of Japan in the University of Indonesia, the Center for Japanese Studies was established by Grant Aid in February 1995.

Although the facilities and equipment were all arranged by Grant Aid, the University still lacked professionals who could run and manage the Center and carry out research on their own. Therefore, the government of Indonesia officially requested technical cooperation from the Government of Japan in order to build capacity in the Center.

2. Project Overview

(1) Period of Cooperation

20 April 1997-19 April 2000

(2) Type of Cooperation

Research Cooperation

(3) Partner country's Implementing Organization

Center for Japanese Studies of the University of Indonesia

(4) Narrative summary

1) Overall Goal

Japanese Studies in Indonesia are promoted.

2) Project Purpose

The Center for Japanese Studies of the University of Indonesia becomes a leading organization of Japanese studies in Indonesia.

3) Outputs

a) Research capabilities of the researchers in the Center for Japanese Studies are enhanced.

b) The Center for Japanese Studies, as an organization, increases its influence beyond the Center.

c) Japanese experts gain an understanding of the changing society in Indonesia, and contribute to mutual understanding between Japan and Indonesia.

4) Inputs

Japanese Side

Long-term experts	2
Short-term experts	12
Trainees received	7
Equipment	15 million yen
Local cost	14 million yen

Indonesian Side

Counterparts	35
Land and facilities	
Local cost	

3. Members of Evaluation Team (names and positions to be confirmed)

Team Leader:

Masaru TODOROKI, Deputy Managing Director Regional Department I, JICA

Cooperation Planning:

Kumiko KAITANI, Associate Expert, Southeast Asia Division, Regional Department, JICA

Project Evaluation:

Shinsuke TSURUTA, Regional Planning International Co., Ltd.

4. Period of Evaluation

2 April 2000-13 April 2000

5. Results of Evaluation

(1) Efficiency

Due to the change of the regime in Indonesia, there was a period where experts could not be dispatched as scheduled. However, by dispatching the same team of short-term experts over the course of the project, there was consistency in research and teaching and technical transfer was achieved efficiently. Also, timing, quality and quantity of the experts dispatched were satisfactory. Therefore, it was evaluated that the project was implemented efficiently in cooperation and connection with other related cooperation projects such as the Japan Foundation Program.

(2) Effectiveness

In the four areas of research ("Economic Development and Rural-Urban Relations: Comparative Studies of Experience in Japan and Indonesia", "Comparative Studies on Business of Japanese and Local Enterprises in Indonesia and Labor-Management Relations", "Political Issues of Japan After World War II", and "Japan's Official Development Assistance to Indonesia"), the experts advised on the research planning, field research and report writing. As a result, the outputs were achieved by the research documents and papers in several of the areas and presentation of research results at symposiums. The Center for Japanese Studies established the foundation to develop Japan specialists and became a leader among the related organizations in Indonesia. Thus, it was evaluated that it played an important role in promoting Japanese Studies in Indonesia.

(3) Impact

The Center for Japanese Studies had a direct influence on the researchers and organizations of Japanese Studies within and outside of Indonesia, and on Japanese enterprises and other interested people in Indonesia by presenting its research results in seminars and publications. Furthermore, the Center was now actively involved in the network of research institutes of Japanese Studies in Asia.

(4) Relevance

Indonesia's motivation in studying Japan is related to several things including academics, politics and the creation of employment opportunities, and thus, Japanese studies would have relevance to the needs in the future.

In contrast to conventional Japanese studies, the Center for Japanese Studies applied its research results to social and economic activities, thereby addressing current issues in Indonesian society. Therefore, this project was evaluated highly.

A symposium was held at the Center for Japanese Studies at the end of the project

(5) Sustainability

Although the Center for Japanese Studies could manage to conduct research in several areas on its own, it was thought necessary to further promote the Center in terms of its financial administration as well as human resources development as a research institute. It would also require a steady intake of young researchers in order to keep up-to-date in a rapidly changing society.

6. Lessons Learned and Recommendations

(1) Recommendations

Further cooperation is necessary in order for the Center for Japanese Studies to develop as an independent research institute.

A long-term human resource development plan for the Center for Japanese Studies is necessary to attract and foster young researchers, and clarify the future of the Center.

Also, in order to strengthen the relations of the research institutes of Japanese Studies within and outside of Indonesia and other Asian countries, the network of researchers and research information needs to be broadened. For instance, one idea is to hold international seminars that invite distinctive scholars of Japanese studies from other than Asian regions.

7. Follow-up Situation

In view of the foregoing, the Research Cooperation titled "Center for Japanese Studies, Phase II" is being implemented from 10 January 2001 to 9 January 2004.