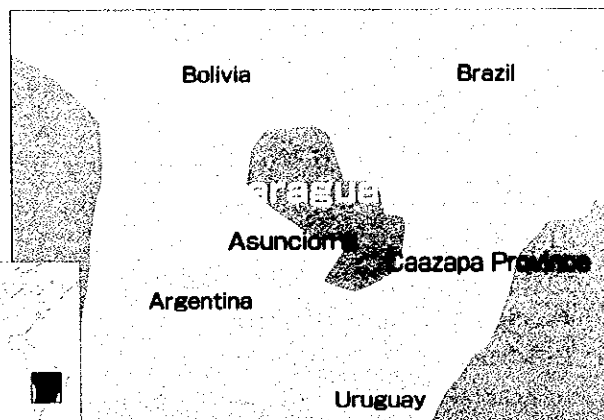
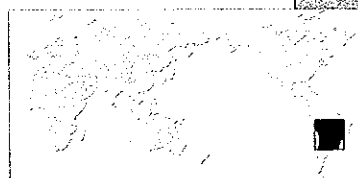


Community Health Project



Project Site Caazapa Province

1. Background of Project

In Paraguay, the health service system at the primary level—the most accessible health care for the people—is poorly organized and people in general have insufficient knowledge about prevention of diseases. As a result, many cases become critical due to a lack of early treatment. Thus, the Government of Paraguay identified improvement of community health services focused on Primary Health Care (PHC) as an important health issue, and was seeking to initiate more participatory health care from which the community people can benefit directly.

To this end, the Government of Paraguay requested cooperation from Japan, which had already carried out cooperation activities in Paraguay on tropical endemic diseases, in the form of development of a model PHC system that would be applicable nationwide.

2. Project Overview

(1) Period of Cooperation

1 December 1994-30 November 1999

(2) Type of Cooperation

Project-type Technical Cooperation

(3) Partner Country's Implementing Organization

Ministry of Public Health and Social Welfare

(4) Narrative Summary

1) Overall Goal

In Paraguay, health system and health services are strengthened and people's living environment is improved.

2) Project Purpose

Nationwide-applicable Primary Health Care model for the community health system is developed in the selected areas.

3) Outputs

- a) Nationwide health sector survey is conducted.
- b) Participatory community health survey is

conducted in the selected model areas.

- c) IEC (Information, Education, and Communication) for the health sector is developed, implemented, and evaluated.
- d) Health sector personnel are trained.
- e) Institutional structure is developed for the purpose of strengthening the community health program.

4) Inputs

Japanese Side

Long-term experts	8
Short-term experts	13
Trainees received	13
Equipment	200 million yen
Local cost	72 million yen

Paraguayan Side

Counterparts	13
Land and facilities	
Equipment purchased	
Local cost	

3. Members of Evaluation Team

Team Leader:

Fujiro SENDO, Professor, Immunology and Parasitology Department, Faculty of Medicine, University of Yamagata

Tropical Medicine:

Takatoshi KOBAYAKAWA, Professor, Department of International Environment and Tropical Medicine, Tokyo Women's Medical University

Medical Administration:

Masato MUGITANI, Director of International Cooperation, International Affairs Division, Minister's Secretariat, Ministry of Health, Labour and Welfare

Planning and Evaluation:

Akihiro MATSUMOTO, Deputy Director, Second Medical Cooperation Division, Medical Cooperation Department, JICA

4. Period of Evaluation

19 July 1999-1 August 1999

5. Result of Evaluation

(1) Efficiency

The expenditure for equipment provided by the project seems rather big compared to the size of the model area (total population: 135 million, number of facilities operated by the Ministry of Health: 45), however, the team evaluates that overall inputs were appropriate and sufficient results were obtained. In particular, the donation of radios was considered to be the most useful, leading to improved communication among health facilities. Further, periodic modification of the amount and quality of inputs through monitoring was highly appreciated.

(2) Effectiveness

All of the expected outcomes in each area were completed as planned. Further, among the four activities (radio communications network and reinforcement of health facilities, training for health auxiliaries, health education through community participation, and mobile clinics) that were components for the community health model, some of those were already adopted nationwide. Thus, it can be concluded that the level of achievement of the project purpose was highly attained.

(3) Impact

As a result of the project, the major concern of the Ministry of Public Health and Social Welfare of Paraguay shifted towards community health. The evidence is that the Government of Paraguay officially requested Japan to implement a similar project, "Nursing and Midwifery Human Resources Development Project" to strengthen community health in three southern provinces (Itapua, Misiones, and Neembucu). Further, through the "Health Promotion Radio Program" some conventional social issues formerly considered to be taboo came to be openly discussed through visit to health facilities and exchanges of opinions among listeners.

(4) Relevance

Under the situation where there had been no established policies on PHC, the project's efforts to tentatively develop a nationwide-applicable community health service model in Caazapa Province was acknowledged as effective in improving the public health status of the people of Paraguay.

(5) Sustainability

Financial, technical, and organizational sustainability seem low at this point. The total project budget was drastically decreased from 112 million US dollars in 1997 to 81 million dollars in 1998. After this incident, project personnel and the Ministry held numerous discussions,



An expert giving a lecture on health for local people

and consequently the budget was slightly increased to 91 million US dollars in 1999. However, it was questioned whether the project could maintain all of the activities scheduled within this budget. Further, the level of technology transferred to the counterparts during the five years of the project period has not yet been sufficient to be sustainable. Moreover, frequent personnel changes within the Ministry of Public Health and Social Welfare (the implementing organization) hinder the appropriate continuation of transferred technologies within the institution.

6. Lessons Learned and Recommendations

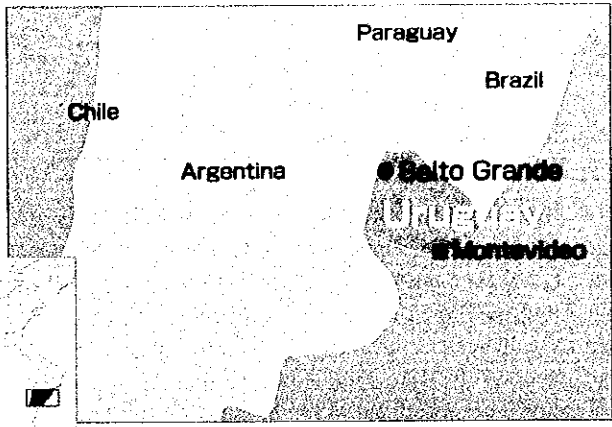
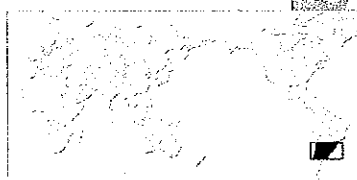
(1) Recommendations

Up to the present, cooperation among the Ministry of Public Health and Social Welfare and donors has been insufficient in the health sector. It was recommended that the Ministry of Public Health and Social Welfare of Paraguay actively improve the project's sustainability and efficiency through coordination with other concerned institutions. In order to promote this, it is important that the Ministry implement its future institutional plan through reassessment of activities planned from the organizational and financial points of view, and through continuation of human resources training from a technical point of view.

