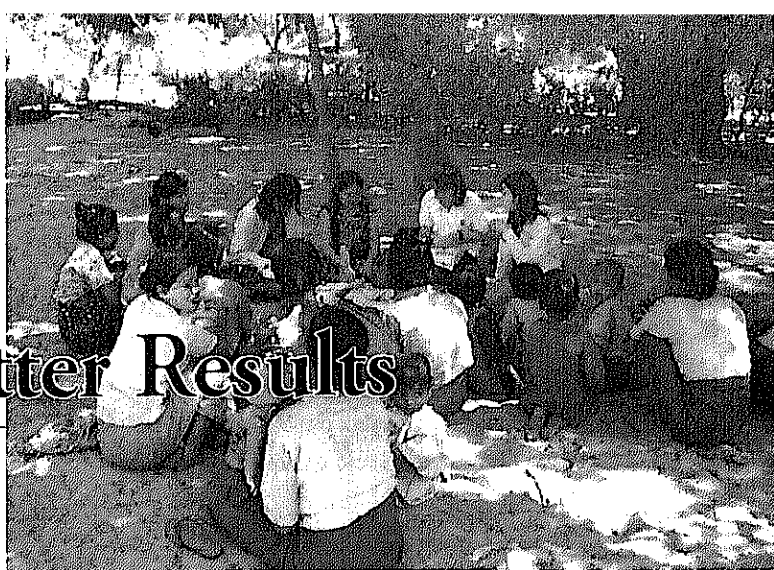


Chapter 3

1 Achieving Better Results

—Evaluation—



Interview with a farmers' group (Myanmar)

More Effective and Efficient Cooperation

In order to implement more effective and efficient cooperation, it is important to implement projects that meet the needs of developing countries. It is also important to evaluate what has been achieved by the projects, and then reflect the lessons and recommendations on improvements in the implementation of new projects. The purpose of JICA's project evaluations is to assess the relevance of a project and cooperation effectiveness as objectively as possible at the ex-ante, mid-term, terminal, and ex-post stages. JICA strives to implement more effective and efficient cooperation with the support and understanding of Japanese citizens by utilizing the results of evaluation in planning and improvement of projects and in securing accountability*.

■ Three Perspectives in Evaluation

JICA's project evaluation can be classified into the following three perspectives.

1. Evaluation Focus

ODA evaluation can be classified into three levels—policy, program and project levels—among which JICA conducts project and program levels of evaluation (See Figure 3-7).

Project evaluation is evaluation for individual projects and conducted by the operating department and JICA overseas offices. It is for deciding on whether to continue or adjust cooperation activities, reflecting lessons on similar projects, and securing accountability.

On the other hand, JICA's program evaluation evaluates several projects which share overall goals (end outcomes) and/or development issues or programs of specified cooperation schemes such as volunteer programs or disaster relief programs comprehensively. These evaluations are carried out as country program evaluations or thematic evaluations under the supervision of the Office of Evaluation of the Planning and Coordination Department of JICA. These evaluation results

are used for improving JICA country programs and sector-specified guidelines, as well as for identifying and planning new projects.

2. Evaluation within Operating Cycle

Project level evaluations are classified into four types within operating cycles: ex-ante, mid-term, terminal, and ex-post. All program level evaluations are categorized as ex-post evaluations.

1) Ex-ante evaluation

The ex-ante evaluation is carried out prior to the implementation of a project to examine needs and priorities of the recipient country, consistencies with the aid policy of Japan, and JICA country programs. Also it is conducted to clarify the predicted effect of cooperation through detailed examinations of projects and to examine and evaluate the appropriateness of a project comprehensively. Indicators of a project made at the ex-ante stage will be used to measure the effects of cooperation from mid-term to ex-post evaluations.

2) Mid-term evaluation

The mid-term evaluation is conducted during implementation of a project for understanding achievement of the project and the implementation process. It is conducted for evaluating the project from the perspective of relevance and efficiency, reviewing the original plan, and strengthening project management if necessary to achieve the goals.

3) Terminal evaluation

The terminal evaluation is conducted to evaluate the achievement of the project purpose and efficiency of the project comprehensively. Based on the result, it is decided whether to finish, extend, or follow-up the project.

4) Ex-post evaluation

The ex-post evaluation is conducted a few years after completion of the project to verify impact primarily (effectiveness) and sustainability as well as obtain lessons and recommendations that could primarily improve JICA country programs and planning and implementing of similar projects in the future.

3. Evaluation by Types of Evaluators

JICA's evaluations can be classified by the evaluator as follows.

1) Evaluation by JICA (internal evaluation)

JICA conducts evaluation in cooperation with external experts and consultants, under the initiative of JICA's related personnel who are engaged in project management, in order to understand the situations and needs for project management and review.

JICA promotes secondary evaluations which are evaluated by third parties to maintain transparency and objectivity by entrusting evaluation to external experts (scholars, journalists, NGOs, etc.) who possess knowledge and experience in development aid and JICA projects.

2) Evaluation by third parties (external evaluation)

