

Approaches for Systematic Planning of Development Projects

- Basic Education
- Anti-HIV/AIDS Measures
- Promotion of Small and Medium
Enterprises
- Rural Development

May 2002

Institute for International Cooperation
Japan International Cooperation Agency

Since 2002, the Japan International Cooperation Agency (JICA) has referred to some of its schemes as “Technical cooperation projects”. However, in order to avoid confusion, this report uses conventional scheme names including “Project-type technical cooperation.”

Likewise, schemes for collaboration with NGOs such as the Community Empowerment Program and the JICA Partnership Program are used in this report, although they have been referred to as “Grass-roots technical cooperation” since the beginning of 2002.

This report is prepared based on the discussion and findings of the Study Committee on Approaches for Systematic Planning of Development Projects by the Japan International Cooperation Agency (JICA). The view expressed in the report are those of the members of the Study Committee and do not necessarily reflect those of JICA.

The full text of this report is available in PDF format from JICA website:

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<http://www.jica.go.jp/english/index.html> (English version)

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Foreword

The Japan International Cooperation Agency (JICA) has promoted the adoption of country-specific and issue-specific approaches by formulating JICA Country Programs, implementing JICA Project Request Surveys and drafting JICA Thematic Guidelines to devise more effective and efficient ODA operations. However, to further improve JICA Country Programs and cope with prioritized development issues requires appropriate formulation of programs and projects based on a fundamental understanding of development issues' effective approaches and the unique issues and circumstances related to target countries. Therefore, there is a need to highlight the targeted spheres to which JICA can commit itself. Such action will be realized by establishing reliable methods to understand the actual conditions of each target country based on a systematic approach to development issues.

This study applies a systematic approach to four major development issues: basic education; HIV/AIDS; promotion of small and medium enterprises (SMEs), and rural development. This study tries to find effective ways to promote country-specific approaches by enhancing issue-specific approaches which are identified. Some significant examples of indicators related to planning, monitoring and evaluation are also examined. Finally, the study reviews JICA's previous measures and summarizes noticeable trends, issues, and main operations into Development Objectives Charts.

The results of this study will be applied to the drafting process of JICA Thematic Guidelines and developed by a Agency Thematic Network. Systematization of other major issues and development of issue-specific approaches should be encouraged, which may meet requests from JICA's overseas offices. The sharing of a common understanding of development issues not only within JICA but also with other aid institutions is critical. Collaborative and cooperative operations should be promoted based on this common understanding.

In conducting the study and preparing this report, a task force was set up, chaired by Mr. Hiroshi Kato, JICA Director, Planning Division, First Regional Department, and composed of JICA staff members and JICA senior advisors. A considerable number of internal personnel as well as external experts further contributed by offering valuable comments on the mid-term draft of the report. I would therefore like to take this opportunity to acknowledge the contribution of all of these individuals.

Finally, I sincerely hope that the report will prove a worthwhile step in the development of issue-specific approaches.

May 2002

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Terminology and Abbreviations

Terminology/Abbreviations	Summary
Development Aid • JICA Terminology	
Capacity Building	Enhancing ability to implement and manage capacity in response to institution building. Establishment of self-reliance in implementing participants.
Community Empowerment Program (JICA)	Provision of assistance through local NGOs for maternal and child health care, social welfare for the aged, people with disabilities, children, and other poverty reduction programs. Only countries where a JICA overseas office is located are eligible. Implemented in 1997.
DAC New Development Strategy	A long-term DAC* development strategy for the 21 st century, adopted at a high-level meeting in 1996. The main characteristics of the strategy are: emphasis on ownership and partnership; setting of specific development goals (such as halving the proportion of the population in extreme poverty in the world by 2015). The strategy increases the expenditure ratio for social infrastructure and seeks to rationalize and decentralize implementing institutions in recipient countries.
JICA Partnership Program	A scheme where by JICA requests Japanese NGOs, local governments, and universities with experience in international cooperation to respond to the varied regional-level needs of developing countries and provide detailed development assistance to communities.
Group Training (JICA)	Group training conducted in Japan to enhance the effects of Japanese technical cooperation.
Country-Focused Training (JICA)	Country –focused training conducted in Japan for the purpose of capacity building of the recipient countries.
Development Studies(JICA)	Support the formulation of plans for public projects that contribute to social and economic advancement in developing countries. The main types of Development Studies are: Master Plan studies (M/P); Feasibility studies (F/S); and Preparation of basic data.
Overseas Development Studies (JICA)	Small-scale studies to formulate a basic development plan, analysis of relevant basic data, and/or a supplementary study on official statistics. Implementation initiated by overseas offices using local consultants.
Grant Assistance for Grassroots Projects (Japan)	A scheme by the Ministry of Foreign Affairs of Japan and Japanese embassies at the request of local authorities in developing countries. Aims to support relatively small projects that cannot be dealt with adequately by ordinary grant aid.
IT	Information and Communication Technology: Technology related to computers and networks.
Initiative for African Development	An assessment of Africa’s development issues announced in 1996 by the Japanese government. The three pillars of this vision are: (1) TICAD II (Tokyo International Conference of African Development); (2) Human resource development in Africa; and (3) Eradication of polio.
JOCV (JICA)	Japan Overseas Cooperation Volunteers: A volunteer system established in 1965 that dispatches volunteers aged between 20 and 39 years old to developing countries. Approximately 23,000 volunteers have been dispatched to 76 developing countries
Local cost	Costs expected to be shouldered by the recipients in project implementation and management.
Local in-country Training (Second-country Training)(JICA)	Training conducted in recipient countries to spread the effects of Japanese technical cooperation. Conceptually, Japan in the “first country”, the recipient of Japanese technology is the “second country”, and the neighboring country is the “third country”.

