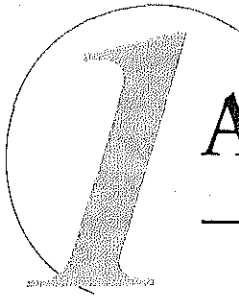
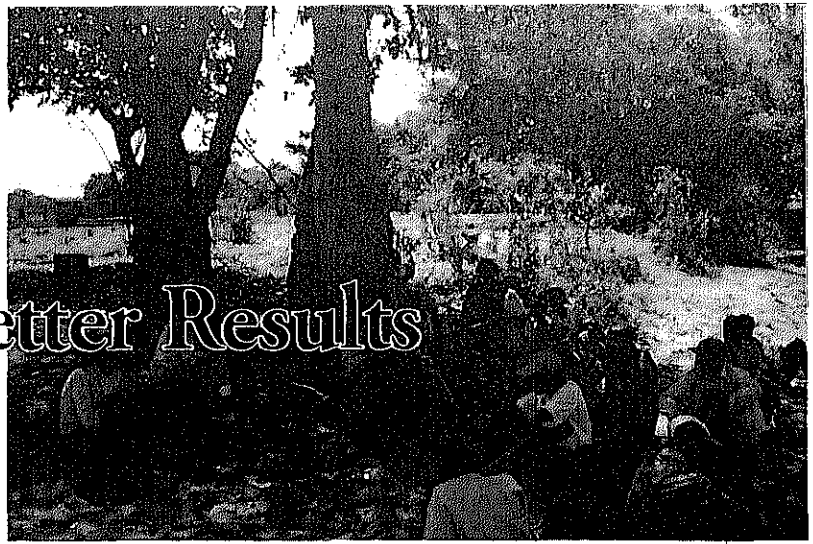


Chapter 3



Achieving Better Results

—Evaluation—



Interview survey for end beneficiaries in Zimbabwe

Increasing Importance of Evaluation

■ Current Movement in Evaluation

The international community has called for results-oriented aid in recent years, as seen in the adoption of the New Development Strategy at the OECD's Development Assistance Committee (DAC)* in 1996, and in the proposal of the Millennium Development Goals (MDGs)* at the UN Millennium Summit in 2000.

In the context of Japan's severe financial difficulties, the public demand for more transparent and effective implementation of ODA has increased domestically. The role and the importance of evaluation are recognized as an effective means to transform ODA from volume-based to quality-based, as well as to ensure more transparency.

A series of recommendations on ODA evaluation following the report of the Council on Reforms for the 21st Century (January 1998), has placed emphasis on ensuring evaluation consistency, more use of external experts, the reinforcement of feedback systems, and the promotion of disclosing evaluation results in order to improve the ODA evaluation system.

The cabinet decision was made to transform JICA into an independent administrative institution by the Reorganization and Rationalization Plan for Special Public Institutions in December 2001. The plan describes systematic implementation from ex-ante to ex-post evaluations, including setting a list of indices for the objective evaluation, the implementation of external evaluations through the establishment of external evaluation advisory committee, and the disclosure of the evaluation results to the public in a simple manner as the Necessary Measures on Cooperation Programs.

■ Purpose of Evaluation and Reinforcement Measure

In order to carry out effective and efficient projects with

public understanding and support, JICA has taken proactive steps in evaluating projects with the following objectives:

- 1) To use evaluation as a management tool
- 2) To enhance the learning effects of aid-related personnel
- 3) To disclose information widely in order to ensure accountability*

Based on the discussions and proposals on project evaluation, JICA will also take the following steps as an effort to improve the evaluations and reinforce the feedback of the evaluation results.

- 1) Expansion of coverage of evaluation (Introduction of evaluation into Japan Oversees Cooperation Volunteers, Disaster Relief, etc.)
- 2) Establishment of a consistent evaluation system from ex-ante to ex-post stage (Introduction of ex-ante and ex-post evaluations into individual projects)
- 3) Reinforcement of evaluation implementation system and its capacity (Introduction of evaluation chief system and evaluation network, and improvement of training systems for evaluators)
- 4) Development and improvement of evaluation methods (Revision of the Project Evaluation Guideline)
- 5) Expansion of evaluations conducted by external experts/organizations
- 6) Upgrading of the disclosure system of evaluation results to the public (Introduction of prompt disclosure system through the JICA homepage, new edition of the Annual Evaluation Report, and holding open seminars)

In addition, JICA established an External Advisory Committee on Evaluation in June 2002 to offer advice to the internal Evaluation Study Committee on the evaluation systems and methods, and to examine the internal evaluation results from the outside to improve the objectivity of the evaluations.

Types of Evaluation

JICA performs monitoring and evaluation at various stages of the project cycle so that projects are properly managed. In order to execute projects more effectively by responding appropriately and flexibly to the needs of recipient countries and changes in conditions, we are currently working on improving the content of ex-ante and mid-term evaluations.

Project Level Evaluation

1. Ex-ante Evaluation

In fiscal 2001, ex-ante evaluations were introduced to examine the details of the project, the appropriateness of cooperation, and the results to be expected at the planning formulation stage of projects requested from recipient countries. We have compiled the results of ex-ante evaluations into Ex-

ante Project Evaluation, which we began publishing in fiscal 2001.

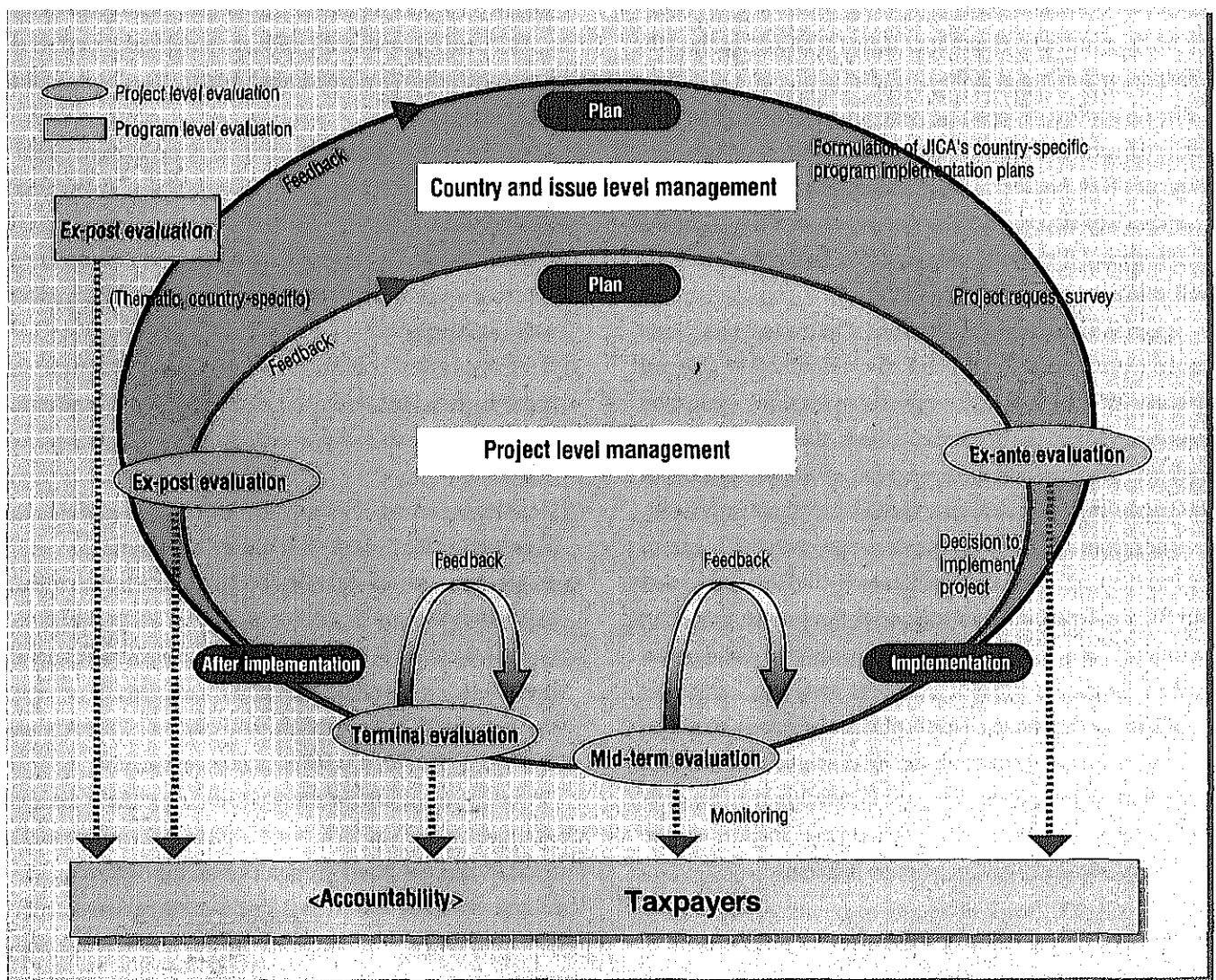
2. Mid-term Evaluation

Mid-term evaluations are performed while a project is under way. The aim of such evaluations is to confirm and check project results and the implementation process, as well as review the original plan and strengthen project management if necessary. Mid-term evaluations are performed by the department in charge of a particular project. The results are used to manage projects more effectively and efficiently.

3. Terminal Evaluation

Terminal evaluations are carried out in collaboration with related organizations in the recipient country. They involve study and analysis of the accomplishment of the project purpose, efficiency, and prospect on sustainability. Their principal aim is to assess whether it is possible to finish the project or

Figure 3-14 Position of Evaluation Within JICA's Project Cycle



whether follow-up, including the extension of the project, needs to be provided.

Terminal evaluations are performed either by the department in charge or by the overseas office in the country where the project was executed. The timing of an evaluation depends on the type of project. The evaluation is performed about six months prior to the termination of cooperation and is mainly carried out for technical cooperation projects. In fiscal 2002, evaluations of this type were performed for 87 projects in 46 countries.

4. Ex-post Evaluation

An ex-post evaluation by project was introduced mainly to verify impact and sustainability a few years after completion of the projects, with the purpose of reflecting results in the

planning stages of new similar projects. As a result, a consistent project evaluation system from ex-ante to ex-post is close to being established. In fiscal 2002, ex-post evaluations were performed for 64 projects in 14 countries.

■ Program Level Ex-post Evaluation

The main objective in performing ex-post evaluations is to learn lessons that will contribute to the effective and efficient execution of projects.