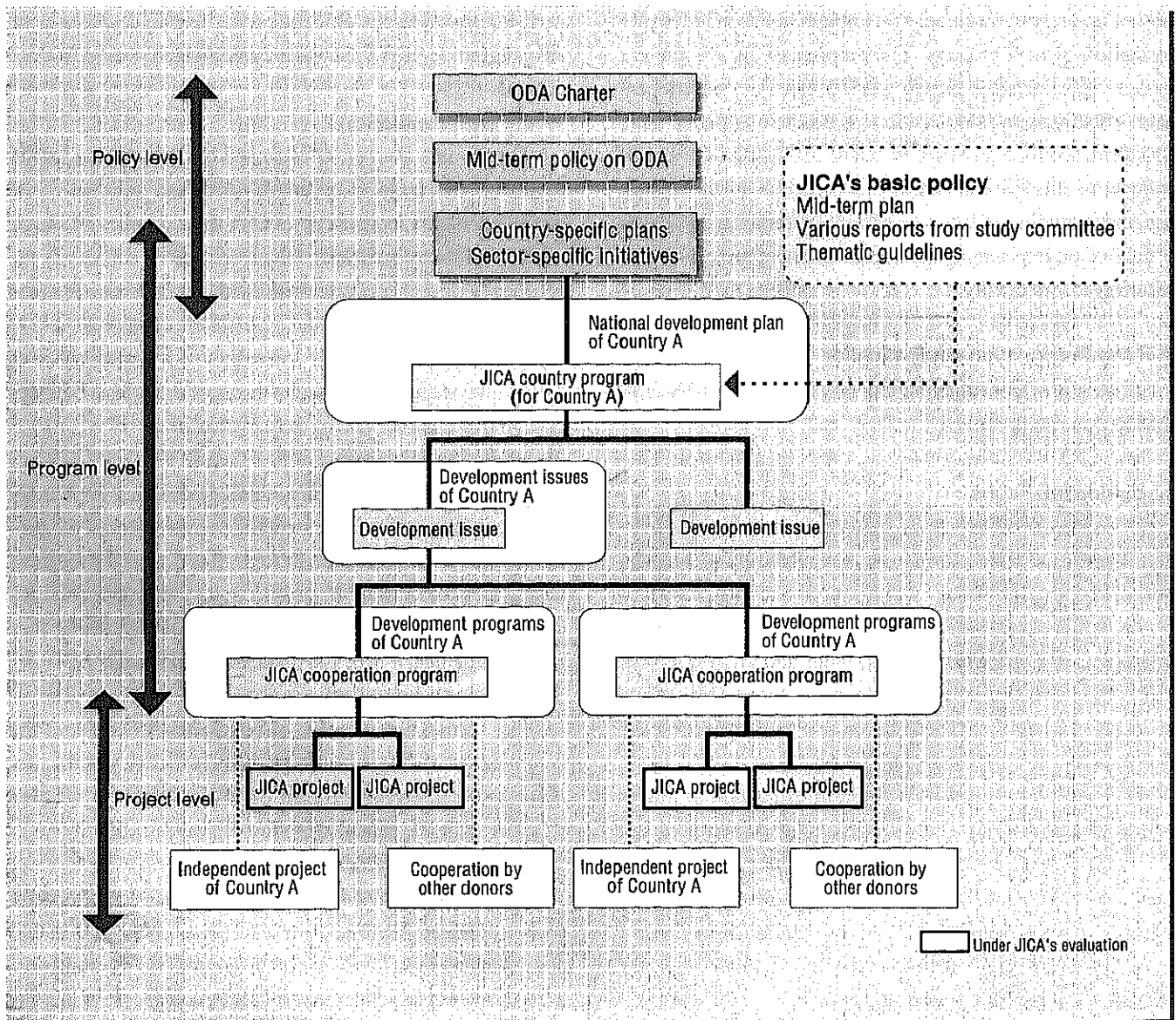
External experts and organizations that are not involved in

the planning and implementation of the evaluated project (universities, research institutes, academics and consultants, etc.) conduct evaluations. This evaluation is conducted for the purpose of maintaining the quality and objectivity of the evaluation.

3) Joint evaluation

This evaluation is conducted in collaboration with related agencies in partner countries or with other donors*. Since JICA conducts evaluations with partner countries jointly, JICA can share the effects and problems of cooperation with partner countries. Through joint evaluation, a counterpart* can learn the methods of evaluation. Since all cooperation activities implemented by JICA are implemented jointly, project level evaluations are conducted in joint evaluations, from ex-ante to terminal evaluation. Program level evaluations are also conducted with the participation of the partner county,

Figure 3-6 ODA System and JICA's Evaluation



and evaluation results are fed back to those involved in the partner country.

A joint evaluation carried out with other donors is effective for leaning about each other and strengthening aid coordination.

Methods of Evaluation

Project evaluation conducted by JICA is structured with three frameworks: (1) assessing performance; (2) making a value judgment based on the five evaluation criteria; and (3) making recommendations, drawing lessons learned, and feeding back to the next stage. (Details of the method of evaluation of JICA's projects are described in "The Practical Method of Project Evaluation—the Revised Version of the JICA's Evaluation Guidelines" (March 2004, Japan International Cooperation Publishing Co., Ltd.). The guidelines are also available on JICA's homepage.)

1. Assessing Performance of a Project

The evaluation study first examines achievement with regards to what has been achieved in the project and whether the achievements are favorable. It then checks and analyzes the implementation process with regards to what is happening in the process toward its achievement and how it affects the achievements. Furthermore, it examines the causal relationships between the project and the outcome to determine whether or not what is achieved is the result of the implementation of the project.

2. Value Judgment Based on Five Evaluation Criteria

Next, a value judgment is made based on the results of checking the circumstances and examining the project. JICA adopted five evaluation criteria (relevance, effectiveness, efficiency, impact, and sustainability) for conducting an evaluation, which was proposed by the Development Assistance Committee (DAC*) of the Organization for Economic Co-