7. Follow-up Situation

The Project-type Technical Cooperation "Strengthening Continuing Education in Nursing and Midwifery in the South of the Republic of Paraguay" (February 2001-February 2006) is being implemented for the purpose of establishing a continuing education system for human resources development in the areas of nursing and obstetrics, since these areas are considered to be as the key for improving health services in the three southern provinces of Itapua, Misiones, and Neembucu.

The Fruit Tree Protection Project



Project Site Salto Grande

1. Background of Project

Citrus is important among the fruits growing in Uruguay, and promoted by the Government. As a consequence, the area in which citrus is planted amounts to 46 percent of the total land for fruit growing. However, the sector still uses low-level techniques. Furthermore, Salt Grande Station (experimental field) in the National Institute of Agricultural Research (INIA), which is engaged in research on citrus fruits, lacks the capacity to conduct research. Citrus farming is hindered by the poor quality of the fruit. Therefore, the Government of Uruguay requested the Government of Japan to provide technical cooperation for enhancing the research capability of INIA.

2. Project Overview

(1) Period of Cooperation

1 March 1995-29 February 2000

(2) Type of Cooperation

Project-type Technical Cooperation

(3) Partner Country's Implementing Organization

National Institute of Agricultural Research (INIA)

(4) Narrative Summary

1) Overall Goal

To improve citrus producers' cultivation techniques for the production of high-quality citrus fruits and to promote the stable management of citrus fruit cultivation.

2) Project Purpose

To enhance research capabilities in order to solve technical problems related to plant protection and the orchard management of citrus trees at INIA.

3) Outputs

Research, analysis and development of techniques in the following fields;

- a) Disease Control
- b) Insect Pest Control
- c) Orchard Management

4) Inputs

Japanese Side

Long-term experts	7
Short-term experts	12
Trainees received	15
Equipment	approx. 170 million yen
Local cost	approx. 5.4 million yen

Uruguayan Side

Counterparts	21
Land, buildings and equipment	
Local cost	approx. 89 million yen

3. Members of Evaluation Team

Team Leader/Plant Diseases:

Akira KUDO, Director, Department of Plant Protection, National Institute of Fruit Tree Science, Ministry of Agriculture, Forestry and Fisheries

Cultivation:

Takeshi KIHARA, Associate Director for Research, Department of Citriculture, National Institute of Fruit Tree Science, Ministry of Agriculture, Forestry and Fisheries

Insect Diseases:

Shinkichi KOMAZAKI, Chief of Laboratory of Entomology, Persimmon and Grape Research Center, National Institute of Fruit Tree Science, Ministry of Agriculture, Forestry and Fisheries

Cooperation Evaluation:

Hideyuki TAKUMA, Senior Technical Officer, Technical Cooperation Division, International Affairs

Department, Economic Affairs Bureau, Ministry of Agriculture, Forestry and Fisheries

Project Management:

Jiro TAKEICHI, Livestock and Horticulture Division, Agricultural Development Cooperation Department, JICA

4. Period of Evaluation

15 August 1999-30 August 1999

5. Results of Evaluation

(1) Efficiency

The provision of machinery and equipment was appropriate in terms of timing and quantity. Equipment was procured promptly from local suppliers. In addition, problems, such as the temporal absence of long-term experts and some counterparts working only part-time in the early stage of the project, were addressed appropriately through the support from the team leader and short-term experts and the increase of counterparts of INIA. As a whole, efficiency of the project inputs can be judged as high.

(2) Effectiveness

The project established measures for disease control through examination of major harmful insects and disease-causing bacteria, including those peculiar to Uruguay. In the field of orchard management, technical transfer of research and study methods were implemented according to plan through training of counterparts. As a result, the effectiveness of the project is confirmed as high.

(3) Impact

The project improved INAI's techniques for the conservation of fruits and cultivation management. Accordingly, the project contributed to increasing export of fruits. In addition, the project had a positive impact on the environment, as it decreased chemical spraying due to the improvement of cultivation and storage techniques.

(4) Relevance

Citrus continues to be one of the major export items of Uruguay, and the national policy to promote citrus cultivation remains. To further develop the citrus industry in Uruguay, there remains a strong need for consultation on issues of fruit tree protection and orchard management. Therefore, both the project purpose and the overall goal are deemed appropriate.



A greenhouse provided by the project. It is utilized to produce a virus-free strain using grafting techniques.

(5) Sustainability

In Uruguay, a Citrus Planning Committee that consists of representatives from the Government and private sector was organized long ago. The committee makes and executes policies concerning citrus, and also develops citrus markets. In support of these activities, the committee entrusts citrus research to INIA. Thus, the sustainability of the organization is judged as high. The technology transferred in the project is adequate for counterparts to implement post-project activities. Furthermore, financial sustainability of the project is also confirmed since the annual budget of INIA consists of subsidies from the Government and self-raised funds from selling young plants.

6. Lessons Learned and Recommendations

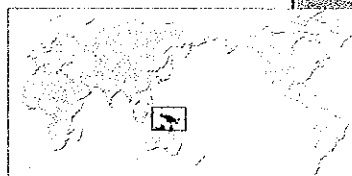
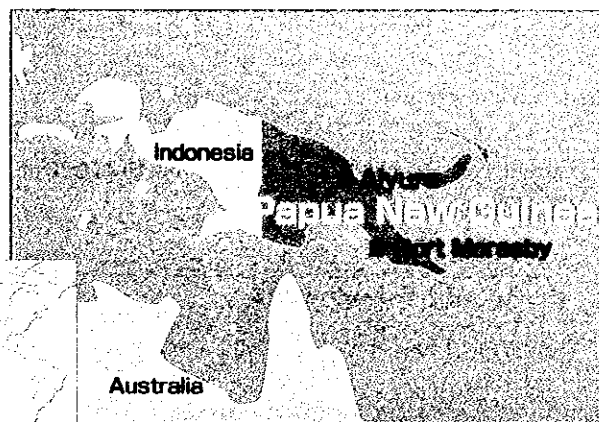
(1) Lessons Learned

Time-consuming project activities such as the care of trees and breeding of plants could not be completed during the limited project period. To address this, the project should ensure that counterparts have the necessary skills to continue the activities independently.