The results of ex-post evaluations are reflected in revisions of JICA's country-specific program implementation plans, and are used in the identification and formulation of new projects. In fiscal 2002, 11 program level ex-post evaluations were performed and evaluation seminars were held in

Close Up

External Advisory Committee on Evaluation

Achieving Better Results through Improvements in the Objectivity of Evaluation

Establishment of an External Advisory Committee on Evaluation

JICA established an External Advisory Committee on Evaluation made up of nine external experts with expertise on development aid and the evaluation (scholars, representatives of NGOs, journalists, etc). Objectives of the establishment of the committee are to receive advice from experts on how to improve evaluation implementation systems and methods and to increase the objectivity of evaluations through the external examinations of the evaluation results.

Since the first meeting in June 2002, various opinions have been offered by members as to how to improve JICA's evaluation methods and projects through evaluations. The outlines of the proceedings from past committee meetings are available on JICA's homepage.

Secondary evaluation on internal evaluation

Evaluations from ex-ante to terminal on an individual project, which aim mainly to manage the project, are performed as an internal evaluation mostly initiated by those involved with the project.

In order to improve the transparency and improve the quality of those internal evaluations, JICA has the External Advisory Committee on Evaluation carry out secondary



External Advisory Committee on Evaluation

evaluations (the evaluation of evaluations). In fiscal 2002, secondary evaluations were conducted on all the terminal evaluations of 40 technical cooperation projects that were completed in fiscal 2001.

Utilizing the expertise and knowledge of the external committee members, the secondary evaluation rates each item on a scale from one to five in terms of the following two points.

- 1) The outcome of the evaluation (evaluation framework, implementation status of the evaluation, and information analysis/evaluation) in view of the standard for "good evaluation" (usefulness, fairness, neutrality, reliability, etc.)
- 2) Evaluation of projects that can be perceived in the evaluation reports (relevance, effectiveness, efficiency, and sustainability, etc)

Moreover, recommendations were made on the problems of implementation methods of JICA's terminal evaluations and the items to be improved.

The result of the secondary evaluation of the External Advisory Committee will be included in the Annual Evaluation Report 2003.

two countries.

The Office of Evaluation and Post-Project Monitoring supervises the following types of ex-post evaluations, which are classified by evaluation objects and subjects.

1) Classification by evaluation object

a. Country-specific evaluation

Effectiveness of JICA's cooperation in the country in question is evaluated comprehensively. The effects and the problems involved in JICA's cooperation activities as a whole are collated and analyzed, and lessons are learned as to how best to cooperate with that country in the future.

b. Thematic evaluation

This type of evaluation is concerned with specific sectors and important issues (the environment, poverty, gender*, peacebuilding etc.) and with specific program types (Japan Overseas Cooperation Volunteers, etc). The effects and problems of JICA programs are comprehensively analyzed. Lessons are then drawn as to how best to provide cooperation on these topics in the future. The most effective means of cooperation for specific topics are also examined.

2) Classification by evaluation subject

a. Evaluations by third parties (external evaluation)

To maintain quality and objectivity, this evaluation is entrusted to external experts and organizations (universities, research institutes, academics, consultants, etc) with expertise in the evaluation object field. They have to be third parties who are not involved in the planning and implementation of projects under evaluation.

b. Evaluation by JICA (internal evaluation)

This evaluation is performed under the initiative of JICA personnel who are familiar with systems to learn lessons in line with actual situations and needs. JICA commissions verification on results of internal evaluation from the viewpoint of a third person to external experts (scholars, journalists, representatives of NGOs, etc) with knowledge of development aid and JICA to ensure transparency and objectivity.

c. Joint evaluation

This evaluation is performed in collaboration with related agencies in developing countries or with other donors*. A joint evaluation conducted together with developing countries makes it possible for JICA and the developing country to share perceptions of the effects and problems of cooperation, and it is also effective in enabling a developing country to learn methods of evaluation and to improve its evaluation capacity. A joint evaluation carried out with other donors is effective in enabling both sides to learn each other's evaluation methods and to strengthen collaboration.

Use and Disclosure of Evaluation Results

More Efficient, Effective, and Transparent Projects

JICA makes use of evaluation results as an important source of information when planning country-specific programs and issue-specific guidelines, formulating new projects, and managing projects subject to evaluation.

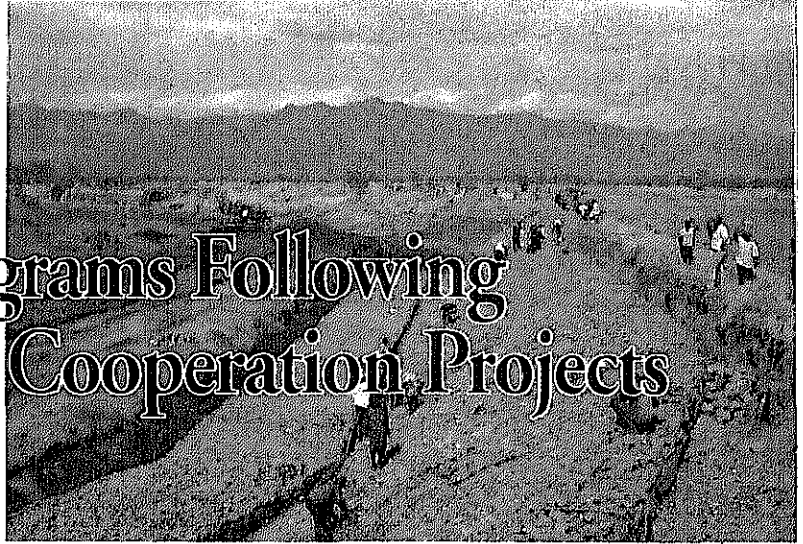
In fiscal 2003, JICA introduced an evaluation chief system to develop a database of indices and lessons learned for the purpose of sharing and accumulating evaluation result data within an entire organization.

In addition, evaluation seminars are also held in the target countries and in Japan to feed back the results to those involved in the project in the recipient country and Japan.

JICA makes all evaluation reports open to the public. In order to increase public understanding of JICA cooperation programs, the results of terminal evaluations and ex-post evaluations have been annually published as an Evaluation Report since fiscal 1995 and as an Annual Evaluation Report since fiscal 2001. A wide range of reports, including the Annual Evaluation Report, are made open to the public on the JICA homepage. In fiscal 2003, JICA introduced a system for disclosing the results of terminal evaluations and ex-post evaluations more promptly on the JICA homepage.

2 Important Programs Following Completion of Cooperation Projects

—Follow-up—



Renovation site of an irrigation facility in Malawi through follow-up cooperation

Necessity of Follow-up Cooperation

■ To Realize Detailed Follow-ups

In general, JICA's various projects end after a fixed period of time. However, if necessary, some projects are followed up after completion. Such additional cooperation is referred to as a "follow-up."

Follow-up cooperation can be divided into two types.

- 1) To support developing countries in solving problems that may occur in completed projects (facility damaged by typhoons, unpredicted breakdown of machinery, etc.)
- 2) To provide additional support or aftercare that will boost the effect of cooperation and have some value in recipient countries. For example, JICA provides technical information to JICA's former training participants continuously after they return to their home countries in order to help improve their capabilities. JICA also supports voluntary seminars or research activities initiated by the counter-



Renovation work of a power generation facility in Micronesia through follow-up cooperation

parts* of technical cooperation.

JICA, through these follow-up activities, endeavors to improve the effectiveness and quality of Japan's international cooperation, and continuously supports sustainable development* of developing countries.

Follow-up in Details

■ Follow-up in Response to Problems

Sometimes equipment and facilities that were put in place through technical cooperation or grant aid are broken or damaged unexpectedly by natural disasters and other events. Other times, the maintenance of such equipment and facilities runs into difficulties due to financial problems of the recipient country. This may hinder the original function of equipment and facilities and thus may harm the effectiveness of the project itself.

Upon receiving reports of such cases, JICA sends a follow-up study team to the site to investigate the source and background of the problem, and provides supplementary cooperation, including necessary work as emergency action and provision of repair parts.

For example, as support in the agriculture field in Malawi, Africa, Japan provided grant aid to construct irrigation canals and agricultural roads in the Bwanje Valley area, which faced water shortage problems. This facility was completed in 1999, and thus the utilization of irrigation water and the production of rice and maize were made possible.

However, due to a flood caused by the unusually heavy rainfall in the beginning of 2002, part of the facility collapsed, causing damage to the agricultural activities in the region. JICA sent a follow-up study team to Malawi and implemented follow-up cooperation by identifying the conditions of the facility and conducting emergency renovation work.

A diesel power plant constructed in 1994 in Pohnpei Island, Micronesia, a small country in the Pacific, is a major lifeline that provides more than 90% of the total electricity on the island, although it is small. Due to deterioration over time of the diesel generator, the capacity and operation rate gradually declined in recent years. As a result of the dispatch of a study team, JICA concluded that it might greatly affect the electrical situation of the island, and provided parts for the generator, such as pistons or cylinders to repair it.

■ Follow-up Cooperation Adds Value

JICA has accepted more than 160,000 training participants from developing countries since its establishment. The cumulative number of young people who came to Japan through the Youth Invitation Program exceeds 22,000. It is not too much to say that they are literally valuable national treasures that link Japan and the world.

They are, at the same time, a potential human network for the implementation of JICA's projects through South-South cooperation*, including third-country training* and third-country experts*.

Thus, it is necessary to maintain and develop friendships with those who have better understanding of Japan, and it is also important to support their self-discipline and activities even after they return to their home countries.

As already mentioned in Section 4 of Chapter 2, JICA sends aftercare teams to various countries to strengthen the bonds of friendship that were formed while young people from these countries were in Japan for the Youth Invitation Program. A team consists of families who offered them the hospitality of their homes, and personnel from related agencies. JICA also provides grants to stimulate the activities of alumni associations of former participants in the program.

Similarly, JICA supports activities and alumni associations of former technical training participants (93 alumni associations as of the end of fiscal 2002).

In addition to alumni activities, JICA successfully supports the activities of individual former train-

ing participants and organizations and agencies in a new form of cooperation.

For example, in Indonesia, many former training participants in various fields held 11 seminars and workshops on various fields at eight locations, such as Aceh, North Sumatra, Banten, and Surabaya from 2002 and 2003, and JICA supported these activities.