Figure 3-7 Position of Evaluation within JICA's Project Cycle

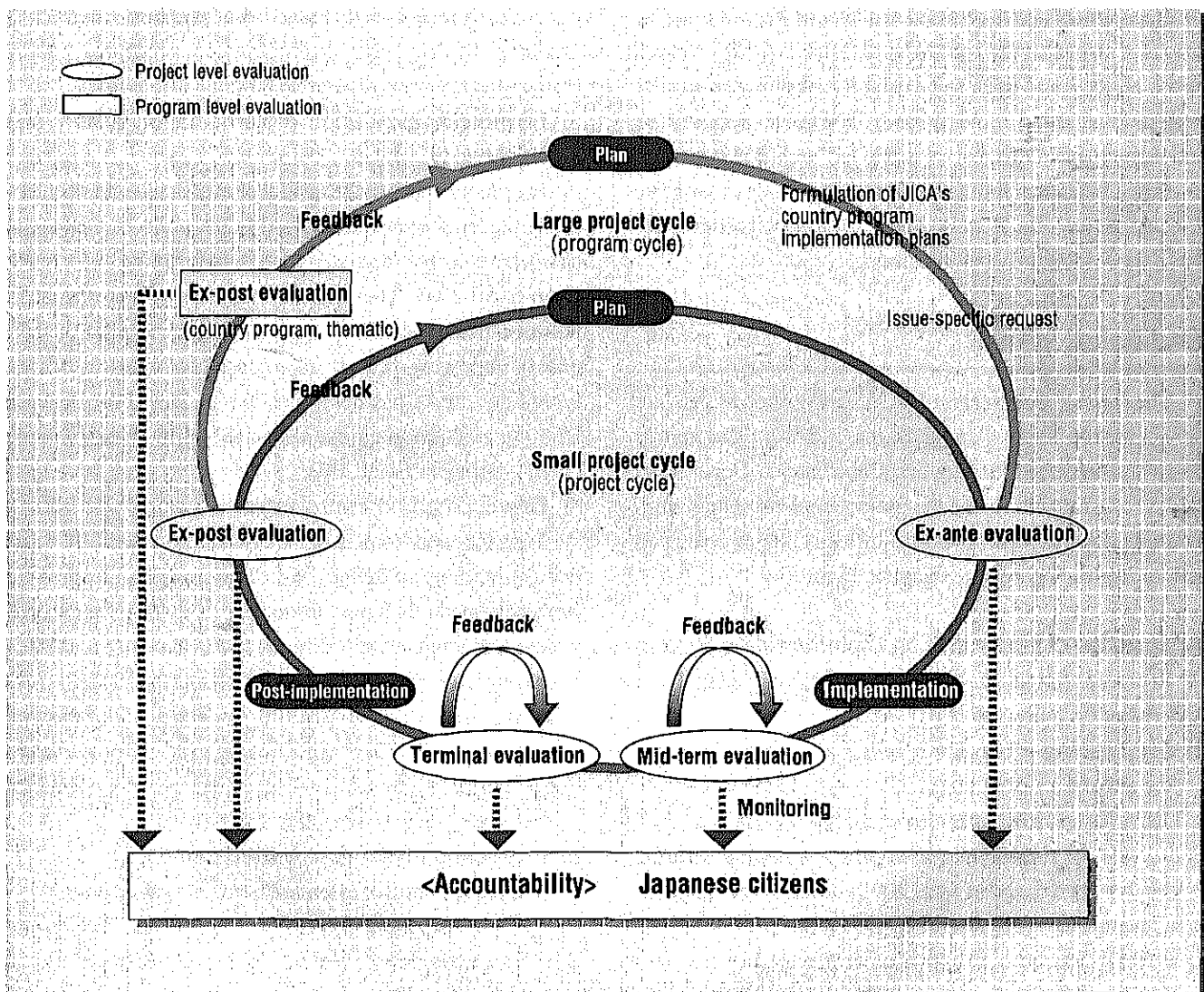


Table 3-8 Perspectives of Five Evaluation Criteria

Relevance	Questions validity and necessity of aid project with regard to whether the objectives of a project meets the needs of the beneficiary, whether they are suitable for the solution to problems or issues of the target area and sector, or whether they are consistent with the policies of the donor.
Effectiveness	Questions whether or not the beneficiary or the society really benefits from the implementation of a project.
Efficiency	Questions whether or not resources are effectively utilized, focusing on the relationship between the cost and output of a project.
Impact	Confirms long-term and indirect impact and synergy effects brought on by the implementation of a project, including unexpected positive and negative impacts.
Sustainability	Questions whether or not the effects generated in the project are sustained even after completion of a project.

operation and Development (OECD) in 1991 (Figure 3-8). These five criteria are meant to be used for evaluating development assistance activities from a comprehensive range of criteria.

3. Recommendations, Lessons Learned and Feedback

Recommendations obtained and lessons learned from the results of an evaluation need to be fed back to those involved in the projects and have to be used for planning of similar projects or adjusting implementation. In order to make lessons and recommendations that are easily fed back, it is important to clarify the contributing and inhibiting factors that have affected the projects. It is also important to specify the recipient of the feedback and the timeframe.

Evaluation System

The current components of JICA's evaluation system are the Evaluation Study Committee, the Advisory Committee on Evaluation, the Planning and Coordination Department (Office of Evaluation), and the project implementation division (headquarters and overseas offices). Major roles and activities of each group are shown in Figure 3-9.

Expansion of the Evaluation Implementation System

In order to further strengthen the evaluation system, JICA undertakes the following steps.

1) Establishing a consistent evaluation system from ex-ante to ex-post stage

JICA has made an effort to establish a consistent evaluation system from ex-ante to ex-post. The ex-ante evaluation system was introduced in fiscal 2001 and the ex-post evaluation system which is conducted by each project in fiscal 2002. Overseas offices are in charge of ex-post evaluations to feed-back to formulate new projects with the participation of the

counterparts.

2) Expanding the coverage of evaluation

JICA implements a wide range of programs other than technical cooperation, and thus promotes developing and introducing evaluation methods that suit the characteristics of project and implementation. In fiscal 2003, JICA worked on the development and introduction of evaluation methods in Disaster Relief Program, volunteer programs, JICA Partnership Program, and group training programs.

3) Reinforcing evaluation implementation system and its capacity

In order to improve the quality of evaluation and strengthen the feedback of evaluation results into projects, evaluation chiefs have been allocated to each implementing department since fiscal 2003. They are the members of the evaluation network. Evaluation chiefs are attending training for the purpose of improving the evaluation capacity of overseas offices. In addition, JICA has developed and delivered the distance learning evaluation course with the World Bank Institute (WBI) starting in fiscal 2003.

4) Developing and improving evaluation methods

With the enhancement of the evaluation system, JICA has been compiling guidelines and developing and improving evaluation methods that are the tools of evaluation for expanding evaluations in terms of quantity and quality. In fiscal 2003, based on reinforcing feedback of implementation and results of evaluations, JICA revised the guidelines and published "*Practical Methods of Project Evaluation*." Ex-post evaluation guidelines for overseas office were prepared for conducting ex-post evaluation smoothly.

5) Promoting evaluation by third parties

The participation of external experts in evaluation is effective not only for securing objectivity in evaluations but also for improving the quality of evaluations through the use of special knowledge of experts. Thus, JICA strives to expand external