(2) Recommendations

It was recommended that the project should end on schedule in February 2000, since the purpose of the project was largely achieved. It is expected that INIA will disseminate information based on research to citrus farmers, while properly maintaining the equipment provided and continuing the research activities and data collection by means of techniques transferred in the project.

Highlands Aquaculture Development Project



Project Site

Aiyura (Eastern Highlands Province)

1. Background of Project

In the highlands of Papua New Guinea, which occupy 70% of the total area, most people live by subsistence farming, and the shortage of animal protein and lack of employment opportunities were problems in the villages. To overcome these problems, the Government of Papua New Guinea, in response to advice by the FAO in the 1980s, established the Highlands Aquaculture Development Center to promote fish farming in inland waters of the highlands. But due to a lack of human resources, materials and equipment, the Center did not function as planned. Therefore, the Government of Papua New Guinea officially requested the Government of Japan to provide technical co-operation. The Government of Japan dispatched Individual Experts from 1993, and in 1996 when the Center was transferred from the National Fisheries Authority to the care of the Government of the Eastern Highlands, this project started by appointing the Eastern Highlands Provincial Government as the implementing agency.

2. Project Overview

(1) Period of Cooperation

23 June 1996-22 June 1999

(2) Type of Cooperation

Expert Team Dispatch Program

(3) Partner Country Implementing Organization

The Government of Eastern Highlands Province

(4) Narrative Summary

- 1) Overall Goal
Aquaculture in the highland regions is promoted.
- 2) Project Purpose
Technical capacities of aquaculture in the highlands are enhanced.
- 3) Outputs

- a) Fry production is increased.
- b) Training for aquaculture extension is conducted.
- c) Experimental research for appropriate technology for aquaculture is conducted.

4) Inputs

Japanese Side

Long-term Experts	3
Short-term Experts	4
Trainees received	10
Equipment	approx. 37 million yen
Local cost	approx. 24 million yen

Papua New Guinea Side

Counterparts	12
Land and facilities	
Local cost	286,000 kina (approx. 17.0 million yen)

3. Members of Evaluation Team

Team Leader:

Kiyoshi SAKAI, Associate Professor, Tokyo University of Fisheries

Fisheries Development:

Hiroshi IKENOUE, Fisheries and Aquaculture International Co., Ltd.

Coordination and Co-operation Planning:

Yoshihiro SATO, Training Division, Kanagawa International Fisheries Training Center

4. Period of Evaluation

28 June 1999-8 July 1999

5 Results of Evaluation

(1) Efficiency

While implementing this project, there were several difficult conditions such as the change of competent

authority of the Aquaculture Development Center through organizational reform in the Government of Papua New Guinea, personnel changes also through the reform, a drought in 1997, and public disturbances at the project sites. Despite these problems, many outputs were achieved in the relatively short three-year period. In addition to technical training given by the expert team, it was concluded that the materials, equipment, local administration costs and renovation of the aquaculture facilities were input efficiently. From this point of view, the project was evaluated to have been implemented efficiently.

(2) Effectiveness

The project achieved several outputs: one million fries for carp farming were produced each year, more than 250 participants received training at the Center, and experiments on new types of fish and technologies were conducted. Therefore, the project purpose was mostly achieved.

(3) Impact

Through the provision of an increased number of fries from the Center, small-scale aquaculture of carp and rainbow trout were spread. As a result, farmers who used to depend mainly upon sweet potatoes for their food intake were now eating fish and earning cash, with subsequent changes to lifestyle. As a result, people in the coastal regions became interested in these changes and small-scale aquaculture, and it was expected that small-scale aquaculture would expand beyond the highland areas throughout the country.

(4) Relevance

Although the competent authority for the Highlands Aquaculture Development Center was initially the Department of Fisheries, which was reorganized to the National Fisheries Authority, the Authority was required to implement projects on a self-supporting basis by the Government of Papua New Guinea. Therefore, the Authority pulled out of any venture that did not make a profit in a short period, such as small-scale industry extension for small-scale farmers. In line with the policy of decentralization in Papua New Guinea, the Eastern Highlands Provincial Government came to be the competent authority for the Center, but the Government did not have any specific development plan that supported the overall goals of the project.

However, after the impacts of aquaculture projects on the intake of animal protein and employment creation became clear, the National Food Policies formulated by the Government of Papua New Guinea, listed small-scale aquaculture as an important policy, and accordingly the project was justified in the context of the National Policy.

Therefore, the project has high relevance.

(5) Sustainability

As mentioned above, the project initially experienced organizational and financial instability in the implementing agency, but after 1998 when the project outputs were identified, the budget for the project in the Provincial and Central Government were increased. Technically, the counterparts acquired sufficient technologies for the production of carp fries and indeed, the output of fries increased. However, despite the increase of fries output, the Center cannot manage to sell the products on its own. Also in the administration and management of the Center, it was not enough to be self-reliant as it depended on the Japanese experts.

6. Lessons Learned and Recommendations

(1) Lessons Learned

Due to economic stagnation in Papua New Guinea, Government support was too unstable to ensure the sustainability of overseas technical co-operation. Therefore, when similar projects are introduced in the country, it is important that not only assistance for technology transfer is provided, but also support for a sustainable management system.

(2) Recommendation

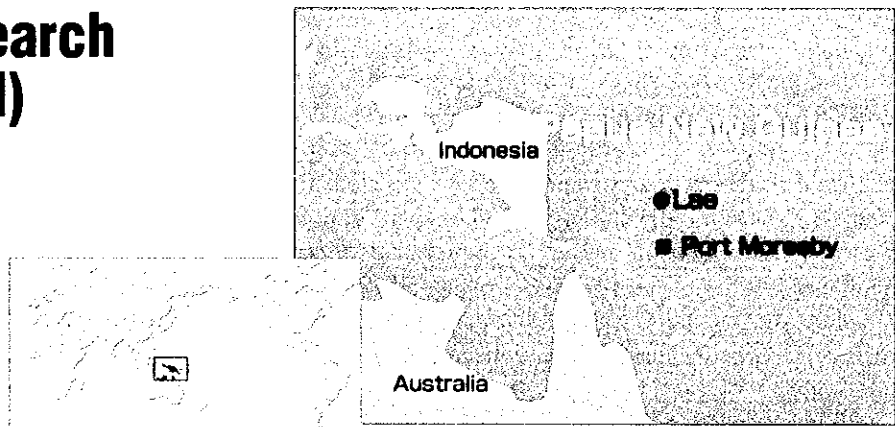
In order to promote sustainability for the Aquaculture Development Center, it was recommended that experts in training, planning, implementation and management of all activities in the Center be dispatched for at least two years. Also, for technical extension activities in the remote regions where the experts cannot provide support, Japan Overseas Cooperation Volunteers (JOCV) in the areas of carp and trout should be dispatched.