In Solo City in Indonesia, a former training participant invited ten technicians from the country's welfare-related institutions to a rehabilitation center for the disabled, and held an 11-day workshop on production techniques for prosthetic arms or legs, which he learned in Japan. JICA provided equipment for the production of prosthetic arms and legs, and bore expenses for the workshop.

This workshop allowed technicians with the skills to produce prosthetic and orthotic systems with minimum functions to acquire the basic skills to produce cosmetic prosthetic arms. And exchange of opinions among technicians from different parts of the country motivated and encouraged all of them to improve their skills.

In Takaral district, South Sulawesi, Indonesia, a seminar called Women's Economic Independence was attended by 60 participants from 17 women's organizations within the district.

This seminar offered interesting lectures on Women and Elections, and Sustainable Economic Activities, as well as an on-site tour to a women's group which supports women's



Alumni associations of the Youth Invitation Program from ASEAN countries held in Thailand



Soft-type follow-up cooperation for the Rehabilitation Center for the Disabled in Solo City, Indonesia

Seminar on Women's Economic Independence in Takaral Regency, Indonesia (soft-type follow-up)



crafts and confectionery production. A former JICA training participant organized the overall seminar, including planning, negotiations with the government, and management, and a local network of former training participants played a significant role in this seminar.

■ Follow-up on Development Studies

In addition to the aforementioned two types of follow-up cooperation, there is another type of cooperation called Follow-up Study. Following the completion of a development study (master plan study, feasibility study etc.), the additional study scheme aims to investigate progress of individual projects and application status of study results to reflect the results on the implementation of future development studies.

In fiscal 2002, 1,893 development studies implemented by JICA in the past were all sorted by country and region, study type, and sector. Then, the status of individual projects and how study results are used were monitored and a report was compiled containing recommendations on the points to be improved.

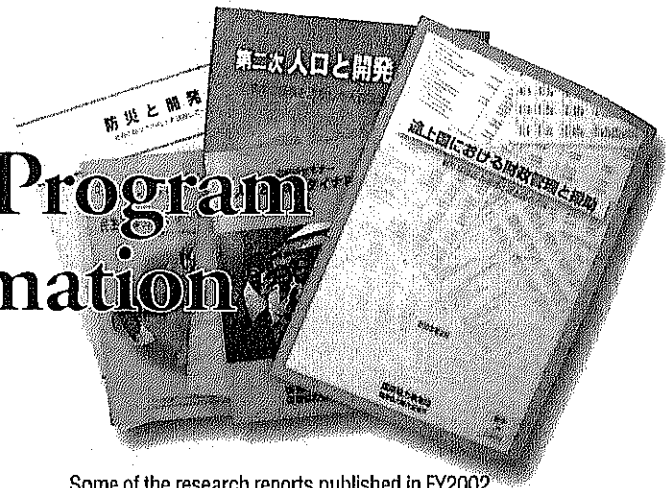
■ Importance of Feedback

As explained above, JICA gets a clear picture of the current situations of individual projects using information from JICA overseas offices and, if necessary, provides additional support in the form of follow-up cooperation. In addition, JICA feeds back the results of follow-up cooperation to future projects for more effective and efficient implementation.

Chapter 4

1 Contribute to Program Guideline Formation

—Research—



Some of the research reports published in FY2002

Purposes of Research Activities

With the end of the Cold War and the progress of globalization, global issues* such as poverty reduction, peacebuilding, water-related problems, and HIV/AIDS prevention have been focused on. Over the last few years, there has been a need to provide ever more efficient and higher quality aid as a result of the tight financial situation in Japan, in addition to the increase in recipient countries and diversification of aid requirements. To achieve this, as an aid implementing agency, we have to accurately assess the needs of developing countries and respond flexibly to trends in the international community.

JICA's research activities play an important role in formulating guidelines for addressing these issues and for finding a way to respond to country-specific and region-specific needs.

These research activities are carried out by research committees that are built around external experts affiliated with universities and research institutes, with senior advisors* and staff members of JICA also participating. These activities contribute significantly to the formation of networks between JICA and these universities and institutes while also fulfilling their primary objective of assisting in the preparation of country, regional, and issue guidelines.

Results for FY2002

In fiscal 2002, a total of 25 research activities were carried out as follows.

- 1) Research on assistance strategies aimed at priority countries/regions and sector/issues (see Figure 3-16 for the flow of country studies): nine activities
- 2) Research on aid methods relating to aid skills and methods: eight activities
- 3) Research on important specific issues in the provision of

Table 3-15 List of Research Conducted in FY 2002

Assistance Strategy Research	
Nepal (country study for Japan's ODA)	
Africa (regional study for Japan's ODA)	
Bolivia (country study for Japan's ODA)	
Water Sector (sectoral aid research)	
Population and Development (sectoral aid research)	
Cooperation With NGOs (sectoral aid research)	
Thailand (country study for Japan's ODA)	
Pakistan (country study for Japan's ODA)	
Central and Eastern Europe (regional study for Japan's ODA)	
Research on Aid Methods	
Regional activities applicable to developing countries	
Financial management in developing countries and aid	
Sectoral evaluation method in mining and manufacturing industries sector	
Governance support in JICA's programs	
International cooperation in Shikoku	
Aid approaches: strategy trends and its characteristics	
Basic study on effective approaches to development issues (higher education, etc.)	
Japan's policies and approaches in education and health care sectors	
Research on specific Issues	
Volunteer activities in the 21st century	
Examination of aid framework for effective support of post-conflict reconstruction and development	
Disaster prevention and development	
Gender* and WID (phase 2)	
Evaluation of Japan's emigration policies and technical cooperation through ethnic Japanese in Latin American	
Case study of PRSP in Asia	
Sector-wide approach and its problems	
Basic study on aid for social safety net	
International Conference on Technology Transfer	
WSSD Type II: Preparatory meeting in health sector	
ASEAN infectious diseases information and human networking (tuberculosis) symposium	
Meetings related to the Water Forum	
OECD/ITC Forum in Paris	
Guest Researchers	
15 guest researchers	
Research Category	Area of Research

aid: eight activities

In addition, research on 15 topics was commissioned externally under the guest researcher system, which aims to commission specialists to perform research in specific areas and to build a network with universities and research institutions.

We also held four international conferences on technology

transfer* to which we invited personnel from developing and developed countries and international organizations whose work is related technical cooperation. These conferences gave the participants the opportunity to take part in exchanges of information and opinions on themes such as infectious diseases and water, where coordination between a number of donor* countries and agencies is necessary.

Front Line

● Institute for International Cooperation Committee on Regional Aid for Central and Eastern Europe

From Support for Transition to a Market Economy to Post-conflict Reconstruction and Development

Research

Progress in transition to a market economy

After World War II, the socialist governments of Central and Eastern Europe maintained central economic planning systems for a long time and, as a result, inefficiency stagnated the economies. Starting in 1980, reforms gradually took place in many countries and a market economy system was fully introduced after the collapse of the socialist system in 1989.

Many countries that introduced market economy systems recorded negative economic growth up to 1993, because of confusion that accompanied the drastic economic system transition. However, the economies in many countries recovered due to the subsequent stabilization of macroeconomies and effective structural reforms. Ten countries, including Poland and the Czech Republic, where the liberalization of economic activities has been steady, will join the European Union (EU) in May 2004. Meanwhile, Romania and Bulgaria met only about half of the 31 standards (Acquis Communautaire) required to join EU as of December 2002. Development levels vary from county to county.

Conflicts and refugees

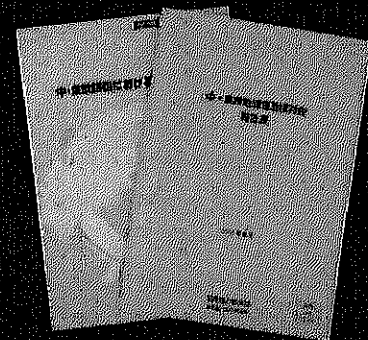
In the former Yugoslavian countries, ethnic confrontations became serious after 1989 and led to outbreaks of ethnic

conflicts. The North Atlantic Treaty Organization (NATO) enforced air strikes and economic sanctions, and as a result, the economic activities in the countries were seriously damaged. Many tasks remain to be carried out in a variety of sectors, such as aid for refugees, building economic and social infrastructure for reconstruction, and basic living conditions.

In 1989 at the Summit in Arche, Japan expressed its desire to provide aid for Central and Eastern Europe for the purpose of supporting their efforts to achieve a market economy and began full-fledged aid. The number of recipient countries gradually increased and currently 18 countries in the region, including the former Yugoslavian countries, are subject to aid. In addition to aid for achieving a market economy, reconstruction of economic infrastructure, environmental conservation, humanitarian aid and aid for basic human needs (BHN)* are also provided for countries in the post-conflict reconstruction stage.

Support for transition to a market economy to post-conflict reconstruction and development

After reviewing and summarizing the political, economic, and social conditions of various countries at various developmental stages, and categorizing those



Reports of Committees on Regional Aid for Central and Eastern Europe

countries in groups, the Committee on Regional Aid to Central and Eastern Europe examined the way Japan and JICA should extend mid-term regional support. The Committee suggests that the current aid paradigm with focus on aid for transition to a market economy be reviewed by setting the advisability of joining EU as a divergent point in principle, and that the priority should shift to aid for the prevention of conflict recurrence and post-conflict reconstruction and development in the future.

At the same time, the committee mentions the need for consideration to countries which are not able to join the first group of the expanded EU (Bulgaria and Romania), the possibility of continued aid on a limited scale to countries with low needs for aid to consolidate the previously provided aid, and the potentials for methods of utilizing financing other than ODA.