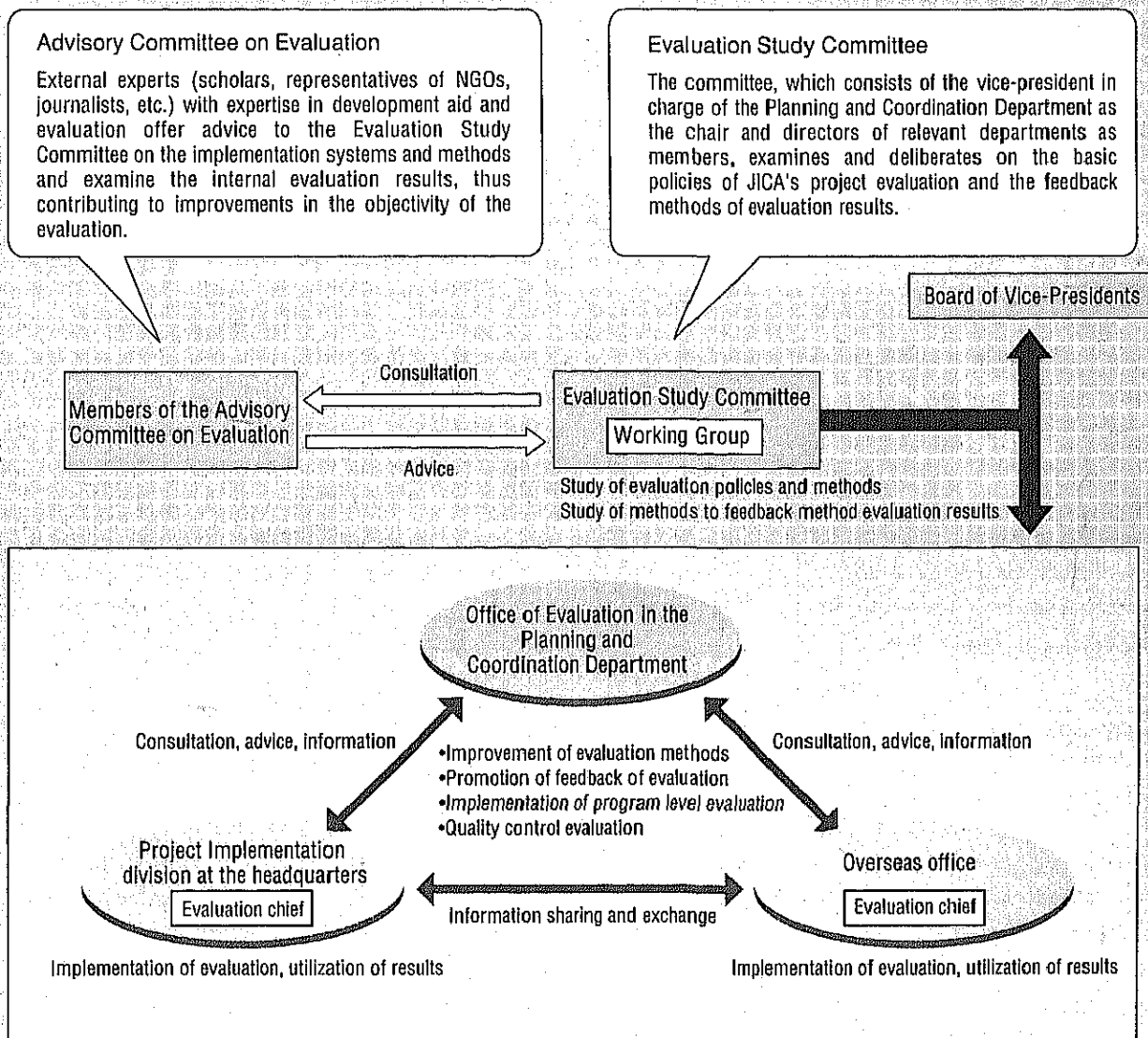
evaluations by entrusting them to external organizations such as academic societies. At the same time, the Advisory Committee on Evaluation conducts secondary evaluations to examine internal evaluations conducted by JICA.

6) Enhancing disclosure of evaluation results

In order to disclose evaluation results promptly and accurately, a disclosure system of evaluation results on the website has been introduced, and the *Annual Evaluation Report* has been renewed. Specifically, summaries of results of all evaluations from ex-ante to ex-post have been disclosed on the

website immediately after the completion of evaluations starting in fiscal 2003. Though the *Annual Evaluation Report* in the past included the result of each evaluation, it now includes the results of in-depth analysis comprehensively. Under the theme "Toward a Learning Organization," the *Annual Evaluation Report 2003* includes comprehensive analysis concerning situations and issues of projects, the results of secondary evaluation conducted by the Advisory Committee, and the feedback of evaluation results (*The Annual Evaluation Report 2003* is available on the JICA homepage).

Figure 3-9 Evaluation Implementation System of JICA



2

Realize Detailed Follow-ups

—Follow-up Cooperation—



Alumni of former participants of the Youth Invitation Program in Thailand

Necessity of Follow-up Cooperation

Realizing 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 counterparts* of technical cooperation.

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

Follow-up in Detail

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.

One example is a high school building that was built in Tonga. There was no public high school on the Vavau Islands. Vavau High School was constructed using grant aid from Japan in the capital, Tongatapu Island, which is approximately 280km from Vavau Islands. Between 600 and 700 students were studying there. However, when a cyclone with a wind velocity of 70m/s hit the island in 2001, electric poles and palm trees were knocked down, power and water were cut off, and houses collapsed completely or partially, leaving devastation throughout the islands. Part of the roof (400m²) of the Vavau High School was blown off. The government of Tonga, suffering from a financial crisis, was provided with emergency reconstruction assistance; however, there was no plan for restoring the school building. In response, JICA dispatched a follow-up study team to investigate the damage and consider possible action. As a result, renovation work was undertaken with concern not only for the disruption of classes, but also for the spread of damage from rain and wind.

Another example is the Kenya Medical Research Institute that was built in Kenya, Africa, using grant aid from Japan in 1983. A laboratory and analysis equipment were subsequently provided with grant aid in 1997. This equipment is vital for producing reagent kits in an effort to combat HIV/AIDS, which has become a serious social concern in Kenya. Later, the institute successfully developed an HIV/AIDS reagent kit and has contributed to the securing of safe blood supplies for transfusion. However, a series of accidents occurred, including an air leak in the laboratory and a breakdown of equipment, thus causing a dangerous situation with regards to handling genes and the HIV virus in the laboratory. In the wake of these events, the government of Kenya requested follow-up cooperation from JICA to review emergency measures and establish warning systems. A renovation plan was formulated in the follow-up study conducted in response, and emergency

work commenced in September 2003 based on the plan. At present, a technical cooperation project called the Research and Control of Infectious Disease Project, which is scheduled to end by 2006, is under way in the renovated laboratory.

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 20,000. 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 a 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 5 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. An aftercare 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 (98 alumni associations as of the end of fiscal 2003).

In January 2004, eight countries in Southeast Asia—Timor-Leste, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Viet Nam and Thailand—got together in Bangkok and held active discussions on the management of alumni associations. As a result, they proposed the establishment of a homepage for each alumni association and reinforced coordination among associations and information exchange using the homepage. It was agreed that each alumni

Front Line

● Tokyo Viet Nam Waste Training

Follow-up Conference Using JICA-Net

Former Training Participants

New attempt

JICA has been promoting new assistance for former training participants using JICA-Net*. The Tokyo International Center held a follow-up conference for Waste Management Training for Viet Nam using JICA-Net in February 2004.