7. Follow-up Situation

In response to the recommendation above, an Individual Expert "Freshwater Aquaculture Advisor" and two JOCVs in fish farming were dispatched on 24 May 2000 for two years.

Also, to further spread the outputs of the co-operation, a five-year In-country Training Program called "Fresh Water Aquaculture Course" has been conducted since 2000.

The Forest Research Project (Phase II)



Project Site Lae

1. Background of Project

Since its independence in 1975, Papua New Guinea has been utilizing forest resources, which has contributed to the economic development of the nation. As sustainable development of forest resources is indispensable for economic development, PNG recognized that more thorough study was necessary for the preparation and conservation of forest resources and the effective utilization of timber. Consequently, Japan began "The Forest Research Project" (April 1989 to March 1994) under its technical cooperation scheme. Also, the Grant Aid project "The Project for Establishment of Forest Research Institute (1987)", supported the construction of an institute that is the base to promote research of forestry and the forest industry. The projects were appreciated by the Government of Papua New Guinea, which requested further support for research in the sustainable development and conservation of forests.

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

Papua New Guinea Forest Authority (PNGFA), Forest Research Institute (FRI).

(4) Narrative Summary

1) Overall Goal

Comprehensive management guidelines for sustainable management of forest resources formulated based on the result of research undertaken in FRI.

2) Project Purpose

FRI develops capability to undertake research on sustainable management of forest resources.

3) Outputs

The following items are realized in each of the following three fields: natural forest management, planted forest, and forest biology:

- a) Researchers acquire the necessary skills to realize the overall goal in the field of sustainable management of forest resources in FRI.
- b) Research results, research methods, standardized research system, database and so on, which are expected to contribute to the realization of the overall goal, are acquired/formulated in the field of sustainable management of forest resources in FRI.
- c) Experimental forests, research equipment and so on, which are expected to contribute to the realization of the overall goal, are established/installed in the field of sustainable management of forest resources in FRI.

4) Inputs

Japanese Side

Long-term experts	7
Short-term experts	19
Trainees received	14
Equipment	approx. 98 million yen
Local cost	approx. 37 million yen

Papua New Guinean Side

Counterparts	27
Land, facilities and experimental forest	
Local cost	9.2 million kina (approx. 375 million yen)

3. Members of Evaluation Team

Team Leader/ Forest Biology:

Tomoyuki FUJII, Chief of World Forest Resources Research Team, Research Planning and Coordination Division, Forestry and Forest Products Research Institute (FFPRI), Ministry of Agriculture, Forestry and Fisheries (MAFF)

Forest Management:

Ken SUGIMURA, Chief of Environmental Management Laboratory, Resources Management Section, Forest Management Division, FFPRI, MAFF

Silviculture:

Takashi MASAKI, Senior Researcher of Silviculture Laboratory, Silviculture Division, Tohoku Research Center, FFPRI, MAFF

Planning Evaluation:

Akinao ONISHI, Forestry and Fisheries Development Cooperation Department, JICA

Evaluation Analysis:

Jiro IGUCHI, PADECO Co., Ltd.



A expert giving a lecture on seedling growth techniques

4. Period of Evaluation

6 November 1999-19 November 1999

5. Results of Evaluation

(1) Efficiency

Inputs, such as the provision of machinery and equipment, Dispatch of Experts, and counterpart training, were appropriate to achieve the expected outputs. Close cooperation between experts and counterparts, and efficient technical transfer were achieved by dispatching experts who had the appropriate specialties on an ongoing basis. However, the dispatch of short-term experts was not on schedule for the first two years of the project, which caused the delay of technical transfer for the counterparts. Therefore, some of the counterparts expressed their anxiety to continue the research without support. Another factor that made the project less efficient was that some counterparts were removed following organizational reform in 1999.

(2) Effectiveness

The project provided sufficient equipment and buildings, and trained a sufficient number of staff for the research. The program leaders in each research field acquired the capability to give a presentation on their research results. For example, on the subject of "tree breeding", among the research topics related to natural forest management, four academic thesis, three reports in technical training and two interim reports were produced. Though the sustainability of the institute as the base for research is still unstable, it was concluded that the project purpose was practically achieved, in consideration of the current condition of the research and the staff of the institute.

(3) Impact

The project revealed what impact early ripening varieties of trees have on ecological conditions of natural forests and second growth forests, and planted forests. This knowledge provided the institute with the ability to

estimate crop yields, which is useful for setting guidelines for sustainable forest resources management.

(4) Relevance

The project is relevant in correlation with "The National Forestry Development Guidelines" developed in 1993, which states the importance of forest research and the role of FRI in the research project. In addition, the enhancement of the researchers' skills matches the needs of FRI.

(5) Sustainability

The role of FRI became vague following the reformation of PNGFA (to which FRI belongs) in 1999. In addition, the project faced financial difficulty because of devaluation of the currency. From a technical point of view, the institute and counterparts were not considered to have acquired the ability to plan and conduct substantial research on a long-term basis. Thus, further support from the Government of Japan was viewed as necessary.

6. Lessons Learned and Recommendations

(1) Lessons Learned

It is important to confirm the stability of implementing agencies in advance to enable efficient technical transfer.

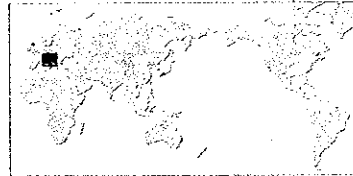
(2) Recommendations

Follow-up cooperation is necessary to enhance the counterparts' skill to complete the research of each three topics and to plan and implement larger scale research projects on a long-term and strategic basis.

7. Follow-up Situation

In consideration of the above recommendation, two years of Follow-up cooperation will be in implementation through 31 May 2002.

Hungarian Productivity Development Project



Project Sites Budapest

1. Background of Project

As a consequence of the collapse of the COMECON markets, the Hungarian Government faced the need for establishing a mechanism to supply industrial products that are internationally competitive through a process of promoting the transition to a market economy and economic reform. Thus, in 1994, the Hungarian Government decided to set up the Hungary Productivity Center to improve the productivity of Hungarian industrial firms as well as the quality of their products.

At the same time, the Hungarian Government requested Project-type Technical Cooperation from Japan for the purpose of learning from Japan's experience productivity development in industries, and introducing productivity development activities nationwide from the base of the Hungary Productivity Center.

2. Project Overview

(1) Period of Cooperation

1 January 1995-31 December 1999

(2) Type of Cooperation

Project-type Technical Cooperation

(3) Partner Country's Implementing Organization

Hungarian Productivity Center (HPC)

(4) Narrative Summary

1) Overall Goal

The concept and technology of productivity development are disseminated among Hungarian enterprises through HPC as the national productivity organization.