(Institute for International Cooperation, JICA)

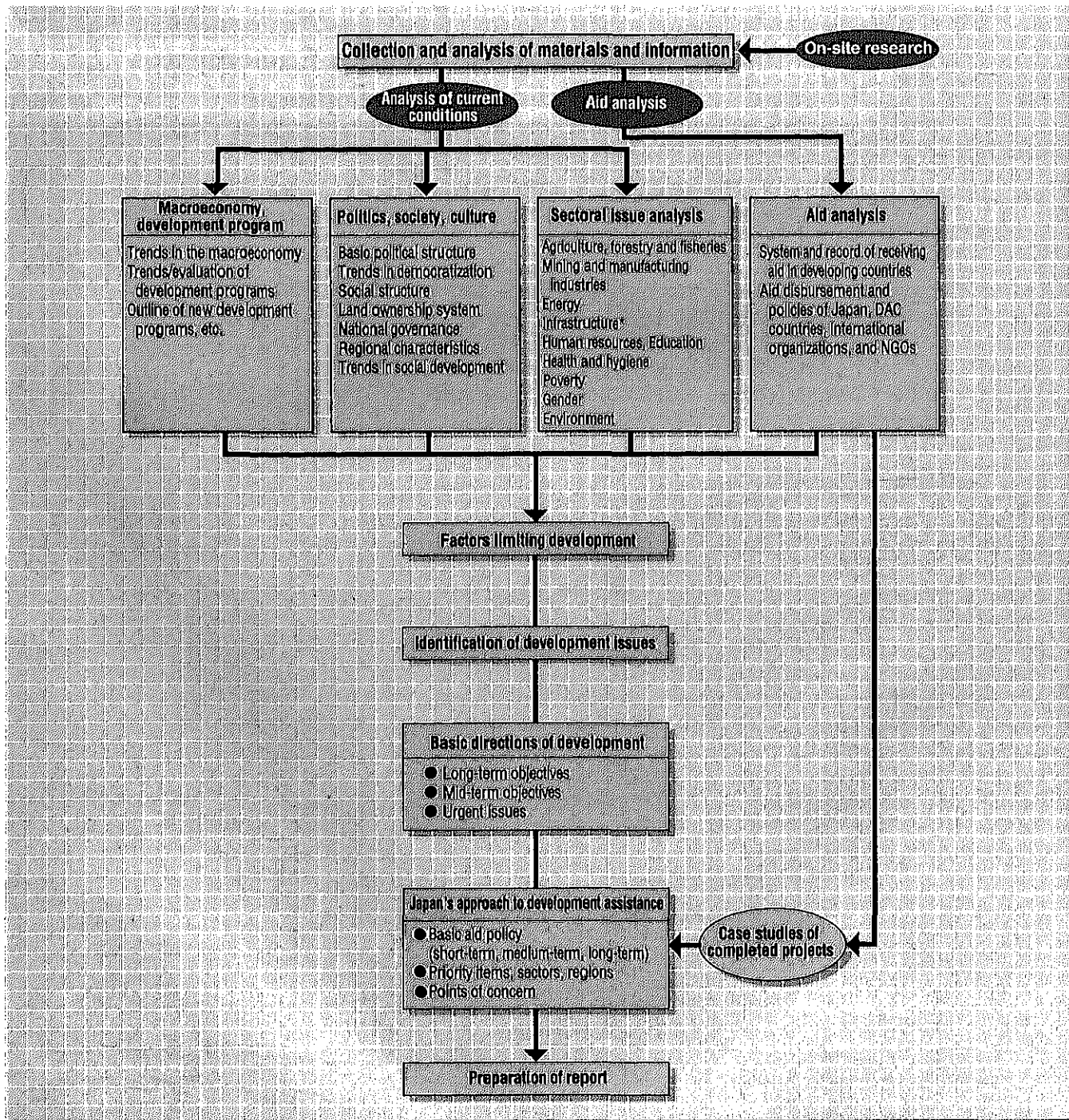
The results of research in fiscal 2002 is listed in Table 3-15.

Currently we are strengthening the system for implementing research, with the aim of disseminating results that are useful for programs in a more timely manner. As a result, research that better meets needs is being carried out more efficiently. This includes the completion of high quality reports within a short time of the establishment of a research com-

mittee. In addition, we are making new attempts to obtain comments about report drafts from various people and to present outcome through web-based media, such as the JICA homepage and mail magazines.

The results of these studies are utilized in such activities as formulation of guidelines for JICA programs, improvement of cooperation methods, and preparation of teaching materials used in the training of experts.

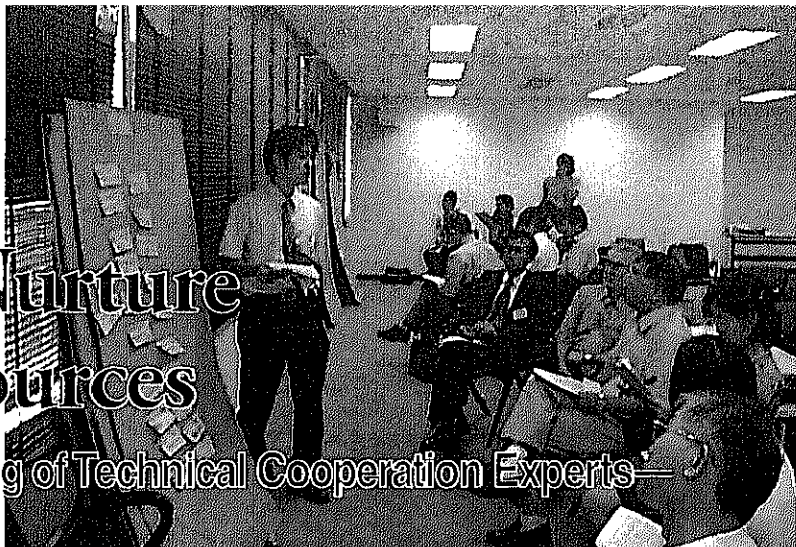
Figure 3-16 Flow of Country Studies for Japan's ODA





Secure and Nurture Human Resources

—Recruitment and Training of Technical Cooperation Experts—



Pre-dispatch training for experts

Training and Recruitment of Human Resources

■ Diversification of Human Resources is required

Technical cooperation is based on the promotion of development through the transfer of technology on a person-to-person basis. Technical cooperation experts must possess skills that are backed up by experience, communication skills, and understanding of a technology transfer* methodology, as well as a thorough grasp of conditions in their country of assignment.

Furthermore, they are required to collaborate on even the smallest detail with personnel from other donors* (donor countries and agencies) in order to provide aid efficiently. Individual experts must not only fully understand the mechanisms and trends of aid, they must also have the skills to coordinate and negotiate with local counterparts* and other aid personnel. JICA dispatches about 3,000 experts each year; however, it is not easy to find people who meet these requirements, and substantial training is necessary when dispatching personnel.

Moreover, for the last few years an increasing variety of expertise in human resources has been required by developing countries. There has been increased demand for experts in intellectual areas such as information technology (IT), environmental policy, development of legal systems, and the transition to a market economy. However, it has sometimes been difficult to secure personnel in these areas, which makes the training of human resources who can address these needs an urgent challenge.

At JICA, these roles are played by the Human Resources Assignment Department and the Institute for International Cooperation, both of which are engaged actively in the recruitment and training of personnel.

Securing Experts

The following systems are intended to respond to requests for experts received from developing countries rapidly and appropriately.

1. Senior Advisors

Highly skilled experts with extensive experience in international cooperation are recruited to play key roles in overseas operations as leaders of technical cooperation projects, and in Japan as an advisory committee for development studies, training course leaders, and leaders of research activities. Ninety-three senior advisors* were recruited in fiscal 2002.

2. Temporary Employed Specialists

Competent and appropriate human resources are secured primarily from among experts who have returned to Japan or who have similar work experiences and are eligible for dispatch as experts. In fiscal 2002, 17 specialists were recruited.

One of them was recruited through a career progress system. The system was improved and expanded from the current temporary employment system. It aims to nurture practical human resources who have a thorough knowledge of updated aid trends through service at JICA headquarters and other places for one year. This service involves practical training that exposes the expert to the fast changes of current aid trends.

3. Specialized Technical Advisors

Personnel with advanced specialized skills and knowledge as well as plentiful experience give advice on a wide range of technical cooperation matters. Three advisors are currently active in this capacity, one in each of the fields of social development, mining and manufacturing industry development, and agricultural development.

4. International Cooperation Personnel Registration System

There is an increasing need for intellectual cooperation such as policy support and global issues* like the alleviation of pover-

ty in developing countries and regions. However, it is no easy task to secure human resources capable of responding to these new needs. In order to respond to diverse requests from developing countries promptly and properly, through this international cooperation personnel registration system, people in various fields who are interested in Japanese technical cooperation activities are openly recruited and registered. As of the end of fiscal 2002, 3,352 were registered under this system, and 276 among them were recruited as experts in fiscal 2002.

5. International Cooperation Liaison Associations for Returning Experts

Formation of International Cooperation Liaison Associations for Returning Experts is promoted mainly by JICA's domestic branches and international centers. The aims are to forge closer links between experts who have returned to Japan after overseas service, to enhance international awareness in regional communities of Japan, and to promote public understanding of international cooperation.

As of the end of fiscal 2002, liaison associations with around 3,360 members were active at 42 locations throughout Japan. With the use of their experience working in cooperation projects, they conduct activities such as promoting understanding of international cooperation through seminars and symposiums, providing information to experts prior to dispatch, and producing newsletters and member lists.

Training Experts

Training as described below is provided to foster experts possessing comprehensive and specialized skills in line with the needs of recipient countries.

1. Associate Specialists

Aimed specifically at young people with international experience (such as JOCVs, Junior Professional Officers [JPOs]* and personnel of NGOs), this training is intended to enable such people to play a part as experts, etc., in international cooperation through practical in-country training and overseas dispatch. In fiscal 2002, 32 young people were recruited, and 113 people took part in training both in Japan and overseas.

JICA also implemented the Associate Specialists Phase 2, in which participants who completed the associate specialists program receive additional training mainly at JICA headquarters and, when necessary, agencies other than JICA. The aim of the program is to improve the abilities of human resources for aid and to nurture human power with higher expertise and experience. In fiscal 2002, two people were

recruited, and three including one from the previous year took part in training both in Japan and overseas.

2. Long-term Overseas Training

This training lasts two years at most and is aimed at personnel from the private sector and government agencies, former JOCVs, and JICA personnel. It is intended to foster their ability to take part in international cooperation. Participants acquire the skills and expertise necessary to take leadership roles equipped with practical and theoretical aspects in balance.

In fiscal 2002, 26 people (four from the private sector, five from national government, five former JOCVs, and 12 members of JICA staff) were sent to educational and research institutions in both developed and developing countries. The subjects studied included health and medical care, education, regional development, environmental conservation, agricultural and rural development, peacebuilding, etc., in developing countries. The studies were conducted at graduate schools and research institutes in Europe and the United States. Upon completion of their courses, the participants return to Japan and take part in JICA programs as technical cooperation experts or as members of study teams who will be sent to developing countries.

3. Long-term Domestic Training

This training is conducted at graduate schools and research institutes in Japan and is designed for the same people eligible for long-term overseas training for the same period of time. In fiscal 2002, we commenced training for 11 people at the National Graduate Institute for Policy Studies. The training covered areas such as development assistance policies and development economics.