In the capital of Viet Nam, Hanoi, the management of increasing waste accompanied by population growth has become a serious issue. The Tokyo International Center, with the help of the Environment Bureau of the Headquarters of the Governor of Tokyo, invited 20 administrators and technical officers in the field of waste management from Hanoi City and offered training for waste management from 1999 to 2003.

The follow-up conference was held for those training participants who were back in their home country. Seventeen gathered in the conference hall in Viet Nam, and consultants and former experts involved in the development study as well as those involved in the training course assembled at the hall in Tokyo.

Supporting activities after returning home

The outcomes of the training course were reported in detail at the conference, including the inception of separated waste collection in model districts of Hanoi and the introduction of environmental education in school curriculum. It was made especially clear that the amount of waste generated in Hanoi City has been increasing faster than expected. The experts from Japan pointed out the need for better information collection through monitoring, as well as a review of the master plan based on the information collected. In response, it was decided that a review of the master plan would be considered based on the initiative of the former training participants. Some former training participants presented several issues, such as educational campaigns on separated waste collection for residents and treatment methods of leach water coming from waste. Advice on these issues was given by experts and will be addressed in future cooperation.



Implement effective follow-up using JICA-Net

Follow-up activities using JICA-Net provide a valuable opportunity to directly confirm the outcome of training through sharing of activities with training participants after they return home. At the same time, knowing about the active roles they play back in their home country encourages training providers. We believe the outcome reflects the true value of training. Therefore, JICA has started activities with a view to the importance of follow-up, together with training in Japan.

(Tokyo International Center)

association would work on it by participating countries.

In addition to alumni activities, JICA successfully supports the activities of individual former training participants and organizations and agencies in a new form of software-type follow-up cooperation.

For example, in Brazil, from December 2003 to March 2004, former training participants in the field of maternal and child health developed a manual for humanizing childbirth, such as natural delivery, and held a seminar at a hospital hall in Sao Paulo City, which was supported by JICA.

The manuals were distributed at the seminar, and the seminar turned out to be quite popular, with 400 participants in a hall that held 270. Doctors practicing childbirth and medical care for newborns, nurses, and nursing students all participated in the seminar and the importance of natural delivery was conveyed to the people in Brazil, where the rate of delivery by Caesarian section is high. Bringing the knowledge and manuals back to their own workplaces, the participants are expected to disseminate the knowledge by holding study meetings and other activities.

A hardware-type of follow-up cooperation has been conducted in the form of providing spare parts and repairs for well-drilling equipment provided in the Project for the Supply of Drinking Water in Villages of Gaza Province, Mozambique (grant aid cooperation). JICA supported the project by holding seminars to strengthen maintenance and management capacities of the wells built through the project.

The seminars were conducted in the form of a caravan system targeting the five counties of Gaza Province where wells were built. Relevant personnel from the government

and municipal organizations, NGOs, and community groups got together in each county, and lectures and panel discussions were held on the maintenance and management of the wells. One significant outcome has been the sharing of know-how that can be of use to the local residents when management of the wells is handed over to them in the future.

■ Follow-up on Development Studies

In addition to the aforementioned 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 2003, 1,377 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.

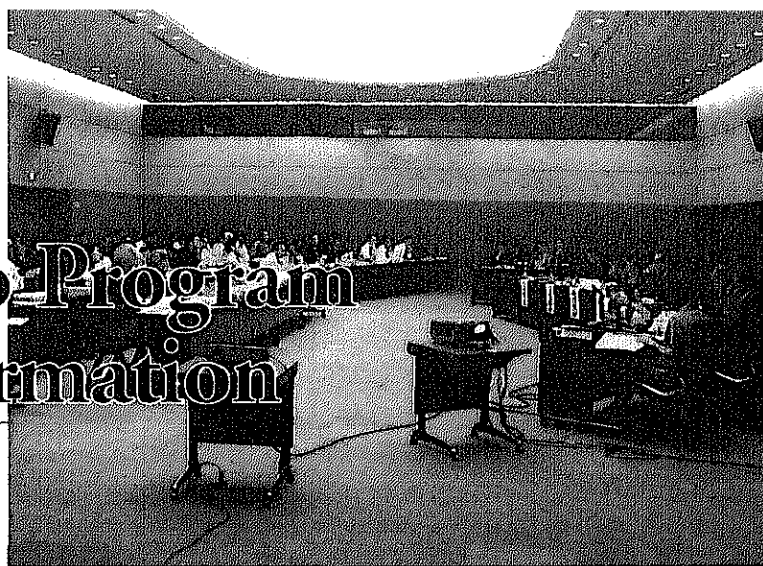
■ Importance of Feedback

As explained above, even after completion of projects, 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—



Open workshop for Pakistan country study

Table 3-10 List of Research Conducted in FY 2003

Review on Experiences of Project Implementation and Improvement of Aid Methodologies	
	Research on Review of Environmental and Social Considerations
	International Cooperation with Japanese Immigrants Communities in Latin America
	Regional Activities in Japan Applicable to Developing Countries
	Japan's Experiences in Education and Health Sectors (Phase 1)
	Japan's Experiences in Education and Health Sectors (Phase 2)
	Cooperation in Solid Waste Management in Developing Countries
	Evaluation on JICA Volunteer Programs
Country- and Region-wise Aid Strategies/Sectorial and Thematic Aid Strategies	
	Pakistan
	Thailand
	Bolivia
	Africa
	Northeast Asia/Angola (Background Papers)
	Social Security System
	Water Sector
	Population and Development (Phase 2)
	Gender and WID (Phase 2)
	Framework for Effective Assistance on Governance
	Approaches for Systematic Planning of Development Projects (Agriculture and Rural Development, Reproductive Health, Water Resources)
	Poverty Reduction and Human Security
Compilation and Examination on Trends of Development Theories and Aid Approaches	
	Trends of Aid Approaches
	Review on PRSP Process in Asia and Africa
	Capacity Development
	Background Paper on Human Security
	Discussion on PRSP and Aid Coordination
International Conference	
	International Search and Rescue Advisory Group (INSARAG) Asian Regional Meeting
	International Symposium on Refugees in Africa
	International Symposium on Capacity Development and Aid Effectiveness 2
Guest Researchers Program	
	14 guest researchers

■ Research Category Title of Research

Note: The English reports are not always available for the research listed above.

