
IV 英文調查報告概要

Results and Summary of Overseas Training

NGO-JICA Partnership Training 2003

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1. Objective of Overseas Training

This year the first overseas training was implemented. The objective was to get a clear grasp of what was learned in the domestic training through more specific lessons.

For this purpose, first of all, we planned visits and interviews at projects that have already ended, rather than projects that are in the process of being implemented. I am sure that this placed a tremendous burden on the people at the CCWA and JICA project sites that received us, and I take this opportunity to express my sincere thanks to them.

Second, as preliminary homework and preliminary training content, we formulated a list of questions for the confirmation of specific methods, based on what we had learned in the domestic training regarding necessary matters to ensure sustainability, how to phase out, and so on. In this way, we clarified beforehand what questions we were going to pose to whom at the project sites.

Also, during the training, group work was conducted almost every evening. This included summaries and analysis of the visits and interviews that had taken place during the day. The volume of work was enormous, and it was quite a heavy schedule, but I think that we were able to deliver substantial reports at the local JICA office on the final day and after our return to Japan.

2. Results

I think it can be said that we managed to pinpoint the points of consideration that are necessary for outsiders to cleverly phase out from a project and ensure the sustainability of their results, learned from some specific examples, and obtained examples for reference that could be used right away. For the specific lessons that we learned, please refer to the report produced by the trainees. To broadly summarize, the following points can be cited as results.

(1) We managed to grasp a concrete image of sustainability.

When we visited actual projects, we were able to see the general concept that we had obtained in the domestic training about projects having an end in concrete form. In

the two examples that we were shown, it is certainly not the case that all the activities are being continued. There were some aspects that had ceased operating. But we were able to learn a lot from these two concrete examples, including the aspects that had come to an end, about how to pull out and how to keep the project going after that. Obtaining specific images about how a project should be continued and what kind of sustainability should be aimed for will definitely serve as a reference for determining the form that a project should aim for.

A similar response emerges from the questionnaire completed by participants. Participants indicated that they learned a lot precisely because of the overseas training. I believe indeed that the participants were able to form a concrete image as a result of the opportunity to visit actual project sites.

(2) We were able to learn specifically about the points of consideration necessary for ensuring sustainability.

We obtained a lot of ideas from both of the case studies. As summarized in the report, these ideas can be divided generally into seven points. As the biggest keys, we learned about the importance of fostering ownership by the local people and building relations with your partner to this end. In the case of the CCWA example especially, we learned that human resources development, appropriate scale, the establishment of a fair self-management system, the formulation of an operating manual, and so on are essential for enabling the partner to operate the project autonomously.

In the JICA case also, we met people who are carrying on the activities enthusiastically. At the start, these people did not necessarily have a clear recognition that the project was going to end. The supporting side provided training for human resources development, including management. In the case of the CCWA in particular, these people only began to think seriously about sustainability when they were requested to draft a plan that clearly positioned the ending of the project. It can be said that by being put under pressure in this way, they were able to overcome the reality that the activities must go on and the failure of not being able to continue and managed to turn these factors into lessons.

Therefore, we learned that at the time of project formation it is essential to share an image with the partner about how the project is going to end, set achievable targets, and have a mechanism that connects to the end of the project and utilizes training and other input. It is often said as a general concept that human resources development is important, but what we learned here emphasized that the ideas of the end of the project and sustainability must be consistently woven into activities.

In addition, the many specific points of consideration that we learned include the

need to cultivate human resources to support activities a little farther down the road and the importance of know-how gained from concrete experience.

However, participants also voiced the opinion that we did not learn adequately about such matters as what indicators to use to judge a project's end and how to end a project that does not look like coming to an end. Since the case studies that we visited involved projects that were being sustainably operated, we were not able to take up such matters this time. Rather, I think that what we learned was how to prevent such a situation from arising.

(3) We further deepened mutual understanding.

The discussions that we had constantly throughout our visit of eight nights and nine days served to deepen our mutual understanding. An attitude was generated of cooperating as colleagues with other people who are similarly involved in international cooperation. We were able to realize that our thoughts are much more similar than we had believed and to mutually reaffirm ideas that are original to NGOs and JICA. Besides the training theme, we also had discussions on such topics as methods of evaluation and the idea of accountability.

3. Issues

(1) Need to add some leeway to the training schedule

Above all, the training was tough. Every day there were reflection sheets to be completed and meetings on the day's activities, and, even before that, discussions to share and arrange information that we had heard went on until late at night. That certainly shows how enthusiastic the participants were, but nevertheless a little bit more leeway in the schedule would have been appreciated. I realize that increasing the number of days from nine would not be practical, so the only thing to do would be to show a little bit more consideration in the arrangement of the program and discussions. It would be a good idea to leave some proper time, perhaps half a day, between the two case studies.