4. Skill-enhancing Training for Experts

This is for young people such as those who have returned from JOCV assignments with a relatively high level of technical skill. Through personalized programs lasting up to one year, participants receive practical and technical training both in Japan and overseas to become technical cooperation experts. In fiscal 2002, training was conducted for eight people.

5. Training for Future JICA Experts

This training is intended to enable people who will soon be sent overseas as experts to acquire the wide range of knowledge and skills that will be demanded of them. In fiscal 2002, we held 16 courses attended by 127 people, each course lasting eight weeks (except infectious disease control course, which lasts four weeks). The content of the courses is shown in Table 3-17.

Table 3-17: Training Courses for Future JICA Experts Held In FY 2002

First Course June 17 to August 9	Second Course September 30 to November 22	Third Course January 14 to March 7
Rural development Infrastructure* Primary health care Anti-poverty measures Support for development of legal systems	Forest environment Conservation of marine environments Technical education and vocational training Reproductive health* Practice of social and gender* study methods	Rural infrastructure readjustment Infrastructure Education Global environment Environmental health
Infectious disease control (July 1 to July 26)		

6. Training for Experts

This is provided in principle for experts serving overseas for more than a year.

1) Pre-dispatch Group Training

Intended for people whose overseas assignments as experts have been decided, this training consists of two weeks of general training, including instruction on updated aid trends, the roles of experts, local conditions and health management, and a three-week language course. Emphasis is placed especially on raising practical communication skills such as presentation in developing regions. In fiscal 2002, these courses were held seven times and attended by a total of 688 people (549 experts and 139 spouses).

2) Supplementary Language and Technical Training

Personalized language training is provided to experts who need linguistic proficiency other than English for their services. Fifty-nine people participated in fiscal 2002. To further improve communication skills, JICA also has a system that involves training in local languages in the experts' countries of assignment. A total of 145 experts received this training in 39 countries in fiscal 2002. Personalized technical training is also provided at institutions in Japan in order to supplement and improve specialized skills. Sixty-three experts took part in this kind of training in fiscal 2002.

3) Training for Project Coordinators

This training is aimed at coordinators* who are scheduled to be dispatched to technical cooperation projects and is designed to improve their project administration abilities, which are necessary for proper project implementation. The training course consists of lectures on coordinators' roles and practices, accounting, public relations, and other subjects. Training was held six times in fiscal 2002, and attended by 67 people.

4) Training for Monitoring and Evaluation

This training is aimed at experts who are scheduled to be dispatched to technical cooperation projects and is designed to teach monitoring and evaluation skills required for effective and efficient management of a project. The training course consists of a six-day practice. Training was held eight times in fiscal 2002, and attended by 298 people.

7. Collaboration with Local Governments and NGOs and Training

1) Training in International Cooperation Administration for Local Government Officials

This training is intended to support international cooperation provided by local government. It comprises a one-week practical training course and an optional three-week language training course. In fiscal 2002, training was held three times at the Institute for International Cooperation in Tokyo and once at the Osaka International Centre; a total of 71 people attended.

2) NGO-JICA Joint Workshop Festival

This festival was held in Hiroshima and Fukuoka for the purpose of promoting collaboration between NGOs and JICA. Local NGOs and citizens took part in the events.

3) NGO-JICA Partnership Training

This training is intended for younger personnel in NGOs and JICA and is held jointly with the Japan NGO Center for International Cooperation (JANIC) for the purpose of strengthening the partnership through mutually understanding of each other's basic concepts and methods of international cooperation activities. A three-day overnight course was held in October 2002 and was attended by 16 personnel from NGOs and 16 personnel from JICA.

8. NGO Capacity Building Program

For the purposes of the capacity-building* of NGOs, who are partners in the implementation of international cooperation, JICA implements the following training programs.

1) NGO Staff Domestic and Overseas Training

This training allows middle-level personnel in NGOs to learn techniques and skills required for international cooperation and to deepen their understanding of ODA and JICA programs. In February 2002, 10 participants attended a training course that was held for about two weeks (the course included a one-week overseas training course in the Philippines).

2) Long-term Domestic Training for NGO Staff

This training is implemented in master courses at Japanese graduate schools for full-time NGO staff who will play a key role in the course of their future activities. In fiscal 2002, JICA carried out this training for two participants.

3) Dispatch of Technical Experts to NGOs

Under this scheme, JICA dispatches technical experts to Japanese NGO's activity sites overseas for up to three months. In fiscal 2002, seven experts were dispatched. Their technical fields were management of sports event, waste disposal, maternal and child health and regional health care, environment education for juvenile, sewing, humanitarian removal of landmines, dental and oral health care.

4) NGO Experience Program

Graduate students in international cooperation are sent to overseas activity sites where JICA and NGOs jointly provide cooperation to deepen their understanding of these activities

through practical training. In fiscal 2002, four students participated in the program.

9. Internship Program

This program aims to provide graduate students, who majored in development assistance and wish to engage in it in the future, with an opportunity to work as interns at JICA's headquarters, domestic offices, and overseas offices, in order to deepen their understanding of development assistance. The program was provided in fiscal 2002 for a total of 51 interns: 26 students at overseas offices in 18 developing countries, including Viet Nam, Bangladesh, China, and Bolivia, and 25 students in Tokyo, Tsukuba, and elsewhere in Japan.

Front Line

● Institute for International Cooperation Dispatch of Technical Experts to NGOs

Support the First Step toward Humanitarian Landmine Removal

Dispatch of Technical Experts to NGOs

Roles of dispatch of technical experts

The program of dispatch of technical experts to NGOs supports NGO activities by sending personnel with relevant knowledge, experience, and skills to activity sites to cover fields that cannot be attended by current staff alone and fields necessary for expanding NGO activities so that NGO can provide more effective activities in developing areas.

In fiscal 2002, seven personnel were dispatched under this program. They possessed the necessary technical skills and had good results in various fields of cooperation projects implemented by NGOs, which utilized their respective characteristics.

Conditions of landmines in Sri Lanka

The dispatch of technical experts to remove landmines in Sri Lanka is a good example of timely ODA assistance. It was the first step for a Japanese NGO to launch humanitarian landmine removal.

In Sri Lanka, a cease-fire agreement was finally concluded between the Liberation Tigers of Tamil Eelam (LTTE)

and the government in February 2002. Support for post-conflict reconstruction in the devastated northern area is now under way. However, numerous landmines are still buried in the war zone, especially near the borderline with the LTTE controlled area, and the residents are forced to live as internally displaced persons. The aid activities cannot progress unless those landmines are removed.

Japan's first cooperation in landmine removal

The Japan Center for Conflict Prevention, an independent non-profit organization, has been implementing various conflict prevention programs in Sri Lanka since 2000. In light of the above-mentioned conditions, the NGO has been collecting information necessary to start Japan's first cooperation for humanitarian landmine removal. Launching a specific project needs detailed preparation, including procurement and delivery of necessary equipment and materials, recruitment and training of local staff members, and coordination with local NGOs and precedent donors. To carry out those tasks, a technical expert with



Technical expert in landmine removal working in Sri Lanka

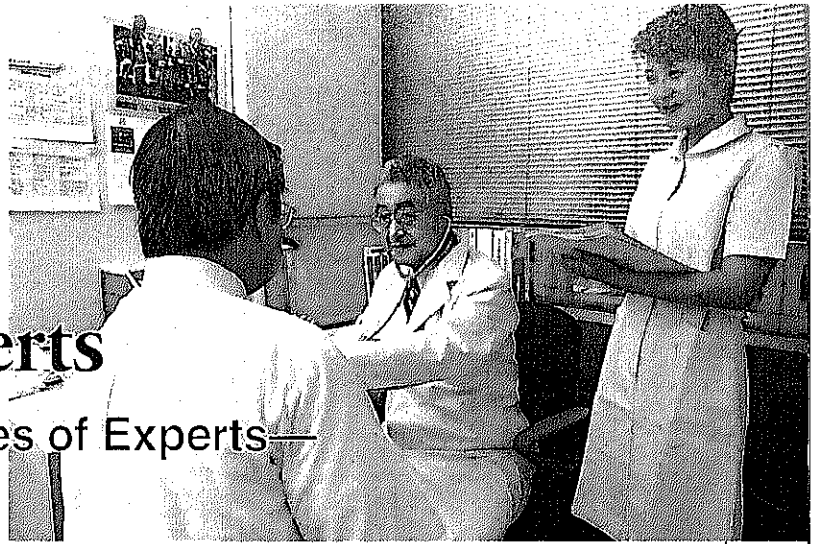
special knowledge of landmines and conflict prevention was dispatched under this program. During three months of service, this expert established a cooperative relationship with the Sri Lankan Ministry of Defense, UNDP, and international NGOs for landmine removal, selected a prospective location for the humanitarian landmine removal center and target areas for landmine removal, confirmed necessary equipment and materials, researched the possibility of local procurement of them, and planned a landmine removal project. Based on these results, the Japan Center for Conflict Prevention is preparing for the launch of full-scale operation in fiscal 2003 with financial aid from various sources.

(Institute for International Cooperation, JICA)



Backup Experts

—Support for Activities of Experts—



Health check at JICA Medical Support Centre

Outline of Support System

JICA provides several kinds of remuneration and welfare systems for experts assigned to developing countries to support their activities with safety measures in severe living environments. These considerations are essential to the recruitment of highly qualified experts and contribute to the high motivation of experts. They form the foundation for high quality technical cooperation.

JICA established the Human Resources Assignment Department in 1999 in order to strengthen the support systems for experts. It provides an integrated support system in the expert dispatch cycle.

The present JICA support systems are stated below.

Note: These systems do not apply to experts assigned by contract between JICA and an organization. In this case, the affiliations provide support.

Main Support Provisions

1. Travel Expenses and Allowances

JICA provides the following allowances and domestic payment based on those received by Japan's foreign service personnel.

1) Overseas allowances

Long-term experts assigned for one year or longer are paid allowances for basic, housing, family, children's education, language learning, remote area living, and special skills. Short-term experts assigned for less than one year are paid travel expenses, language learning allowance, and a special skills allowance.

2) Domestic payment

JICA compensates salary paid by an organization to which experts belong or provides domestic allowance for experts

who do not belong to any organization.