Purposes of Research Activities

The progress of globalization brings about the large-scale mobility of people, goods, money, and information across borders. Consequently, there is a greater need for actions on a global scale to address issues that the international society is facing, such as climate change, infectious diseases, conflicts, and conservation control of water and other common resources. Many global issues* are closely related to serious poverty problems in developing countries. The international community must grasp the needs more carefully and respond to them more flexibly in combination with efforts of the developing countries themselves.

JICA's research activities, which aim to contribute to the implementation of effective and high quality aid, extract the essence of past project cases to improve and examine aid methods with regard to the means of addressing issues and themes related to development and aid. In order to respond to country- and region-specific needs precisely, JICA also plays a role in conducting analysis and presenting proposals for the formulation of aid strategies, as well as in systemizing information on aid trends and the deployment of development theories that can be disseminated within JICA.

Research activities involve study committees, which consist of external experts affiliated with related institutions such as universities and research institutes, and are held with the participation of senior advisors* and staff members of JICA. In addition, a guest researcher program to entrust research in specific issues to knowledgeable experts, seminars, etc. is introduced. These activities contribute significantly to the formation of networks between JICA and these related institutions while also fulfilling their primary objective of assisting in the preparation of country, regional, and issue guidelines.

Furthermore, JICA staff themselves play a central role in research through summarizing results in small groups or entrusting part of the research to research institutes overseas on themes about which there is little knowledge inside Japan. In

this way flexible administration in organizing studies is intended. The network with overseas research institutes is expanded by providing content from JICA to them and sharing research reports of each institute on a joint website.

JICA is strengthening the administration of research for the purpose of widely disseminating and sharing research findings more useful for operations. Figure 3-11 shows the medium-term direction of research implemented at JICA. Efforts are made so that high quality research that leads to more efficient aid management and more strategic operations is implemented in the most suitable place inside JICA, and that the findings are effectively disseminated both inside and outside JICA. The product image and targeted users are clearly identified for each research, and the dissemination of the

achievements through disclosure on the JICA website and links with various websites are promoted.

To promote utilization of achievements, it is important to bring the contents to the attention of many people involved and help deepen their understanding of those achievements. JICA is working to convey the ideas of the people involved in the final reports by holding open seminars on many themes, and spreading the achievements through open seminars. In country study, opinions of local users in the field are collected through local surveys and TV-conferences. At the ending of the study, the study committee members are dispatched to the country in collaboration with the regional department in charge to hold seminars for dissemination of results to those involved with the government of the recipient country, NGOs,

Front Line

● Institute for International Cooperation Educational Development in Developing Countries Based on Development in Japan

Learning Lessons from Japan's Experiences

Research

Utilizing experience in the field of basic education

Counterparts* and training participants from developing countries often ask, "How did Japan develop? I would like to know the history and the measures taken." However, for a long time the development experience of Japan has never been summarized and analyzed from the perspectives of developing countries, and thus it was difficult to effectively deliver the experience of Japan in such a way that the people of developing countries could apply it to fields of aid. Accordingly, the Institute for International Cooperation carried out research to organize and analyze the experience of Japan from the perspective of education issues facing developing countries with regard to basic education cooperation, which Japan has announced it will carry out by utilizing its own experience in the field.

One of the examples

When the modern educational system was introduced in the early Meiji era, Japan also had problems such as diffusion of education, quality improvement, and improvement of management in the same way that developing countries have been facing now in education. Positioning basic education as a national

priority, Japan made efforts to spread and develop an educational system that was unique to Japan by learning about the European and American systems and adopting components on a trial-and-error basis. In the teaching fields, teacher training for the purpose of improving education was enforced. With all these efforts, Japan's basic education has spread almost 100% throughout the country, increasing the overall educational level of the people.

Japan's various experiences in tackling issues in basic education cannot be utilized unchanged in developing countries, which have different histories and societies. However, they attract attention as one example with many suggestions, thus drawing attention to reports inside and outside the country. When published in Japan, those reports were translated into English, Spanish, and French. To introduce the experiences of Japan in an easy-to-understand manner, video materials were produced in Japanese, English, Spanish, and French, and now they are used in the fields of aid across the world.

As for the experience of Japan, research in the field of health is conducted and reports and videos are produced. JICA will continue to organize its experiences in other important fields of development in the future

(Institute for International Cooperation)



Report summarizing research results



CD-ROM material



Comprehensive study recently introduced on Japan's school education

and mass media, as well as to Japan's ODA-related personnel.

Results for FY2003

In fiscal 2003, 24 research projects were carried out as shown in Table 3-10.

"Poverty Reduction and Human Security" and "Capacity Development" will be continued in fiscal 2004 as important research that will suggest the future direction of JICA.

As an attempt to present the results in a reader-friendly way, "*Approaches for Systematic Planning of Development Projects*," with comprehensive matrices that describe issues and measures to be taken in JICA schemes for each development agenda, are released in series. For "*Japan's Development Experiences*" series (education and health sector), a video and a side reader are produced for more convenient utilization in the field.