(2) Need for on-site briefings

For both the case studies, materials giving an outline of the projects were distributed beforehand, and we received a half-day briefing. In the case of the NGO project, we also received a detailed explanation when we got there from the person stationed locally. That person also accompanied us during our tour and provided supplementary explanations all the time. This was very popular among the participants, who said that it helped them to understand the situation. In the case of the JICA project, unfortunately,

we were not able to receive a local briefing. One of the reasons is probably that the project has ended, but nevertheless improvements should be made here in the future.

(3) Earlier supply of preliminary information

The preliminary information arrived about one week before our departure. Since there was a lot of material to read through, however, it should have been distributed a little earlier. Only one day was set aside for the preliminary preparation, and half of that day was taken up by explanations of the projects to be visited, so there was only half a day for planning the visit. Therefore, the drafting of questions was assigned as homework beforehand. This work also was no doubt quite tough, although the participants responded that the homework had been a good thing. In this sense also, however, it would be a good idea to send out the information about the places to be visited as quickly as possible.

(4) Selection of overseas training country (particularly language)

The Philippines was selected as the place of training this time. No doubt the provision of the training case studies was a reason, but another big factor was the fact that the participants were able to conduct interviews directly in English. There were some local residents who could not understand English, but generally we were able to communicate. It is difficult to say whether we would have achieved the same results if it had been a country or region where interpretation was necessary. If this aspect is emphasized, however, the places to be visited will be quite limited. In view of the objectives of the training, there is perhaps no need to implement it in a variety of countries, but all the same it would be better to avoid placing a burden on specific offices every year. The selection of countries to be visited is probably an issue to be considered from now on.

In conclusion, I would like to again express my gratitude for cooperation of the many people who made the training so rewarding.

Summary of Overseas Training

Hiroshi Tanaka

Institute for Himalayan Conservation

1. Purpose

In the sixth year of NGO-JICA Partnership Training, it was decided to implement overseas training from this year so as to further develop the themes discussed in the domestic training through visits to actual project sites. Since the theme is "Is there an end to projects? —Thinking about sustainability," the purpose of overseas training was to specifically analyze questions relating to the completion of projects, such as how a project should be ended, the process involved, and conditions and obstacles, on the basis of actual examples.

The participants consisted of about half of the participants in the domestic training (seven persons from NGOs and five persons from JICA). Accompanying these participants were Course Leader Atsuko Isoda (deputy representative of the Japan International Volunteer Center), Study Committee Member Hiroshi Tanaka (secretary-general of the Institute for Himalayan Conservation), and Secretariat Member Tomochika Sakuda (of the Institute for the International Cooperation of JICA). In addition, Koji Matsuura of the Philippine Office of the Christian Child Welfare Association (CCWA) accompanied the training group on the visit to an NGO project site on Panay Island and gave a detailed explanation.

2. Preliminary Training Content

In order to confirm the results of the domestic training and to clarify the issues for the overseas training, the participants were given some homework to do, and all participants, armed with their homework results, gathered at JICA's Institute for the International Cooperation in Ichigaya on November 6. At this meeting, the content of surveys and questions to be asked in the Philippines were narrowed down, the participants were divided into groups for surveys, and role sharing was decided.

3. On-Site Training Methods and Flow

The group visited the Philippines from November 7 to 13. The projects visited were, on the NGO side, a CCWA foster-parent campaign in Iloilo Province on Panay Island and, on the JICA side, a family planning and maternal and child health project in Tarlac Province. Both of these projects have ended. By carrying out field surveys of what the continuing effects of the projects are and whether the activities are being carried on by

local residents, the participants were able to think about what is necessary for the completion of a project that has the element of sustainability. For details, please refer to the training itinerary.

In order to hear about not only the successful aspects of these projects but also inadequate points, the training group requested interviews and discussions with not only the project leaders and core members but also rank-and-file volunteers and local residents. We are very grateful to the related persons for enabling us as a result to have very substantial and thought-provoking training and investigations.

In addition, such activities as the home stay in the village supported by the CCWA enabled us to realize face-to-face exchange with residents and gave us a very valuable experience indeed. After interviews and visits in the daytime, the participants would continue discussions among themselves until late at night every day. While it was physically rather exhausting, it was a good opportunity for NGO and JICA staff to learn from and stimulate one another.