2. Overseas Travel Systems

Paid leave days for JICA experts should be based on the days approved by the recipient organization. JICA continues to pay overseas allowances if the JICA expert travels outside the recipient country within these leave days and the maximum days in accordance with the assignment terms stipulated by JICA regulations. In addition, JICA will bear travel expenses as follows.

1) Home leave funded by JICA

Long-term experts assigned for two years or longer to the regions designated by JICA as "unhealthy areas" with particularly severe living conditions are eligible to take a home leave once every two years in order to rest and receive medical checks.

Long-term experts, who have completed at least six months of an overseas posting lasting for a minimum of two years, may return once to Japan during their period of service to attend a symposium or conference of an academic society to which they belong.

Moreover, if the spouse or a parent of a long-term expert dies, the expert is eligible to take bereavement leave to Japan. However, the expert should bear some part of the airfare.

2) Health care leave

Health care leave used for health check and/or regaining physical strength is available for long-term experts assigned to the regions designated by JICA as "specified unhealthy areas," where the living conditions are much severer than the "unhealthy areas" described above.

JICA has also set up a system in which long-term experts working in high altitudes are eligible for periodic trips to lower altitudes.

3. Temporary Visit of Spouse and Children

JICA provides the following scheme for long-term experts who live apart from their spouses and children in order to

maintain experts' physical and mental health.

1) Temporary visit of children

JICA subsidizes airfare for children who remain in Japan for educational reasons to reunite with their parents during the school holidays.

2) Temporary visit of spouse to malarial areas

Experts sent alone to areas with exceptionally poor living conditions may temporarily have their spouses in Japan visit them. JICA subsidizes the airfare.

4. Health Care

At the Medical Support Centre, doctors and nurses are constantly available to provide advice on health matters to experts and their families. Medical examinations are carried out on each individual before and during dispatch and after their return to Japan.

Moreover, to maintain the health of JICA experts and their accompanying families during overseas service, health guidance teams made up principally of doctors and nurses are sent to each region.

In addition, for the purpose of strengthening the health care system available to experts and their accompanying families overseas, health administrators are currently assigned to 24 overseas offices. This system will be expanded in the future.

5. Accident Compensation

JICA makes special arrangements for national workers' accident compensation insurance, which covers accidents in the course of the experts' work or while commuting to work during their overseas service.

Furthermore, an emergency system is available for experts and their families to transfer to medical institutions with a full range of facilities when injury or illness requires hospitalization. In addition, in fiscal 2003, allowance for meritorious service was introduced for experts dispatched to especially dangerous countries and regions for peacebuilding and post-conflict reconstruction support.

6. The Mutual Aid Association of JICA

The Mutual Aid Association of JICA was set up to stabilize the overseas living situation and to improve the welfare of JICA experts and their accompanying families. It provides medical costs if a JICA expert or his/her family falls ill or is injured, and condolence payments in the event of death during overseas service. It is supported by premiums paid by the experts themselves and by JICA grants.

Its main activities include payment of the necessary medical expenses for treatment of injury and disease incurred

overseas outside of work-related activities, provision of benefits such as condolence payments, and welfare activities such as the distribution of sympathy payments when disaster strikes.

Table 3-18 Expert Compensation and Welfare Schemes

Travel expenses, allowances, etc.	Overseas allowances	Basic allowance		
		Housing allowance		
		Family allowance		
		Children's educational allowance		
		Language learning allowance		
		Remote area living allowance		
		Special skills allowance		
Travel expenses	Issued in Japan	Assistance with overseas travel expenses		
		Compensation of personal expenses at expert's original post		
Welfare systems	Holidays, etc.	Domestic remuneration		
		Home leave travel expenses		
		Bereavement leave		
		Leave for attending academic conferences		
		Assistance with health care leave travel expenses		
		Assistance with high altitude health care leave travel expenses		
		Temporary visit by children		
		Temporary visit of spouse in malarial regions		
		Welfare, etc.	Welfare, etc.	Compensation in the event of accident while en route to/from country of assignment, during work, or while travelling to work
				Mutual aid payments
Costs for improvements in living environment				
Unemployment compensation				
		Health check fees		

Note: May not apply to certain terms of dispatch and under certain circumstances.

4

Overseas Safety Management

—Security Measures and Crisis Management—



Practical anti-car jacking training provided at JICA South Africa Office

JICA's Security Measures

JICA activities take place in developing countries. All personnel dispatched by JICA, such as experts, consultants, and volunteers like Japan Overseas Cooperation Volunteers (JOCV), reside in developing countries. In general, developing countries have problems with poverty, which in some countries leads to high incidents of general crimes.

Also, countries that are not democratic tend to be subject to coup d'état, and some suffer from prolonged civil wars that last for many years. Furthermore, there are some personnel who live and work in countries where police and national militaries do not function adequately after the civil wars end.

In order to secure safe living and working environments for those involved in international cooperation who continue to carry out their activities under such conditions, JICA has implemented the following security measures and crisis management policies.

1. Implementation of Training and Seminars before Departure

JICA provides training in security measures for experts, volunteers, and accompanying families before departure. The training contains explanations regarding regional characteristics of crime and public safety; how to choose dwellings; how to get along with local residents; how to safe-keep valuables; how to react to holdups and car-jackings from the viewpoint of crime prevention; and emergency actions.

After arriving at the assignment site, JICA overseas offices offer individual orientations in updated local security situations and anti-crime measures. In addition, the JICA overseas offices hold Public Safety Control Report Councils twice a year for everyone related to JICA. This council provides local safety information furnished by overseas offices, as well as experiences and information that is shared by everyone involved, including experts, volunteers, and accompanying

families.

Specific know-how of updated safety measures, are presented by those who live and work in the same country in this council. For instance, through this council, strategies for keeping a low profile to prevent crime, such as how to take out money while shopping; what types of bags are appropriate to bring; how to dress and wear jewelry appropriate to local situations; and where to safe-keep valuables, are given to new residents who have just been dispatched by those who have stayed for a long time.

2. Posting Security Officers/Advisors

In order to strengthen on-site security measures, JICA utilizes human resources that are familiar with the country's public security measures. The security officers devote themselves, almost around the clock, to a wide range of work, including the collection and transmission of safety information on a daily basis, crime prevention in residential areas, and prevention of traffic accidents. The security officers are knowledgeable both about local crime trends and behavior of Japanese people, and based on both aspects, conduct appropriate safety guidance.

3. Establishing an Emergency Communication Network

JICA establishes an emergency contact system covering all staff at each overseas office. Communications by telephone, mobile telephone, pager INMARSAT, (International Maritime Satellite Organization), and satellite mobile telephone are taken into account for regular occasions and at the same time are secured in emergencies for safety confirmation. This double communication system is positioned as a key to all security measures.

4. Dispatch of Study Team for Security Measures

JICA dispatches study teams to check local safety situations in countries where there is a concern about safety. Based on the outcome of such local research, country-specific security measures are enacted in detail. For instance, in one coun-

try, the security situation is analyzed according to province/state to determine the range of activities for JICA personnel and to make adjustments in response to aid needs.

In addition, security expert teams are dispatched from Japan to the countries that have high incidence rates of general crime. They teach safety guidance regarding residential crime prevention, anti-firearm crime measures, and anti-car-jacking measures to those who live there and work for JICA.

5. Financial Assistance for Security Equipment and Security Guards

JICA pays a part of the cost for installation of security equipment, the hiring of security guards, and installing alarm

security systems in dwellings of experts and volunteers. JICA also assists in construction work such as raising fence heights, reinforcing doors and windows, and installing iron bars on windows if necessary. Alarm systems to call security guards are utilized, if the services are available.

6. Implementation of a 24-hour Crisis-management System

JICA headquarters has a 24-hour, 365-day emergency contact system that can receive and respond to emergency reports from overseas at any time, even outside of regular working hours, such as weekday nights and holidays.

Front Line

● Dominican Republic Former Training Participant Becomes a Security Officer

In Gratitude to Japanese People Who Transferred Techniques

Security Measures

Participation in criminal identification seminar

A training participant from the Dominican Republic named Jose Raphael Castro attended a JICA training course called the Criminal Identification Seminar, which was held in Osaka in January and February 2002. The one-month training finished in a flash for him. He actively participated in the training and was surprised at the high standard of Japanese police skills. He was deeply moved by the diligence and kindness of Japanese people, including the officers of the Osaka Prefectural Police who transferred their skills to him. He decided to improve the public safety of the Dominican Republic by utilizing the skills he learned and, at the same time, he hoped to repay the Japanese people some day.

Becoming a security officer

After returning home to his job in the national police, he had an unexpected opportunity to repay the Japanese people. The JICA office was looking for a new

security officer and asked Castro if he was interested in the position. The jobs of a security officer, an advisor employed by JICA, include providing security advice and dealing with crimes and accidents. After checking the job description, he immediately applied for the position and became a security officer in May 2002.

For Japanese people

In the Dominican Republic, where public safety has been deteriorating, purse snatchings and other thefts have been reported. Robberies against JICA staff members have also taken place. When a crime involving JICA staff occurs, the security officer requests the National Police officer in charge to send officers immediately and joins the investigation at the crime scene.

Preventing crimes and the recurrence of crimes is also an important job of a security officer. The security officer organizes Public Safety Control Report Councils about twice a year to provide explanations about criminal trends and measures to prevent crimes, in cooperation with police and embassy staff. The



Security officer who was a training participant

officer also conducts patrols of residences of JICA staff members. As more than 100 people work for JICA in the Dominican Republic, there are numerous tasks. Castro has been performing each of these tasks promptly and thoroughly and already enjoys considerable trust from JICA staff members.

Fortunately, no cases of JICA staff members being injured or killed have taken place for several years in the Dominican Republic. However, the job of a security officer is becoming more important in a country where public safety has been deteriorating.

(JICA Dominican Republic Office)



International Cooperation Open to the Public

—Information Disclosure and Publicity—



JICA's Press Conference

Information Disclosure

JICA Plaza and Use of Internet

Based on the Law Concerning Access to Information Held by Independent Administrative Institutions, JICA introduced an information disclosure system and started to receive requests for information disclosure in October 2002.

In addition to the disclosure request system for institutional documents, JICA makes and stores, the information disclosure system involves an information service system for providing institutional documents. JICA actively provides not only the information stipulated in the law, but also information on the organization, activities, and financial affairs on the homepage.