MDGs	Millennium Development Goals: Based on the DAC New Development Strategy*, it was agreed at the United Nations General Assembly (Millennium Summit) in September 2000. Goals by 2015 are: (1) Eradication of extreme poverty and starvation; (2) Universal extension of primary education; (3) Gender equality and women's empowerment; (4) Reduction of the infant mortality rate; (5) Improvement of the health of pregnant women; (6) Prevention of epidemical diseases such as HIV/AIDS and malaria; (7) Creation of a sustainable environment; (8) Establishment of global development partnerships.
Master plan study (M/P) (JICA)	A study to draw up a comprehensive development plan on a country or specific region or a long-term plan on a specific sector.
Medium- term Policy on Official Development Assistance (ODA)	A systematic and specific five-year guideline on Japan's ODA since 1999, aiming for effective and efficient implementation of assistance.
NGO	Non-Governmental Organization
ODA	Official Development Assistance: Funding by the government or aid organizations established by the government.
Official Development Assistance Charter (JAPAN)	A charter established by the government of Japan in 1992, in order to garner broader support for Japan's ODA through better understanding both at home and abroad and to implement it more effectively and efficiently. Japan attaches central importance to the support for the self-help efforts of developing countries towards economic take-off based on the idea that assistance was part of Japan's foreign strategy in the post-Cold War period.
PRSP	Poverty Reduction Strategy Papers: Strategy paper for debt relief of the Heavily Indebted Poor Countries (HIPC). Concept introduced and agreed on at the General Assembly of the World Bank and IMF in 1999. Aims for the effective application of financial resources generated by debt relief measures for appropriate development activities and poverty alleviation.
Project-type Technical Cooperation (JICA)	A technical cooperation scheme planned, implemented and evaluated within a 3-5 year cooperation period. The scheme includes the dispatch of Japanese experts, acceptance of counterparts as trainees, and provision of equipment.
Sector Program (SP)	A sectoral or sub-sectoral program coordinated by development assistance participants including donors under the ownership of the recipient country.
Sector Wide Approach (SWAP)	An approach to develop and provide assistance according to a plan created by the recipient government with bilateral and multilateral donors on a sector basis such as in the education and health sectors. Implemented mainly in African countries.
Small-scale Partnership Program (JICA)	JICA's consignment cooperation on NGOs, local governments, and universities to provide more detailed and swift assistance. The maximum implementation period is for one year with less than 10 million yen.
TICAD	Tokyo International Conference on African Development: It is a regional initiative for Africa started in 1993. The first conference for African development was held in Tokyo in October 1993 initiated by the government of Japan ,the United Nations(UN) and the Global Coalition for Africa(GCA).
Third-country Training (JICA)	A training course inviting participants from developing countries to relatively-advanced neighboring developing countries, utilizing local human resources trained under Japanese technical cooperation. Conceptually, Japan in the "first country", the recipient of Japanese technology is the "second country", and the neighboring country is the "third country".
Two-step loan (Japan)	Loans by development financial institutions where money is lent directly or through the government to Small and Medium Enterprises and the agricultural sector of a country.
Untied Loan	Loans for which associated goods and services may be procured by any country.