2) Project Purpose

HPC independently promotes and develops its productivity development activities.

3) Outputs

- a) Operation system for the Project in HPC is established.

- b) Managers and supervisors in Hungarian companies are capable of practicing and disseminating the concept and measures of productivity development through skills fostered at in-house seminars at HPC and in-company training programs.
- c) The number of Hungarian companies reached by productivity development activities such as short-term audits and long-term consultations increases.
- d) Public Relations and promotion of productivity development activities are implemented.
- e) Technical capability of the staff of HPC regarding productivity development is upgraded.
- f) HPC network is expanded.

4) Inputs

Japanese Side

Long-term experts	7
Short-term experts	25
Trainees received	14
Equipment	approx. 60 million yen
Local cost	approx. 57 million forint (approx. 23 million yen)

Hungarian Side

Counterparts	17
Land and facilities	
Local cost	approx. 464 million forint (approx. 181 million yen)

3. Members of Evaluation Team

Team Leader:

Masaaki HANAI, Development Specialist, JICA

Technical Cooperation Program:

Shuhei FUJIWARA, Assistant Deputy Director, Technical Cooperation Division, Economic Cooperation Department, International Trade Policy Bureau, Ministry of International Trade and Industry

Technical Transfer Program:

Yasuhiko INOUE, Executive Director, International

Department, Japan Productivity Center for Socio-Economic Development (JPC-SED)

Human Resources Development:

Manabu FUJII, Senior Project Officer, International Department, JPC-SED

Evaluation Management:

Akihiro YOSHIDA, Associate Expert, First Technical Cooperation Division, Mining & Industrial Development Cooperation Department, JICA

Evaluation Analysis:

Koichi HYOGO, PADECO Corporation, Ltd.

4. Period of Evaluation

10 October 1999-28 October 1999

5. Results of Evaluation

(1) Efficiency

Dispatch of Japanese experts, counterpart training in Japan and the provision of equipment promoted achievement of most of the outputs, such as establishment of the management system of HPC, the number of companies receiving productivity development consultations, and the expansion of HPC networks. Also, the project support system on the Japanese side including the Domestic Support Committee, which provided appropriate technical guidance and reference materials, contributed to the smooth implementation of technical transfer.

(2) Effectiveness

HPC conducted in-house seminars and in-company training courses for managers and supervisors of companies. By December 1999, a total of 136 in-house seminars were held, attended by 2,701 persons. In addition, short-term audits and long-term consultations targeting managers were held five times in 1995, 19 in 1996, 17 in 1997, 22 in 1998 and 26 in 1999. Furthermore, HPC carried out dissemination activities through public relations and study tours. Considering these accomplishments, it was expected that the project purpose mainly would be achieved.

(3) Impact

HPC took on the role of serving as the information center for productivity organizations of the Central and Eastern European countries through holding regional training courses and providing information by JICA experts, thus contributing to the promotion of productivity development activities in the region. Also, the project disseminated the concept and technologies of productivity in business and industries, as well as in educational institutes.

(4) Relevance

In the transition from a planned to a market-oriented economy, the overall goal of the project was consistent with the industrial policy of the Ministry of Economic Affairs, which was to improve the competitiveness of Hungarian industries in world markets. The project purpose, as well, corresponded with the 1998 national policy regarding small- and medium-scale enterprise (SME) promotion prepared by the Ministry of Economic Affairs since SMEs accounted for 30 percent of the companies which took part in HPC's training courses and seminars.

(5) Sustainability

Under the strong leadership of the new Chairman of the Board of Trustees inaugurated in February 1999 and the appointment of new members of the Board, the restructuring of the management system of HPC based on a clear business policy was steadily under way. On the other hand, some counterparts had left their jobs to study abroad or start their own business, and only nine out of 17 remained at HPC, which would hinder the smooth continuation of productivity development activities.

Regarding financial aspects, HPC was undertaking measures to improve its financial situation by cutting operational costs under the direction of the new Chairman of the Board. Also, as the formal agreement regarding HPC's cooperation with the Hungarian Foundation for Enterprise Promotion (MVA) had been signed in October 1999, it was expected that MVA would support a certain part of the revenue of HPC, which would be actively involved in the SME promotion policy.

6. Lessons Learned and Recommendations

(1) Recommendations

As the project was judged to achieve its purpose by the end of the cooperation period, it was not necessary to extend the cooperation period. On the other hand, in order to continue managing and utilizing HPC after project completion, and also as part of its policy support to SME promotion in Hungary, it was recommended to continue JICA's cooperation by dispatching a long-term expert to the Ministry of Economic Affairs and another to HPC, thereby coordinating policy and business aspects of productivity development.

7. Follow-up Situation

Following the above-mentioned recommendation, two experts, one in "The small and medium sized enterprises development in Hungary"(October 2000-October 2002) and the other in "Small and Medium-sized Enterprise Development through Management Consulting and Training" (February 2001-February 2003) were dispatched to the Ministry of Economic Affairs and HPC, respectively.

Development Assistance Terminology and JICA Terminology

• **Acceptance of Trainees**

Receiving requests from the governments of developing countries, the Japanese government accepts leading administrators, engineers, technicians, and researchers of those countries as trainees and conducts technical training aiming to transfer technologies and to deepen their understanding of Japan. There are two types of training courses; one is a group-training course with fixed programs to which participants are invited; the other is an individual training course that is designed to meet specific requests of its participant.

• **Accountability**

Obligation to demonstrate that work has been conducted in compliance with agreed rules and standards or to report fairly and accurately on performance results vis a vis mandated roles and/or plans. Managers and policy makers are accountable to taxpayers.

• **ADB: Asian Development Bank**

• **Aftercare Cooperation**

After the completion of its cooperation period, a project implemented as a project-type technical cooperation is handed over to the government of the recipient country and operated and maintained by the recipient country's self-help efforts. However, in case of a project is poorly maintained, its technology level is declining, or in case a newly developed technology is not successfully incorporated, JICA may implement aftercare cooperation. Specifically, it includes repair of supplied equipment, supply of new equipment and supplemental technical guidance by Japanese experts.

• **ASEAN: Association of Southeast Asian Nations**

A regional cooperation organization originally

formed by five Southeast Asian countries (Indonesia, Malaysia, Philippines, Singapore and Thailand). Since its establishment, new members have joined, with Brunei joining in 1984, Viet Nam in 1995, and Laos and Myanmar in 1997.

• **AUSAid: Australian Agency for International Development**

• **Baseline Survey**

A collection of data about the characteristics of a target population/area before a project is started. This survey is indispensable when objectives of a project are fixed with indicators.