Upon the introduction of the information disclosure system, JICA set up JICA Plaza at the headquarters and domestic

institutions, where the designated information stipulated by law is available on personal computers. With the aim of offering one-stop service that is open to the public, various information, documents, and electronic data that is uploaded on the Internet is available at JICA Plaza. Publicity pamphlets are distributed to visitors and audio-visual data (photos and video-tapes) can be borrowed free of charge. Furthermore, announcement and tender for procurement and projects service as well as the results are all accessible. In fiscal 2002, JICA Plaza at the headquarters had more than 20,000 visitors, including general citizens, college students, and junior high and high school students on school trips, and received more than 10,000 inquiries and opinions on the phone.

Information available at JICA Plaza and on the Internet is listed in Figure 3-19.

Table 3-19 Outline of Information Service System

Basic information of the organization and system	Laws and regulations, organization overview, organization chart, functions, management officers list, locations, telephone numbers, fax numbers, program descriptions, etc.
Information on the current state of JICA activities	Project plans, project information, implementation policy, achievements, progress of the project, annual reports, audit reports, various program reports, statistical data, etc.
Information on budget and settlement of accounts	Budget, disclosure of final accounts, administrative cost statements, etc.
Contractual information on equipment and construction work	Announcement of projects based on open tender and results of tender, eligibility for participation, date of tender, bidding companies, bidding prices, successful bidders, contract prices, and various tenders and contract application forms, rule and regulations concerning tender procedure, etc.
Information on evaluations	Annual evaluation reports, ex-ante evaluation, mid-term evaluation, terminal evaluation and ex-post evaluation reports
Information collected and accumulated by JICA that is requested by citizens and companies	Country-specific living information, research reports, cooperation and Partnership Program with NGOs and local governments, support for development education, event schedule, etc.
Human resources recruitment information	Recruit information on JOCVs, senior volunteers, international cooperation personnel training

Outline of Information Service System

General Opening of the JICA Library and the Japanese Overseas Migration Museum

The JICA Library has been open to the general public since 1977. The library's collection consists of around 120,000 items, including a wide range of reports prepared by JICA, data collected and maps drawn by JICA study teams dispatched to developing countries, in addition to aid materials issued by international organizations, and many other items on developing countries. In fiscal 2002 the library was expanded in line with renovation, and part of the library was designated as open shelves to provide better service. In fiscal 2002, the library received about 8,500 visitors.

JICA set up the Japanese Overseas Migration Museum at the Yokohama International Centre in October 2002. The museum displays historic documents, maps, photos, picture images, models, houseware that emigrants carried, and agricultural equipment to recreate the life and work of emigrants in the past and the present. This enables visitors to look back on the history of Japanese emigration and shows the present picture of ethnic Japanese living overseas.

Public Relations Activities

Diverse Activities Extending World-wide

JICA intends to play an important role in the public relations activities of ODA programs. Many publicity activities are aimed at spreading awareness of aid programs at home and abroad and at ensuring that programs are accurately understood and widely supported. In particular, JICA is publicizing ODA through a variety of methods that include publication of various materials and sponsorship of special events, and at the same time is actively making information available to the mass media as follows.

JICA is required to further promote public participation in international cooperation as it became an independent administrative institution; thus, we are expanding publicity activities as well.

1. Production of Publications and Audiovisual Materials

The quarterly domestic publication *Kokusai Kyoryoku* (International Cooperation) and *JICA Frontier* are published for the Japanese public and schools, and readers related to JICA programs, respectively. Another magazine *Crossroads*

Front Line

● Tsukuba Public Opening of International Centre

Public Opening to the Regional Community timed to coincide with Science and Technology Week

Information Disclosure

Ethnic clothing

The Tsukuba International Centre was filled with colorful ethnic clothing on April 16 and 19, 2003. Following public openings of research institutes in Tsukuba Science City as part of Science and Technology Week, the center was also open to the public and attracted many visitors.

Many staff members of the center came to work in their own ethnic clothing or borrowed such clothing from their friends. Usually, people at the center wear dark jackets and ties or work clothing, but on these two days it was filled with color.

600 visitors in two days

Six hundred citizens visited the center on the two open days. The training rooms and experiment facilities were opened, and ethnic clothing and housewares of Bangladesh, Bolivia, China, Egypt, Laos, and Zambia, etc. were displayed. Visitors could try on the clothing and have their pictures taken. There was a booth introducing activities of NGOs in Ibaraki Prefecture and ethnic food was offered in the cafeteria.

This was the second year that the Tsukuba International Centre was opened to the public. Through such events, we hope to help local residents



Public Opening of the Tsukuba International Centre

become more interested in and understand more about JICA and ODA as well as the international center.

(Tsukuba International Centre)

is published for those related to volunteer programs. These publications serve to deepen understanding of and widen the scope of support for JICA's operations.

JICA Network, available in English, is aimed at overseas readers; its purpose is to provide information to partner country governments and people as well as other donors* (donor countries and agencies), including international organizations.

We also actively promote public relations and information service on an Internet homepage. We try to expand the content of information by introducing program details and the candid opinions of people engaged in international cooperation, and transmitting information on developing countries. In order to

enhance the capacity of information transmission from the front line, almost all the overseas offices and domestic offices have set up homepage since 2002.

As a result of this expansion in the content of the JICA homepage, every month the Japanese homepage receives more than 200,000 hits, and the English homepage receives more than 10,000 hits.

In addition, JICA has been publishing *JICA Mail Magazine*, which provides up-to-date information on recruitment and events every 15 days. The registered addresses exceeded 20,000 in February 2003, two years after its first issue. At the moment, we only have the Japanese version but

Front Line

● Yokohama Establishment of Yokohama International Centre

Aiming for New Center with Multi-functions

Public Relations

Core of public relations and regional collaboration

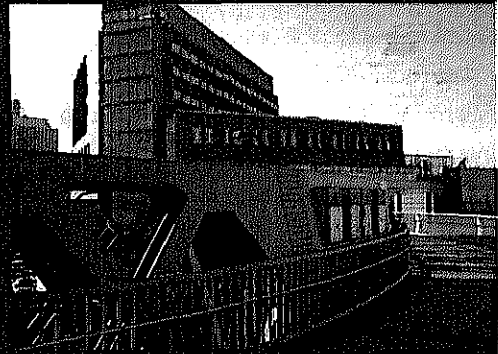
The establishment of JICA's Yokohama International Centre integrates the functions of two centers, namely, the Kanagawa International Fisheries Training Centre in Nagai, Yokosuka City, and the Overseas Emigration Centre in Isogo-ku, Yokohama City. Construction began in November 2000, and was finished at the end of June 2002. It was officially opened on December 4, 2002. The official opening ceremony was attended by the governor of Kanagawa, the mayor of Yokohama, relevant members of the parliament, and officers of relevant municipalities and organizations.

The main activities of the center include the acceptance of technical training participants and support for emigrants in Latin America and ethnic Japanese. Furthermore, utilizing its favorable location, the center is the hub of public relations in Kanagawa Prefecture and regional cooperation programs as a JICA facility open to the regional community. The center actively hosts recruitment sessions for Japan Overseas Cooperation Volunteers, supports development education, and offers

lectures in collaboration with colleges. The center accompanies the Japanese Overseas Migration Museum as an emotional anchor for 2.5 million Japanese emigrants and ethnic Japanese (NIKKEI) who are active overseas and propagates knowledge about the past, present, and future of emigration.

Full utilization of functions

In the support program for Japanese Emigrants and Ethnic Japanese, the center performs a comprehensive coordination function for acceptance of training in Japan for members of overseas Japanese communities; 146 new participants were accepted throughout Japan in 2002. At the same time, the center itself accepted 68 participants: 36 for four group training courses and 32 for individual training courses. We also carried out supplementary technical training and pre-dispatch training for Japan Overseas Development Youth Volunteers, pre-dispatch training for Senior Cooperation Experts for Overseas Japanese Communities of Japanese descent, and Japanese language training for students of overseas



The newly constructed Yokohama International Centre

Japanese schools. On November 9 and 10, the center was used as a venue in the South Kanto area for achievement tests for students of Japanese descent living in Japan, which was sponsored by the Embassy of Brazil, and more than 300 students and their guardians visited the center.

In addition, the center held "Photo Exhibition: Asians in Brazil" with the Embassy of Brazil from December 14, 2002 to January 16, 2003, and "Photo Exhibition: Heartwarming Bantanal, Brazil" with Takanori Yugawa, a Japanese emigrant to Brazil, from March 1 to 16, 2003. The center works on public relations aggressively.

(Yokohama International Centre)

JICA will continue to improve the structure and the content of information to better serve users.

Television programs, videos, photographic panels, and pamphlets introducing JICA operations are constantly being produced to provide easily accessible information. Through the weekly television broadcast of *Chikyū Kazoku* (The JICA Report) from fiscal 1999 to 2002, we presented the activities of JICA experts and JOCVs from around the world. The video clip of this program is available on the homepage and can be borrowed free of charge at the above-mentioned JICA Plaza and used as teaching material at schools, etc.

2. Organization of Events

Highlighting International Cooperation Day, October 6, various events for public relations include international cooperation campaigns (lectures, seminars, video showings, panel displays, etc.) presented throughout Japan by JICA domestic offices in collaboration with local governments, NGOs, and related organizations. Civic lectures on international cooperation are held throughout the year for the benefit of the general public. Such events contribute to promoting international awareness of local areas.

In fiscal 2002, JICA held an International Cooperation Festival in Hibiya Park jointly with Japan NGO Center for International Cooperation (JANIC) and Japan Bank for International Cooperation (JBIC)* in cooperation with the Ministry of Foreign Affairs (MOFA). 181 organizations including 113 NGOs participated in the festival, and collaboration with NGOs was strengthened. Many citizens visited the festival, which provided a good opportunity to become familiar with the situations in developing countries and the activities of international cooperation. In addition, JICA holds ODA town meetings with the Ministry of Foreign Affairs throughout the country; fiscal 2002 resulted in five meetings in places such as Nagoya and Akita.

As publicity for the transformation to an independent administrative institution, JICA sponsored a Symposium on peace and international cooperation, the Peace Talk Marathon 2003-2007, which took place on August 30, 2003, in Tokyo. This symposium will be held in 47 prefectures throughout the country over a three-and-a-half-year

period.

3. Approaches to the Mass Media

JICA Press Release is distributed to representatives of the mass media and other specialists on a timely-basis. JICA Press Release presents a full range of up-to-date information on JICA programs. In fiscal 2002, JICA started an e-mail press release service for Japanese journalists who are interested in JICA and ODA, as well as overseas Japanese correspondents. In addition, scholars and staff writers of national and local newspapers take the opportunity offered by JICA to visit project sites in developing countries so that they can deliver hands-on information to the public for better understanding of international cooperation. As a result, articles on topics relating to JICA appeared on average twice a day in the national press and 10 times a day in the local press in Japan in 2002.