Donor Agencies	
AOTS (Japan)	The Association for Overseas Technical Scholarship
DAC	Development Assistance Committee: Coordinates the assistance policy of the Organization for Economic Cooperation and Development (OECD) to developing countries. One of three major committees of the OECD together with the Trade and Economic Policy Committees. Includes 23 member countries.
DAC High Level Meeting	Meeting hold once a year to discuss and decide important issues with high-level development personnel from DAC countries. In the 1996 meeting, a target to halve the poverty ratio to that of the level in the 1990s by 2015 was adopted.
DFID	Department for International Development: Ministry of Development in the United Kingdom.
IDB	Inter-American Development Bank
IMF	International Monetary Fund: Established in 1944, the Fund supports international finance along with the World Bank. While the World Bank aims for reconstruction and development, the IMF has provided loans necessary for fixed foreign exchange rates and stabilizing currencies.
JBIC (Japan)	Japan Bank for International Cooperation: Established in 1999 through the integration of the Japan Import and Export Bank and the Overseas Economic Cooperation Fund.
JETRO (Japan)	Japan External Trade Organization
JICA (Japan)	Japan International Cooperation Agency
JODC (Japan)	Japan Overseas Development Corporation
OECD	Organization for Economic Cooperation and Development : Established in 1961 as a reorganized version of the OEEC (Organization for European Economic Cooperation established in 1948) to rebuild the European economy. Aims for economic growth, development assistance, as well as the broader objective of multilateral free trade. It has 30 member countries.
USAID	The United States Agency for International Development
WTO	World Trade Organization: A core organization of international trade with 142 member countries/areas (as of July 2001). Established in January 1995.
Basic Education	
Achievement test	A form of academic achievement test to measure learning achievements objectively.
Children with special needs	Ethnic and economic minorities, street children, orphans, refugee children, and children with disabilities among others.
Dakar Framework for Action (DFA)	DFA was agreed at the World Education Forum*held in Dakar in 2000. Six goals were set based on the political will of each government to achieve EFA*.
EFA	Education for All: A declaration adopted at the World Conference on Education for All in Jomtien, Thailand, in 1990, which has become an international consensus.
Life skills	Knowledge and techniques necessary for a practical and beneficial lifestyle. Includes the acquisition of methods and concrete procedures including democratization and community participation, as well as the understanding of concepts such as human rights, equality, and freedom.
Literacy	Ability to read, write and do simple calculations necessary for everyday living.
Micro-planning	The process of drawing up a regional education plan based on the results of school mapping*.
Non-formal education	Education outside the formal schooling system including religious, regional, social, adult, and literacy education.
Readiness	Learning preparation
Relevance	Appropriateness
Committee for International Cooperation in Education	A committee established by the Ministry of Education, Culture, Sports, Science and Technology (MEXT) of Japan in 2000 to clarify the direction of the MEXT on future educational assistance.

School mapping	A study aiming to analyze the gap between educational needs and the services provided based on school attributes (number of pupils and teachers, dropouts, percentages of licensed teachers), as well as by school location (on a map).
WCEFA	The World Conference on Education for All: An international conference held in Jomtien, Thailand in 1990.
WEF	World Education Forum: Forum held in Dakar, Senegal in 2000 as a follow-up to the WCEFA*, in which it was affirmed that EFA was far from being achieved.
Anti-HIV/AIDS Measures	
AIDS	Acquired Immunodeficiency Syndrome
ATL	Adult T-cell Leukemia
CDC (USA)	Centers for Disease Control and Prevention
CSW	Commercial Sex Workers
DOTS	Directly Observed Treatment, Short-courses
GFATM	Global Fund to Fight AIDS, Tuberculosis and Malaria
GII (Japan)	Global Issues Initiative on Population and AIDS
GPA	Global Programme on AIDS: Formulated by the WHO
HAART	Highly Active Anti-Retroviral Therapy: Combination of Anti-HIV drugs therapy
HIV	Human Immunodeficiency Virus
High risk groups	People high prone to infection, such as commercial sex workers and truck drivers.
IEC	Information, Education, and Communication
IPAA	International Partnership against AIDS in Africa: Launched in 2000.
MSM	Men who have sex with men
NCI(USA)	National Cancer Institute
Okinawa ID (Infectious Diseases) Initiative	International measures against parasitic diseases advocated by the Government of Japan at the Birmingham G8 Summit in 1998, and 'Okinawa ID Initiative' announced at the Kyushu-Okinawa Summit in 2000 on Japan's commitment to help strengthen developing countries' fight infectious diseases.
Opportunistic infections	Infections caused by deterioration of the immune system, including Pneumocystis Carinii Pneumonia Cryptosporidiosis, Toxoplasmosis, Tuberculosis, and so on.
Peer education	Education targeting people of the same age and occupation.
People living with HIV/AIDS	People infected with HIV, AIDS patients, AIDS orphans, and others somehow affected by HIV.
Referral	Assistance in introduction (of health care centers, etc.) and information services for information users.
SACCL	STD/AIDS Cooperative Central Laboratory: A central AIDS examination center in the Philippines. Functions improved through JICA's project-type technical cooperation.
STIs	Sexually Transmitted Infections
Surveillance	Improvement of HIV testing capabilities and trend surveys on epidemic symptoms. Clarifies the HIV pandemic situation in areas being studied and plays a major role in providing information as a basis for planning.
UNAIDS	The Joint United Nations Programme on HIV/AIDS
United Nations General Assembly Special Session on HIV/AIDS	Goals to reduce HIV prevalence provided in the Declaration of Commitment on HIV/AIDS by the United Nations General Assembly Special Session (UNGASS) in June 2001.
VCT	Voluntary Counseling and Testing
Window period	The period, during which time HIV-antibodies (in the blood) cannot be detected by (current) screening techniques after HIV infection.