• **Basic Design Study (B/D)**

Japan's grant aid programs are initiated in line with decisions, generally based on JICA's own basic design studies, made by the Japanese Government on matters such as suitability and content. These studies aim to explore a project's potential and to create optimum and alternative plans for its realization. The main topics include basic design, construction costs, work processes, alternative plans, economic and technical feasibility, financial concerns, and administrative systems.

• **Basic Study**

See "Project Formulation Studies"

• **Bilateral Aid**

An ODA category denoting aid between a donor and a recipient. Its benefits include provision of flexible, detailed aid by the donor and furtherance of friendly relations between the two sides, since the aid policies and achievements of the donor leave a direct impression on the recipient.

- **BHN (Basic Human Needs)**

A new aid concept based on the realization that past forms of aid that emphasized economic development have not always benefited the poor in less developed countries. The idea is to find ways to provide aid of direct use to people with low incomes. BHN refers specifically to basic living needs such as food, housing, clothing, safe drinking water, sanitary facilities, health care, and education.

- **Common Agenda**

An agenda signed by Japan and the US for providing aid to developing countries from a global perspective. The Common Agenda seeks ways for Japan to collaborate with the US in tackling global problems such as the environment, population, and HIV/AIDS.

- **Community Empowerment Program**

This program was started in fiscal 1997 on the basis of the "Global Welfare Initiatives" proposed by Japan at the Lyon Summit in 1996. Support related to maternal and child health; welfare of the elderly, the disabled and children; and poverty alleviation measures are commissioned by JICA for NGOs active in the regions concerned (local NGOs).

- **Counterparts**

Local technical experts who work together with JICA experts and Japan Overseas Cooperation Volunteers sent to developing countries to provide technical assistance and who have received technical instruction from these JICA experts or JOCVs.

- **Country-focused Training Course**

These training courses limit participation to a certain country or region. Training subjects are narrowed down to focus on development issues that are unique to the country or region involved, and 5-10 trainees are accepted.

- **Country-Program Evaluation**

Assessing the projects with JICA cooperation in a

country on a cross-sectoral basis. The overall impact of JICA cooperation and implementation problems in a country are analyzed, and lessons and recommendations for future cooperation to the country are offered. The results of evaluation are reflected in improvements in future country-programs and methods of cooperation for the country.

- **DANIDA: Danish International Development Agency**

- **Detailed Design (D/D)**

Detailed design includes items such as detailed design specification, written estimates, and books and documents related to bidding. Ordinarily, these are considered as forming part of the construction at the implementation stage of the project in question. From this viewpoint, the expenditure necessary for detailed design is generally covered from the pertinent construction funds. However, if the implementation of detailed design is thought to have ample significance as technical cooperation, part of this cooperation may be carried out in the form of a development study.

- **Development Assistance Committee (DAC)**

- **Development Specialist**

An expert directly recruited and commissioned by JICA as personnel capable of engaging in technical cooperation activities. Development specialists work abroad and in Japan on a rotating basis. They work overseas as project leaders, long- and short-term experts, and as team leaders of various studies. They are also engaged in a wide range of work within Japan, including instructing in the training of experts to be newly dispatched, aid-related research, and dispensing technical advice to experts who have been dispatched.

- **Development Study**

Development study support the formulation of plans for public projects that contribute to social and economic advancement in developing countries. While

the studies are under way, they also serve as mediums for the transfer of analytical skills and methods of planning formulation and survey to counterparts in the recipient country. Reports prepared on the basis of study results provide the recipient countries' governments with data for assessing social and economic development policies. They also offer international organizations and donor countries materials for studying financial aid and technical cooperation. In most cases, the plans proposed by the reports are realized with funds obtained from Japanese yen loan and grant aid. Skills transferred through the studies are also useful when working on projects financed by the recipient country and when carrying out other studies.

• **Dispatch of Experts**

Experts dispatched to developing countries and international organizations carry out drafting of development plans, studies, research, instruction, dissemination activities, consulting and other work at a variety of locations, including government-related organizations, testing and research institutes, schools and instruction and training institutions. As for the selection of experts, JICA either asks recommendations of appropriate personnel of related ministries and agencies, or chooses from among experts who are already registered. There are two types of experts, depending on the method of dispatch: individual expert and project expert. The former is individually dispatched, while the latter is dispatched in accordance with project-type technical cooperation. Experts are also classified by length of dispatch term into long-term (one year or longer) and short-term (less than one year).

• **Dispatch of Individual Expert**

Individual experts are dispatched in accordance with an individual request from a developing country. An individual expert (there are cases where a number of experts are dispatched as a team) is dispatched for the transfer of the technology in question.

• **Effectiveness**

A measure of the extent to which an aid program attains its objectives. Effectiveness measures the extent to which the activity achieves its purpose, or whether this can be expected to happen on the basis of the outputs.

• **Efficiency**

An economic term which means that the aid uses the least costly resources to achieve the results. In other words, aid can gain the most results for its economic contributions. Efficiency measures the outputs-qualitative and quantitative-in relation to the inputs. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been used.

• **Exchange of Notes (E/N)**

A kind of broad pact that is a form of specific agreement concluded among two or more states or international organizations. In an E/N that is exchanged when aid is provided the content of provided aid agreed by the partner country is described as an agreement between governments. In the case of grant aid, funds are provided based on E/N. However, in the case of yen loans, a loan agreement (L/A) is subsequently concluded among the Overseas Economic Cooperation Fund (at present the Japan Bank for International Cooperation), the partner country.

• **Expert Team Dispatch Program (Mini-project)**

A form of cooperation placed intermediate between project-type technical cooperation and dispatch of an individual expert. The dispatch of a experts team is considered the core of the program, and acceptance of trainees and supply of equipment are combined as needed. The cooperation period is in principle three years, shorter than five years of project-type technical cooperation. A program is not large-scale cooperation that includes the startup of new organizations and systems. Instead, it is designed to offer instruction and advice to counterparts on specific technology topics

while working within the existing local organizational structure.

- **Ex-post Evaluation**

Ex-post evaluation is undertaken for the purpose of deriving lessons and recommendations that contribute to effective and efficient future JICA projects. The examinations focus on five evaluation criteria, most notably on impact, relevance, and sustainability. Following the completion of cooperation, the evaluation is conducted on a project that has passed a certain time period, focusing on all phases from the formulation of the plan of the project through the operation and management undertaken by the partner country.

- **External Evaluation**

External Evaluation is undertaken in order to ensure transparency in JICA projects and neutrality in evaluation, and to enable high-quality evaluation from a wide-ranging perspective based on the extensive knowledge and expertise of eminent persons. In this process, external experts (scholars, journalists, NGO members, etc.), who understand development assistance and JICA projects, are requested to conduct evaluations.