Kimiko Date, a professional tennis player, was inaugurated as JICA's official supporter in August 2002 and she is actively engaged in JICA's activities. She visited Bangladesh to observe JICA's activities and offered tennis lessons to local children in February 2003.

4. Overseas Public Relations

JICA's overseas offices play a key role in promoting public relations activities overseas. In fiscal 2002, as many as 69 offices, were involved in presenting panel displays or symposiums, and producing pamphlets and videos. Such activities are increasing year by year. Overseas offices have received high praise from local journalists, who have few opportunities to make field trips, for organizing local press tours to JICA project sites.



Kimiko Date visiting a JICA project site in Bangladesh

Expand the Basis of International Cooperation

—Support for Development Education



Teachers and students visit JICA.

Increasing Importance of Development Education

Correspond to the Needs of School Education

JICA supports development education as it prompts individuals of any age to think about global issues*, such as development, environment, and peace, while promoting a deeper understanding of the importance of international cooperation.

At the school level, the new curriculum that started in April 2002 includes a period for integrated study, which emphasizes international understanding education as one of the main topics. Corresponding to the new focus on international understanding, JICA responds to requests from schools and teachers by introducing JICA's human resources, such as JOVCs and experts who have experience in developing countries. JICA also responds to requests by making use of the actual cooperation site of domestic programs such as the Acceptance of Technical Training Participants Program and the Youth Invitation Program.

For promoting support for development education, JICA's domestic branches and offices located throughout Japan, and coordinators for international cooperation (JICA Desk) placed in local authorities for international relations play the core role in coordinating closely with local organizations. JICA cooperates with local organizations such as boards of education, international cooperation associations, international exchange organizations, and NGOs to conduct effective assistance with the local community.

The following are the specific programs JICA conducts for supporting development education in educational institutions.

Essay Competitions for Junior High and High School Students, Thesis Competitions for University Students

Essay and thesis competitions are held under the topics

of developing countries and international cooperation. In fiscal 2002, JICA received 24,148 essays and 352 theses, thus creating an opportunity for students to engage in such topics. The winning contestants of the essay competition were to be awarded invitations to study tours to developing countries in March to deepen their understanding of international cooperation by visiting experts and JOVCs who work on the front lines of the international cooperation field. However, the tours had to be postponed until August due to the outbreak of SARS (Severe Acute Respiratory Syndrome).

Study Programs in Developing Countries for School Teachers

This program focuses on junior high and high school teachers who are interested in teaching development education during class or club activities, and elementary school teachers were included for the first time in fiscal 2002. The program enables participating teachers to observe the actual fields of international cooperation. In fiscal 2002, 89 teachers were sent to eight countries. The teachers, upon their return, are requested to submit reports about the lessons based on the experience gained from the training, and some of the implementation cases are compiled in a booklet and distributed to schools across the country.

Training for Development Education Teachers

In fiscal 2002, JICA launched 36 training courses for elementary, junior high, and high school teachers to examine implementation cases in development education and methods for teaching material development. The training program was developed with NGOs and teachers experienced in development education to correspond to the needs of teachers and schools.

■ Visits by Lecturers (Salmon Campaign)

Using domestic offices as contact points, JICA dispatches former JOCVs, experts, technical training participants from abroad, and JICA staff to educational institutions to promote understanding of developing countries. In fiscal 2002, 1,937 lectures about international cooperation and developing countries reached 220,000 people.

■ Students' ODA Experience Program at International Centers and Visits to JOCV Training Centers

JICA's international centers located all over Japan carry out an ODA experience program for school students. Through communication with training participants from developing countries and lectures by former JOCVs and experts who have worked in developing countries, the participating stu-

dents gain a deeper understanding of international cooperation. The JOCV training centers in Nihonmatsu (Fukushima Prefecture) and Komagane (Nagano Prefecture) and the JOCV Hiroo Training and Study Centre (Tokyo) accept local junior high school students to participate in the training program of JOCVs to promote understanding of the Dispatch of JOCV Program. In 2002, 700 students participated in these programs.

■ Provision of Useful Materials for Development Education

- 1) Issue of the monthly magazine *Kokusai Kyoryoku* and the poster newspaper *Bokura Chikyu Chosatai*
JICA's monthly magazine *Kokusai Kyoryoku* (International Cooperation), which features many articles and

Front Line

● Hokkaido International Cooperation Seminar for High School Students Challenge Project Planning Using PCM Method

Support for Development Education

Approach to the education front

In response to the allocation of a fund for promoting public participation in the national budget in fiscal 2002, domestic offices and international centers have approached the education front of schools in various ways directly and indirectly as a support program for development education.

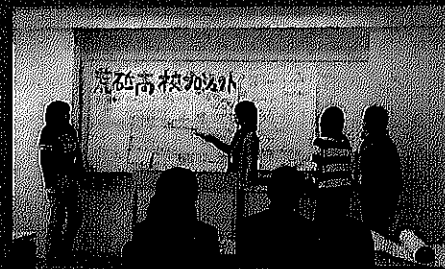
The International Cooperation Seminar for high school and college students, which forms part of the program, provided participatory workshops using the Project Cycle Management Method* (PCM). The Project Cycle Management Method is a management system JICA comprehensively uses at stages from project planning and implementation management to terminal evaluation in providing technical cooperation.

Simulation of rural development planning

Fifteen students and four teachers from four schools participated in the

International Cooperation Seminar for High School Students held in January 2002. Students formed groups by school, and each group was dispatched to an imaginary village called P in an imaginary country A as Japan Overseas Cooperation Volunteers. They were assigned to plan what kind of cooperative activities would improve lives of the villagers in a given two-year period. In a workshop that started after lunch, various opinions were actively exchanged on village issues and their causes, as well as solutions based on the given information of village P. Some groups continued the discussions even after dinner and on the following morning.

At the presentation session on the following morning, various plans were presented, including growing vegetables to solve malnutrition, ensuring safe drinking water, and providing literacy education. Some of the comments from the students were: "I have never proactively contemplated and focused on one problem so deeply before in my life." "There were times when discussions did not go well



High school students' presentations at Hokkaido International Centre, Obihiro

because of opposing views; however, we could make a satisfactory presentation in the end because we had exchanged our candid opinions thoroughly."

This workshop seemed to make participants more familiar with international cooperation and created a good opportunity for them to think about better ways of aid.

We will improve the training materials and flow in order to offer more effective workshops so that participants can participate more actively.

(Hokkaido International Centre, Obihiro)

information on developing countries and international cooperation, are distributed to junior high and high schools and libraries throughout the country. In order to introduce the reality and everyday situation in developing countries to children in a simple manner, JICA sends a poster newspaper called *Bokura Chigkyu Chosatai* (We are the Earth Study Team) to elementary and junior high schools. In fiscal 2002, taking advantage of the fact that the World Water Forum was being held in Japan, water issues were featured in the poster newspaper.

2) JICA's development education homepage

As with the poster newspaper, the JICA homepage has a page called *Bokura Chikyū Chosatai* that explains water

issues, desertification, deforestation, food situations, and health and medical care issues to elementary and junior high school students in a way that makes it easy to understand the situation. In fiscal 2002, we increased the main menu and links to other international cooperation sites in order to encourage students to learn on their own and think for themselves.

3) Photo materials for development education: Photo Language

With the cooperation of teachers and NGOs involved in development education, JICA has published a set of educational photographs to be used as teaching materials. These photographs introduce climate and ways of life in developing countries. They are placed in JICA's domestic branches and

Front Line

Hokuriku International Cooperation with Public Participation

Approach to Development Education in Toyama Prefecture

Support for Development Education

Role of coordinator for international cooperation

Coordinators for international cooperation are currently placed in the three prefectures of Toyama, Ishikawa, and Fukui under the jurisdiction of the Hokuriku Branch Office to promote deeper understanding of international cooperation activities as well as participatory cooperation* in the local communities.

Collaboration with municipal governments

It has been seven years since the coordinators for international cooperation were first sent to the Toyama International Center Foundation. Development education targeting different age groups to better achieve international cooperation with public participation started in fiscal 2002. Specifically, the Toyama International Juku School is intended for high school students and teachers, the International Cooperation Prefecture College is for local citizens, and the International Cooperation/Exchange and Practical Training Course

is for municipal employees.

At the Toyama International Juku School, high school students and teachers learned about situations in various countries through workshops involving technical training participants, foreign students, international exchange personnel, and assistant teachers of foreign languages. They also exchanged opinions about the future of the world on the given themes.

The International Cooperation Prefecture College intended for local citizens offered an activity report from an NGO, which is engaged in support for education in Viet Nam, and country and activity reports from former JOCVs and senior volunteers from Toyama to help participants become familiar with international cooperation. The talks on the first-hand experience of former JICA volunteers and experts are particularly popular.

A wide range of support

These efforts cannot be made by only one person or one organization. They are not possible without the con-



Sari dressing class at the Hokuriku Branch

certed cooperation from organizations devoted to the promotion of development education and NGOs supporting developing countries in various prefectures and areas, including Toyama. Under initiatives of coordinators for international cooperation, continuing efforts will be made to promote development education in cooperation with municipal governments and various organizations.

(Hokuriku Branch Office)

JICA Plaza and can be borrowed free of charge by teachers and NGOs.

4) Videos and pamphlets for elementary and junior high school students

JICA has made videos that easily explain JICA's programs and the Acceptance of Technical Training Participants Program to an elementary and junior high school audience. A pamphlet titled *Gakko ni Ikitai* (I Want to Go to School), which was produced and distributed to all the elementary schools in fiscal 2000, were well received so more copies have been distributed to schools and school teachers upon request. The pamphlets are distributed to elementary and junior high school students during their visits to JICA head-

quarters and domestic offices, or is used at the various events and lectures carried out by domestic offices.

■ **Development Education for the Public**

In addition to providing support on the educational front, JICA also holds seminars and lectures throughout Japan to promote a deeper understanding of developing countries and international cooperation.

The ODA citizen monitors program, which the Ministry of Foreign Affairs began in fiscal 1999, is aimed at deepening the general public's awareness by providing a chance to see the actual ODA field in a developing country. In fiscal 2002, a total of 103 people went to 10 countries.