Promotion of Small and Medium Enterprises (SMEs)	
BDS	Business Development Service: Assistance to strengthen SME management resources.
Cluster functions	The vitalization of a regional industry concentrated in a specified area and specified industry.
Corporate governance	The content and process of making decisions for enterprise management that attempts to adequately reflect the will and profits of the company owners and/or the stockholders.
Disclosure	Process by which an enterprise that issues stocks or securities reveals information related to its financial condition and business policies.
Incubation facilities	Institutions and establishments that provide space, funds, human resources and management consulting services to help people with entrepreneurial spirit to establish enterprises.
Level playing field	Business environment promoting free and fair competition.
Niche market	A specific market with potential for expansion.
Outsourcing	Hiring external labor to take over operations formerly carried out by an internal labor force.
Venture capital	Funds provided by financial institutions to firms that have just started operations.
Rural Development	
Agroforestry	A land use technique combining agricultural production such as crops and livestock, with forestry.
BHN	Basic Human Needs: Concept of providing assistance to low-income earners with daily needs. Basic needs are those required as a human being including the basic commodities, safe water, sanitation, health care and education.
CBO	Community Based Organization
DAC Guidelines on Poverty Reduction	Formulated by the OECD/DAC* in April 2001. The “Poverty Alleviation Guidelines” for the DAC New Development Strategy* was discussed at the Informal Poverty Net (POVNET) and ratified at the DAC high-level meeting*.
HDI	Human Development Indicator: Indicators which focus on various aspects of human development, used in the Human Development Report by the United Nations Development Programme (UNDP).
LLDC	Least Developed Countries: Also referred to as LDC. One of the UN income categories of developing countries, indicating countries which are especially under-developed. 48 countries were in this category as of January 2000.
Primary Health Care (PHC)	Necessary health care available for communities at each regional level through community participation.
Reproductive Health	A state in which every human being can make her/his own decision about the timing of births and the number of children under no social pressure (tradition), without any mental or physical problems.
Safety net	Protective measures for the socially vulnerable in development assistance, including food provision and an employment security system.
World Summit for Social Development	Summit held in Copenhagen in 1995, in which the goal to halve the number of people in the world living in absolute poverty through human-oriented social development was declared.

Terminology with * are summarized in this chart.

Resource: “Imidas 2002” and “Dictionary of IT Terms and Katakana-words”, Shueisha, “Terminology on International Cooperation (Kokusai Kyoryoku Yogo-shu)”, International Development Journal, “Japan’s Official Development Assistance 2000”, the Ministry of Foreign Affairs, and Japan International Cooperation Agency Annual Report and reports.

Task Force

The task force of the study is composed of the JICA staff members listed below. The task force was divided by each issue and each group was responsible for drafting each article. The study group received cooperation from staff members of Regional Departments through comments on drafts. The final study report was completed as a result of an elaborate modification of the mid-term draft based on a considerable number of internal and external comments.

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* Results of the study on this issue are not presented in this report, but will be contained in the guideline that is being drafted by the Sectoral and Thematic Network.

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Note: The contents of the study report do not necessarily represent the views of each author, because the report was compiled based on both study group discussions and the opinions of concerned sections of JICA.

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