- **FAO: Food and Agriculture Organization of the United Nations**

- **Feasibility Studies (F/S)**

These studies examine objectively whether individual projects accorded a priority ranking in development plans and policies allow for practical implementation. Feasibility is examined from various angles including technical concerns, the national economy, government finances, social concerns, administrative organization, institutions, and the environment.

- **Feedback**

The process of presenting the findings of a monitoring and evaluation to any of the people and organizations concerned, so that the findings are

incorporated into plans and policies relating to aid.

- **Five Evaluation Criteria**

The evaluation standards introduced in "Principles for Evaluation of Development Assistance" by the Development Assistance Committee (DAC) in 1991. Criteria are relevance, effectiveness, efficiency, impact and sustainability.

- **Focus Group Discussion**

A small group of people with common characteristics or interests is invited to discuss specific topics in detail. This survey method can be used to clarify the group's understanding of and interests in specific topics.

- **Follow-up**

When problems arise in a project with which JICA cooperated, JICA supports self-reliance of the project by providing additional cooperation such as the dispatch of experts and the supply of equipment.

- **Gender**

Differentiation based on social constructs rather than biology.

- **Global Issues**

Issues of global significance such as the environment, population, HIV/AIDS, WID, and narcotics. Also issues requiring international cooperation for their solution.

- **Grant Assistance for Grassroots Projects**

A form of grant aid executed through Japan's overseas diplomatic offices to support small-scale projects that cannot be dealt with adequately by means of ordinary grant aid. Initiated in response to requests from local governments and NGOs in developing countries.

- **GTZ: German Technical Assistance Agency (Deutsche Gesellschaft für Technische Zusammenarbeit)**

- **IBRD: International Bank for Reconstruction and Development (World Bank)**

- **IDB: Inter-American Development Bank**

- **IFAD: International Fund for Agricultural Development**

- **IMF: International Monetary Fund**

- **Impact**

A term indicating whether the project has had an effect on its surroundings in terms of technical, economic and socio-cultural, institutional and environmental factors. Evaluation should consider: 1) Direct effects. The immediate costs and benefit of both the contribution to and the results of a project without taking into consideration their effect on the economy; 2) Indirect effects. The cost and benefit which are unleashed by the contributions to a project and by its results; 3) Multiplier effects. A special indirect effect which deals with the increase in the use of the economy's capacity by the aid program's generation of a rise in demand.

- **Intellectual Support**

Refers to support for countries moving toward democracy and a market economy with insufficient expertise and human resources to set up and manage economic and other institutions on their own. Intellectual support is provided in forms such as "democracy seminars" at which Japan's experience, past and present, in matters such as legal, administrative and parliamentary systems are presented; acceptance of training participants in fields such as market economy management and administration; and the dispatch of experts to advise on policy matters.

- **Japan Overseas Cooperation Volunteers (JOCV)**

Japan Overseas Cooperation Volunteers (JOCV) program assists and encourages overseas activities on

the part of young people who wish to cooperate in the economic and social development of developing countries on the basis of requests from these countries. JOCVs generally spend two years in developing countries, living and working with the local people. The experience also benefits the volunteers themselves as they strive to overcome the various difficulties they face in their personal relations and work.

- **JICA Partnership Program**

In the context of diversification of needs among developing countries, the "JICA Partnership Program for NGOs, Local Governments and Institutes" started in fiscal 1999. This program is concerned with the provision of cooperation in areas of social development involving small-scale but detailed response and cooperation of the intellectual support type. JICA is implementing the program on the basis of tie-ups with Japanese NGOs, local government authorities, universities, and private companies possessing practical expertise in these areas that JICA regards as partners in its ODA program.

- **Joint Evaluation**

Joint evaluation is carried out together with relevant organizations in the partner country or with other donors. In joint evaluations undertaken with partner countries, JICA and the partner country work toward reaching a common awareness of the impact and challenges of JICA cooperation and other issues. In addition, the evaluations also play a useful role in acquiring evaluation methods from and building evaluation capacity in the partner country. Joint evaluation with other donors is an effective way of mutually studying evaluation methods strengthening linkages.

- **KOICA: Korea International Cooperation Agency**

- **Lessons Learned**

Generalized lessons drawn from evaluation results. They are applicable to other projects, development

plans, aid strategies, etc.

- **Local Costs**

Costs borne by a recipient country for implementation and management of a project. Refers specifically to the costs of land acquisition, personnel costs for counterparts and project staff, costs needed for moving equipment and materials, and recurrent costs (administration and maintenance of buildings, equipment and materials, staff employment).

- **Master Plan Studies (M/P)**

These are conducted to formulate comprehensive and long-term sectoral development plans for a whole country or for specific regions. Master plans ensure efficient execution of a plan by making projects mutually compatible and by clarifying their priority. Projects ranked in order of priority in the master plan may then become the object of feasibility studies.

- **Minutes of Meetings**

An official record of the proceedings at a meeting, which is exchanged between the government of a recipient country and the Japanese government.

- **Mini-Project**

See "Expert Team Dispatch Program."

- **NGO (Non Governmental Organization)**

General term for an organization which conducts activities from a non-governmental base. In the area of aid, it refers to non-profit organizations such as private-sector volunteer groups which tackle development issues without pursuing commercial gain in either the home country or the developing country/countries. They work directly on a grassroots level with the people of the developing country, and their activities can supplement governmental economic cooperation. The cooperation approaches of NGOs have recently attracted a great deal of attention, despite the fact that their activities are not conducted on a large scale.

- **OECD: Organization for Economic Cooperation and Development**

- **Overseas Development Studies**

These are small-scale studies involving formulation of simple and basic development plans, analysis of related basic data, and compensation for inadequacies in official statistics. In cases where such work requires knowledge and experience of everyday customs, they are performed by overseas offices using local consultants.

- **Participatory Evaluation**

Evaluation in which representatives of agencies and stakeholders (including beneficiaries) work together in designing, carrying out and interpreting an evaluation.

- **PCM (Project Cycle Management) Method**

A method for controlling and managing a project through a series of processes extending from the beginning to the end of an aid project.

- **PDM: Project Design Matrix**

PDM is a conceptual framework of a project showing logical linkages of elements such as inputs, activities, project purpose, indicators and external factors. Based on a PDM, relevance, effectiveness, efficiency, impact and sustainability of a project are verified and evaluated.