On the final day, November 13, the participants visited the JICA Philippine Office, where we received an explanation of the NGO-JICA Japan Desk and also held a report meeting on our training, attended by office staff and NGO staff stationed in the Philippines. Furthermore, after our return to Japan, a return report meeting was held at JICA s Institute for the International Cooperation on November 14. At this meeting, which was attended mainly by the participants in the domestic training, there were reports on the results of the overseas training and discussions.

Summary of Overseas Training Visit Project

1. NGO project

(1) Implementing organization

Christian Child Welfare Association (CCWA)

(2) Project site and content

Child sponsor and small-scale loan program carried out in Janiuay on Panay Island in the Philippines in cooperation with the Janiuay Calivario Community Center.

(3) Starting year of project

A scholarship program was started in 1984 (no regulation on project period). An agreement on upliftment of the social, cultural, economic, and spiritual aspects of children, their families and their communities was concluded between the JCCC and the CCWA in May 1999.

(4) Aims of project

—The healthy growth of foster children.

—The organization and continued operation of residents groups in Janiuay to continue the livelihood improvement efforts.

(5) Main programs

—Educational support for foster children (supply of scholarships, school goods and uniforms, etc.).

—Activities in the fields of health, self-enlightenment, and income improvement.

(6) Results

—About 350 people received support as foster children in the 15 years from 1984 to 1999 and completed middle and high school education, and those that have gone on to work are contributing to improving the livelihood of their families.

—Resident s groups have been organized in 10 villages in the town of Janiuay.

—After the end of support, the Janiuay Calvario Community Center became the Janiuay Calvario Multi-Purpose Cooperative and is continuing to operate sustainably.

2. JICA project

(1) Project content

Philippine Family Planning and Maternal and Child Health Project (Phase I, II)

(2) Visited project sites

Barangay health stations, Provincial Health Department, district health centers, common pharmacies, schools in Talac Province

(3) Project period

Phase I: April 1, 1992 —March 31, 1997

Phase II: April 1, 1997 —March 31, 2002

(4) Aims of project

Phase I

—Improvement of family planning and maternal and child health service supply setup in Talac Province.

—Vitalization of local health activities through the promotion of resident participation.

—Raising of the skills of personnel involved in family planning and maternal and child health.

Phase II

—Enhancement of reproductive health in the region as a whole by spreading the results obtained from Talac Province as a model to all villages in the third region.

(5) Main programs

—Support for maternal and child health centers, training of health volunteers, training of health center staff, promotion of health examinations for pregnant women and babies and infants.

—Production and diffusion of adolescence video, involvement of men in family planning, production of reproductive health teaching materials.

—Formation of NGO federation, support for management of revolving fund pharmacies, support for operation of the joint village pharmacy, puppet theater activities, production and diffusion of health video, etc.

Fiscal 2003 NGO-JICA Partnership Training

Overseas Training Itinerary

Date	Day	Time	Details
November 6	Thursday	09:20 —10:20 10:30 —11:30 11:35 —12:35 12:30 —13:30 13:30 —17:00 17:00 —	Orientation, travel procedures Explanation of NGO project to be visited Explanation of JICA project to be visited Lunch Survey preparations Dinner, transfer to hotel (to Narita)
November 7	Friday	08:00 09:30 13:45 15:15 16:20	Assemble at Narita Airport Terminal 2 Departure Arrival in Manila (transit) Depart Manila Arrival at Iloilo Airport (joined by CCWA staff member) Arrival at hotel Orientation
November 8	Saturday	09:00 10:30	Depart hotel Arrival in Janiuay Lunch Visit to Janiuay Calvario Community Center Interview with staff Visit to activity site (customers for small-scale loans, etc.) Arrival at home stay families Dinner
November 9	Sunday	11:00 — 14:00 15:30 17:00 18:00	Interviews, group visits to local activity sites Summary meeting Lunch Depart Janiuay Calvario Community Center Arrival at Iloilo Airport Depart Iloilo Airport Arrival at Manila Airport Arrival at hotel
November 10	Monday	07:30 08:00 —09:30 09:40 — 13:30	Depart hotel Visit CCWA Philippine Office Transfer to Talac Courtesy visit to Nueva Ecija Provincial Health Department Arrival at hotel Interview preparations
November 11	Tuesday	08:30 — 12:30 — 15:00 —16:00 16:30 18:30 —	Depart hotel. Visit rural health units (RHU) in three groups: (a) Talugtug (b) Guimba 1 (c) San Isidro Lunch with RHU staff, etc. Visit RHU, Barangay health station (BHS), and Barangay health workers (BHW) Arrival at hotel Group reports, discussion, presentation preparation Dinner