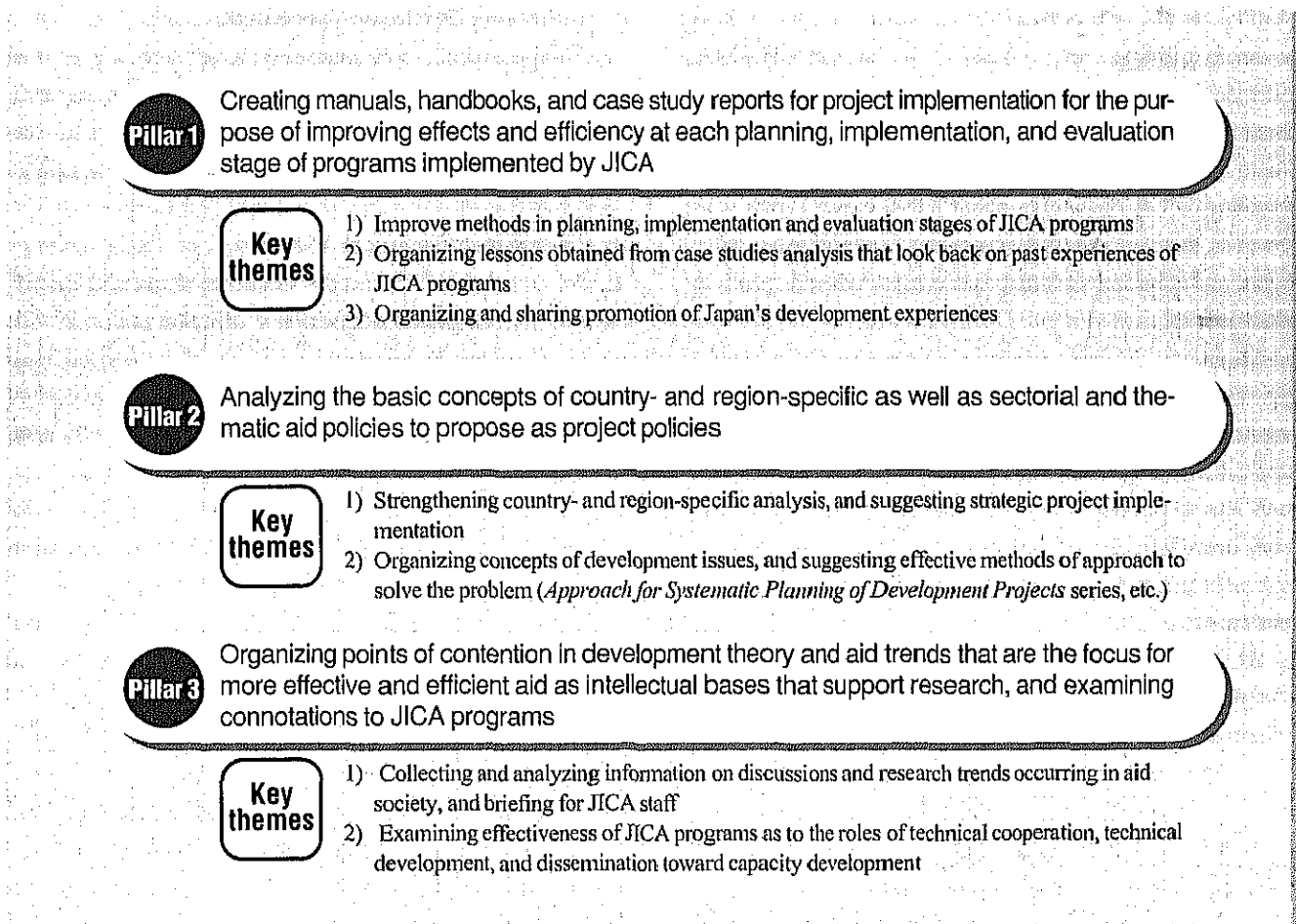
Many research results have been utilized for the formulation of guidelines of JICA programs, improvement of cooperation methods, staff and prospective experts training. Two reports, "*Guidebook on Aid Trends*" and "*Japan's Experiences in Education*," which were brought to public in fiscal 2003, were designed to be comprehensive and useful to

people other than JICA-related personnel. The latter was utilized at the open seminar for the further diffusion of results.

Research on 14 topics was carried out under the guest researcher program, which commissions specialists to perform research on specific issues. This also helps to build a network with universities and research institutes.

We hold international conferences on technology transfer* inviting personnel from developing countries and international organizations whose work is related to technical cooperation. These conferences give the participants the opportunity to take part in exchanges of information and opinions on themes that require coordination between a number of donor* countries and agencies. Recently, various schemes to raise the effectiveness and efficiency of aid have been introduced in developing countries, and the perspective of capacity development—that is, to improve the capacity of individuals, organizations, and society in developing countries, and therefore promote sustainable development*—has been emphasized. In line with this trend, an international symposium "Capacity Development and Aid Effectiveness 2: From Concept to Practice" was held in February 2004. JICA also co-hosted another two international conferences.

Figure 3-11 Medium-term Direction of JICA Research



2 Secure and Nurture Human Resources

—Recruitment and Training of Technical Cooperation Experts—



Expert giving a seminar for indigenous people in Guatemala

Training and Recruitment of Human Resources

■ Diversification of Required Human Resources

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, there are not many 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), measures against poverty, and governance. 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 assumed 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.

Systems Responding to Requests

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 2003.

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 2003, 35 specialists were recruited.

3. Specialized Technical Advisors

Personnel with advanced specialized skills and knowledge as well as plentiful experience offer advice on a wide range of technical cooperation matters. At the end of fiscal 2003, two advisors were active in this capacity, one in each of the fields of mining and manufacturing industry development, and agricultural development.

4. International Cooperation Personnel Registration System

There are increasing needs for intellectual support such as legal system improvement and global issues* like the alleviation of poverty 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 registered

and recruited. As of the end of fiscal 2003, 4,607 were registered under this system, and 224 among them were recruited as experts in fiscal 2003.

5. International Cooperation Liaison Association for Returning Experts

The International Cooperation Liaison Association for Returning Experts is a network of experts who have returned to Japan after carrying out activities on the front line in developing countries as actors in technical cooperation of JICA. Many experts participate in various regional activities after returning home as persons who possess understanding of international cooperation and experience in ODA fields, thus contributing to the promotion of international cooperation and exchange.

As of the end of fiscal 2003, liaison associations with around 3,440 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 Japan Overseas Cooperation Volunteers (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 2003, 40 young people were recruited, and 134 people, including those from the previous year, took part in job 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 job training at agencies other than JICA and, when necessary, JICA headquarters. 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 2003, three people were recruited, and three including persons 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 staff. 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 2003, 31 people (four from NGOs and the private sector, seven from national government, five former JOCVs, and 15 members of JICA staff) were sent to educational and research institutions in both developed and developing countries. The subjects studied included social development, agricultural and rural development, health and medical care, and peacebuilding in developing countries. The studies were conducted at graduate schools and research institutes in Europe, the US, or developing countries. 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 2003, 23 people started training at graduate schools such as the National Graduate Institute for Policy Studies. The training covers areas such as development assistance policies and development economics, health and medical care, agricultural development, etc.

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 2003, training was conducted for four people.