- **Phasing**

After the completion of a five-year cooperation period, a project implemented as a project-type technical cooperation is in principle handed over to the government of the recipient country and will be operated and maintained by the recipient country's self-help efforts. However, in order to increase effectiveness of the cooperation, when it is considered to be necessary, the cooperation for the project is extended by, for example, expanding or modifying the contents of cooperation or enlarging target areas. In this case, the project is phased for distinguishing between the original

cooperation period and the extended period, such as "Tropical Rainforest Research Plan: Phase III." As well as in case of a grant aid project, when a project is too large to implement in a fiscal year, it may be phased as I/III phase, II/III phase and III/III phase.

- **Pivotal Support for Important Policies**

Direct intellectual support for pivotal institutions within the governments of developing countries responsible for formulation of important policies such as financial and monetary policy, industrial policy, and regional policy concerned with transition to a market economy. Intellectual support for countries in the process of institutional transition is a typical form of applied aid involving policy support. To implement this type of support systematically, the Japanese government introduced a "program of pivotal support for important policies" in 1995 for implementation in Poland, Uzbekistan and Vietnam. Begun in 1994, "market economy-type development studies" offer higher levels of intellectual support for introduction of the market economy.

- **Primary Healthcare (PHC)**

An approach to healthcare in which diagnosis, treatment and efforts to raise health standards (preventing illness, improving health, enabling return to everyday life, regional development, etc.) are handled integrally on the local level. Available to all members of local communities, PHC aims to establish affordable and accessible systems of medical care.

- **Project Formulation Studies**

When cooperation is provided, there may be a lack of clarity concerning relations with other aid organizations, particularly in connection with the recipient country's development plans and fields of cooperation, the effects of cooperation, influence on the environment and society, and sustainability. JICA carries out project formulation studies to clarify such matters and compensate for any inadequacies. Study teams are sent to discuss matters with the recipient

government and related organizations, and support may be provided for drafting requests.

- **Project-type Technical Cooperation**

A type of technical cooperation under which three kinds of aid schemes (dispatch of experts, acceptance of trainees, and provision of equipment) are integrated and implemented as a project. Its aims are technology transfer and human resources development in developing countries.

- **Provision of Equipment Supply**

The provision without compensation of equipment needed generally for technology transfer. JICA provides necessary equipment as part of technical cooperation toward the effective implementation of the various types of technical cooperation projects being carried out by Japan.

- **Recommendations**

Specific measures, suggestions and advice obtained from evaluation results and lessons learned for the betterment of the project concerned.

- **Relevance**

The extent to which the aid activity is consistent with the priorities and policies of the target group, recipient and donor.

- **Research Cooperation**

A type of technical cooperation under which researchers from Japan and developing countries engage in joint research on topics related to economic and social development in specific developing countries. JICA has been engaged in research cooperation since 1977 within the framework of the individual expert dispatch program. As with project-type technical cooperation, research cooperation begins with the exchange of a record of discussions (R/D) to clarify the project details. Cooperation normally lasts three years. JICA sends groups of experts, accepts counterparts for training, and, when necessary, provides portable

equipment and local working costs.

- **Sampling Survey**

A survey method to estimate the characteristics of a population from a set of elements drawn from the population. A survey is generally done by random sampling.

- **South-south Cooperation**

Mutual economic development between developing countries through regional cooperation. Development in these countries was previously thought to depend upon financial and technical aid from more developed countries. But, as evident in the emergence since the 1970s of the Organization of Petroleum Exporting Countries (OPEC) and the newly industrializing economies (NIEs), the developing countries have diversified and we are now aware of how important it is for them to cooperate among themselves. In particular, the capital-intensive, knowledge-intensive technology of the more developed countries often fails to meet the needs of developing nations, whose main need is for labor-intensive technology. Since the late 1970s, we have been encouraging cooperation between the developing nations ("South-South cooperation") through institutions such as the United Nations Conference on Trade and Development (UNCTAD).

- **Sustainability**

The extent to which the objectives of an aid activity will continue after the project assistance is over; the extent to which the groups affected by the aid want to and can take charge themselves to continue accomplishing its objectives. Sustainability is concerned with measuring whether an activity or an impact is likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable.

- **Terminal Evaluation**

Terminal evaluation is undertaken jointly at the time of completion of cooperation with the relevant

organization in the partner country. Using five criteria of evaluation, research and analysis is conducted in various areas, most notably efficiency, effectiveness, and sustainability of the project. Evaluation is undertaken for the purpose of determining whether it is possible for JICA to complete its cooperation, or there is a need to provide follow-up in the form of extended cooperation or other endeavor.

- **Thematic Evaluation**

Focusing on the themes of specific sector, major issues (such as environment, poverty and women's issues) and project schemes, the impact and challenges of JICA cooperation are analyzed, and lessons and recommendations are offered for cooperation on the themes. Studies are also conducted on effective methods of cooperation on the themes. The results of evaluation are reflected in sector- and issue-specific efforts.

- **Third-country Training Program**

Training implemented by JICA aimed at enabling a developing country subject to technology transfer from Japan to hand-on the skills it has acquired to other countries in the same region. Conceptually, Japan is the "first-country," the recipient of Japanese technology is the "second-country," and the neighboring country is the "third-country."

- **TICAD: Tokyo International Conference of African Development**

The first conference, held in Tokyo in October 1993, was called by the Government of Japan and jointly hosted by United Nations organizations (the Office of the Special Coordinator for Africa and the Least Developed Countries (OSCAL) and the United Nations Development Programme (UNDP)) and the Global Coalition for Africa. In order to discuss African development, an important post-Cold-War issue for the international community, 48 African nations, 13 donor nations, and 10 international organizations and NGOs took part. In the Tokyo Declaration on African Development, which was adopted at the conference,

promotion of self-help efforts toward development of Africa and strengthening of efforts on this issue by the international community were emphasized. These basic ideas were carried on in the new development strategy recognized by the Development Assistance Committee (DAC) in May 1996. TICAD II was held in Tokyo in October 1998 with the participation of 80 countries, including 51 of the 53 African nations, 40 international organizations and 22 NGOs. At the conference, African Development Towards the 21st Century: The Tokyo Agenda for Action was adopted toward poverty reduction and integration into the global economy in the African region as a whole.

- **UNDP: United Nations Development Program**

- **UNICEF: United Nations International Children's Emergency Fund**

- **WHO: World Health Organization**

- **WID (Women in Development)**

Women play an extremely important role in economic and social activities. Awareness that women's participation in development is indispensable for effective development aid led to the concept of "women in development (WID)" in the context of UN efforts to raise the status of women and to enhance the efforts being made by developing countries to achieve development. The essence of WID is that women are not merely the beneficiaries but also the agents of development. From this standpoint, WID aims to encourage development aid that takes account of women's participation in development projects and, to make this possible, to improve the social and economic standing of women and heighten their status in general.

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