November 12	Wednesday	08:30 —	Depart hotel Courtesy visit to Talac Provincial Health Officer
		09:00 —11:00	Divide into two groups to inspect (a) Botika Binhi, Balibago 1 st and (b) TV99 Activities
		12:00 —	Lunch with Provincial Health Officer, staff, etc. Depart Talac and transfer to Manila Arrival at hotel Group report meeting, discussion, training report preparation
November 13	Thursday	09:00 —	Depart hotel
		10:00 —	Arrival at JICA Philippine Office. Visit NGO-JICA Japan Desk
		11:30 —	Training report meeting To airport
		14:20	Lunch
		19:35	Depart Manila Airport
		20:47	Arrival at Narita
		21:46	Depart Narita Airport Terminal 2 Station
		22:30	Arrival at Keisei Ueno Station Arrival at the Institute for the International Cooperation
November 14	Friday	09:30 —12:00	Return report meeting preparation Lunch
		13:00 —16:00	Return report meeting

List of the Members

No.	SURNAME, Given name	ORGANIZATION	NOTES
1	IGOTA, Yoshiyuki	Terra People Association Kanagawa	
2	ITO, Tokiko	Shanti Volunteer Association	
3	OKUMURA, Makiko	Domestic Partnership and Training Department, JICA	
4	ONOUÉ, Kimikazu	Domestic Partnership and Training Department, JICA	
5	KOSHIHARA, Ryoko	Japanese Organization for International Cooperation in Family Planning	
6	SUGITA, Yuko	SANE	
7	NAKAJIMA, Hideaki	AMDA International	
8	HARADA, Kyoko	Japan International Volunteer Center	
9	FUJITA, Akiko	Domestic Partnership and Training Department, JICA	
10	FURUSAWA, Mei	People to People Aid	
11	MATSUHISA, Ippei	Institute for the International Cooperation, JICA	
12	YAMADA, Tomoyuki	Secretariat of JOCV, JICA	
13	ISODA, Atsuko	Asst. Prof., Kagawa Nutrition University	Course Leader
14	TANAKA, Hiroshi	Institute for Himalayan Conservation	Sub Leader
15	SAKUDA, Tomochika	Institute for the International Cooperation, JICA	Staff

Completion of Overseas Training (Impressions of a Participant)-1

Ryoko Koshihara

Japanese Organization for International Cooperation in Family Planning

In the overseas training in the Philippines this time, all the participants thought seriously and engaged in repeated lively discussions on the topic of what are the necessary factors for the sustainability of a project. In these circumstances, what impressed me most personally was the high level of independence of the local governments and the high social status of women—in other words, the high degree of social participation of women.

In the Philippines, many administrative powers are transferred by law to the local governments, from the provincial level to the municipal level. I had heard about this aspect before, but the actual visit to the JICA family planning and maternal and child health project zone made me keenly aware of the high level of consciousness and commitment of the heads and staff of local governments (especially the municipal governments, which are nearest to the daily lives of residents). That is to say, if local governments that are closest to residents can be made aware of the importance of putting efforts into health administration, it is possible for them to formulate health plans that reflect the needs and opinions of residents, incorporate them into their budgets, and put them into practice. This is a much more efficient method than going through the vertical structure of the central government.

Also, through these visits, we had the opportunity to meet with people in various jobs—not only people working in local government but also civil servants employed in ministries and agencies and NGO staff. I was very impressed by the fact that women had obtained a firm position and could be seen actively working in all the workplaces that we visited. Just to give a general idea, I can remember the dashing woman mayor of San Isidro, the women staff of the Health Ministry, the women doctors and midwives working at health centers, the women volunteers working as intermediaries between the residents and the administration, the women working for the NGO that is carrying on the activities of the CCWA, and the women who are active as members of residents associations. In many places, there were as many women as men and sometimes more. Of course, what we saw in the places that we visited does not necessarily apply to the whole of the Philippines in general, and consideration must be given to the fact that it is relatively easy for women to work in the health and education fields. Moreover, the visits this time did not reveal any direct connection between the social participation of women and the sustainability of projects. But nevertheless, I was curious about the

situation, and a look at reference materials later revealed that indeed the level of social participation of women in the Philippines is almost no different from the level in Japan. (According to the gender empowerment index in the 2002 edition of the United Nations Development Program's *Human Development Report*, Japan ranks thirty-second in the world at 0.527 and the Philippines thirty-five at 0.523.)

There is no immediate answer to the question of whether there is any connection between the sustainability of projects and the degree of women's social participation. But given the present situation of assistance in the world, in which the consideration of gender is becoming essential in project planning, implementation, and evaluation, it seems that this kind of discussion is already taking place. In next year's training and beyond, if sustainability is the theme, then I would definitely like to see this issue taken up.

Completion of Overseas Training (Impressions of a Participant)-2

Hideaki Nakajima

AMDA International

Solidify It Together, Soften It Together

It is already long time since we had the hectic but condensed training and we are in a New Year. I put the title of this essay with an image of making rice cake that we eat mainly at the beginning of the year. Otherwise, this may sound a little educational? Anyway, this is the motto, which I held through the training, on one of the principles in security of self-sustainability of projects of development aid.

We were informed that the members had difficulties in staff and financial management in the project that had been supported by a Japanese NGO. Organizations fall into collapse, as soon as something is wrong with mobility and relation among people who are the basis and money that is the lubricant of projects. The above-mentioned project members overcame the difficulties by making manuals and self-monitoring. They got in solidarity again and carry out their projects on self-management.

However, even solid organizations may have crack if self-management is made the only supreme goal and manuals rule people, as is often the case. Clarification and sharing of common target goals is necessary. Then, organizations become flexible and develop.

In this context I felt that JICA's project was an example. Knowledge and techniques were shared and exchanged between health stations in villages (Barangay Health Station: BHS) and their referral center, Rural Health Unit (RHU), to provide local people with quality medical services. I was happy to feel that everybody - the chief young doctor of the RHU, the health workers like his aunts and the volunteers at the BHS like tough mammies - looked happy to help people and seemed to love their work. This may be because I took them close as a project officer of maternal and child health care.

All above is never others' concern. Everything is true of us. Let's solidify and soften it together like making rice cake that is hard but soft - I believe that I should keep this in mind in carrying out projects, working in a group, and living as an individual.

I would like to express my sincere gratitude to all concerned of the NGO and JICA who had all the trouble to show us their projects and forgave our rudeness.

Completion of Overseas Training (Impressions of a Participant)-3

Akiko Fujita

Domestic Partnership and Training Department, JICA

Discovery of Human Resources Necessary for the Sustainability of Projects

The statement that “an essential factor in the sustainability of projects is the development of human resources” has become a rather well-worn phrase quoted in many books on assistance so far, but I was made to think more about this concept.

In the implementation of overseas projects, whether by JICA or NGOs, the worry in many cases is that the assistance effect does not continue. However, our visit to the Philippines this time showed us two organizations that have magnificently achieved independence from projects and put down roots in the local community. In analyzing the reasons for this sustainability, we were able to encounter two women who are contributing in an important way as behind-the-scenes forces.

One of the women was Mrs. Borra, whom we met in the CCWA project. She is a foster parent in the CCWA’s foster-child project and at present is the collector of dues for the parents’ association. In a situation in which other parents’ associations have been forced to suspend their activities because of bad debts, the misuse of funds, and so on, Mrs. Borra has introduced a collection system with penalties for arrears and so on, almost as if she has actually studied economics.

The other woman was a doctor whom we encountered in the JICA project. This young doctor at a Barangay health station skillfully manages health workers who are older than she is and diligently gathers and utilizes health and sanitation data. Although our interview there only lasted for about half a day, I was able to see clearly that this woman has gained the respect of related persons as the doctor of the Barangay.

People have various characteristics. Some people are suited to administrative work, others are good at managing people as a team. However wonderful the transfer of technology might be, things will not go well if the work does not suit the characters of the people involved. In each of the two places that we visited this time, it seems that talented human resources have been assigned to the right positions for them, an environment has been built in which they are able to use their abilities, technology has been transferred, and their abilities have blossomed. Both of these women have a love for and pride in their work, so they are able to work animatedly as attractive career women. Drawn by this attraction, people related to the project seem to have gathered around these two women and unified their ranks. So, when talking about the concept of

human resources development, I realized again the importance of finding the right person for the right job.

At the same time, although these two projects are making good use of local human resources and the project effect is being realized, successors for the two women have not yet been nurtured. The two women intend to remain active in their positions for some time, but still, for continued development in the future, after the tapping of local human resources, the cultivation of successors is going to be an important issue.

Finally, I would like to express my gratitude to the related persons who worked so hard to make preparations for giving me the opportunity to participate in this training, an opportunity that I would certainly not be able to gain through my usual work.