5. Individual Training for Prospective JICA Experts

This is for participants who have practical experience in the field of international cooperation and intend to work as technical cooperation experts in the future. Through personalized programs lasting up to one year, participants receive practical and technical training both in Japan and overseas to become experts who can serve at any time to meet the diversifying and advanced needs of technical cooperation. This scheme started in the latter half of fiscal 2003 integrating the Carrier Progress System, the Associate Specialists Phase 2,

Table 3-12 Training Courses for Future JICA Experts Held in FY 2003

First Course June 16 to August 8	Second Course October 6 to November 28	Third Course January 19 to March 12
Rural development Infrastructure*	Forest environment Conservation of marine environments	Rural infrastructure readjustment Infrastructure
Primary health care	Technical education and vocational training	Education
Poverty alleviation	Reproductive health*	Global environment
Legal and judicial system reform	Methodology of social and gender* analysis	Environment sanitation Post-conflict reconstruction (peacebuilding)

Infectious disease control (June 16 to July 11)

and Skill-enhancing Training for Experts, and one person started this training in fiscal 2003.

6. 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 2003, we held 17 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 3-12.

7. 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 in the recipient countries, and health management, as well as a three-week language course. Emphasis is placed especially on raising practical communication skills such as presentation in developing regions. In fiscal 2003, these courses were held seven times and attended by a total of 594 people (478 experts and 116 spouses).

2) Supplementary Language and Technical Training

For experts who need language proficiency other than English, language training is provided to further improve their communication skills locally in the countries of their assignment. A total of 154 experts received this training in 31 countries in fiscal 2003. Personalized technical training is also provided at institutions in Japan in order to supplement and improve specialized skills. Thirty-six experts took part in this kind of training in fiscal 2003.

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 seven times in fiscal 2003, and attended by 72 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 four-day practice. Training was held seven times in fiscal 2003, and attended by 422 people.

Expansion at the Lower End of Human Resources for Aid

1. Collaboration with Local Governments and NGOs and Human Development

1) Training in International Cooperation Administration for Local Government Officials

This training is intended to support international cooperation promoted by local government. It comprises a one-week practical training course and an optional three-week language training course. In fiscal 2003, training was held three times at the Institute for International Cooperation in Tokyo and once at the Osaka International Center; a total of 78 people attended.

2) NGO-JICA Joint Workshop Festival

This festival was held in Kagawa, Fukuoka, and Okinawa 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 mutual understanding of each other's basic concepts and methods of international cooperation activities. A three-day overnight course was held in September 2003 and was attended by 15 personnel from

NGOs and 11 personnel from JICA. An overseas program for visiting the project sites of NGOs and JICA was implemented in the Philippines in November to improve domestic training for those who wish to attend, and seven personnel from NGOs and five personnel from JICA took part in it.

2. 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 December 2003, eight participants attended a training course that was held for about two weeks (the course included nine days of overseas training in Cambodia).

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 2003, JICA carried out this training for four 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 2003, eight experts were dispatched. Their technical fields were data processing technique, project formulation, environmental education, small charcoal stove techniques, medical care for children, moxa producing techniques, iodine deficiency disease control, and support for street children.

4) NGO Experience Program

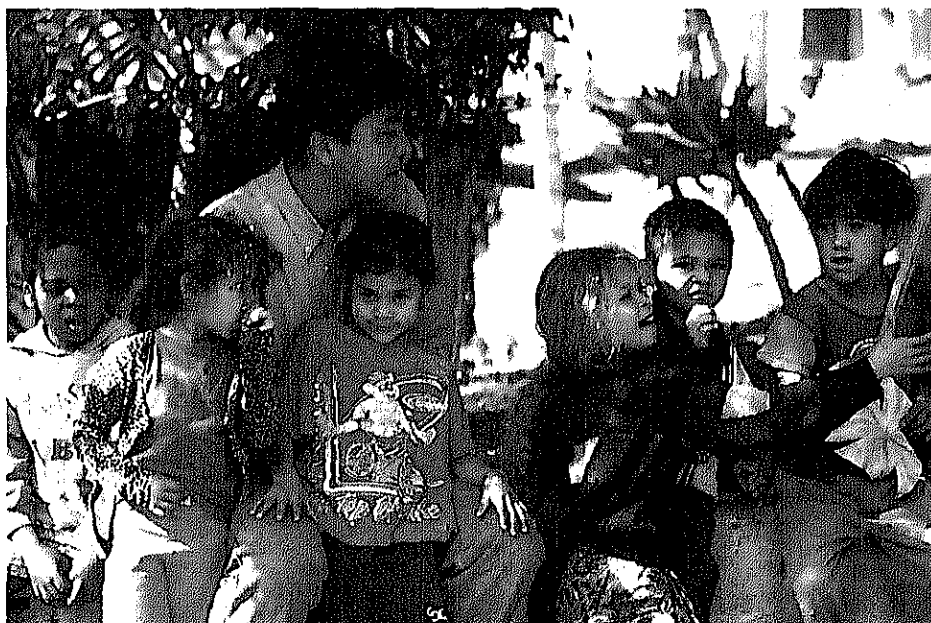
Graduate students in international cooperation are sent to overseas activity sites where JICA and NGOs jointly provide cooperation to deepen their understanding of these activities through job training as interns. In fiscal 2003, one student participated in the program.

3. Internship Program

This program aims to provide students who major in development assistance and wish to engage in it in the future with an opportunity to work as interns at JICA in order to deepen their understanding of international cooperation. In fiscal 2003, 46 participants, mostly graduate students, were recruited from the public as interns: 26 people were assigned to JICA overseas offices in 18 developing countries and 20 people to JICA headquarters and domestic offices. In addition, 64 undergraduate students were accepted as interns under individual agreements between domestic offices and universities.

4. Invitation of Overseas Development Experts

In this scheme, experts who have academic knowledge and experience in development and aid are invited from overseas to give lectures at open seminars and training for experts for the purpose of implementing effective expert training programs and expanding the lower end of human resources for aid. In fiscal 2003, 10 experts were invited and seminars, lectures, and opinion exchange were conducted in five subjects on health and medical care for Iraq, technical education, safety management, post-conflict reconstruction assistance, and education development.



An expert on health education having a conversation with children in a poor district of Sao Paulo

3 Backup Experts

—Support for Activities of Experts—



Health check by consulting doctor in Tanzania

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 has established the Human Resources Assignment Department, which provides an integrated support system in the expert dispatch cycle in order to strengthen the support systems for experts. The present JICA support systems are explained below.

Note: These systems do not apply to experts selected by public tender.

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 basics, housing, family, children's education, language proficiency, remote area living, and special skills. Short-term experts assigned for less than one year are paid travel expenses, language proficiency 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.

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 more severe 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 so that they may visit their parents during 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

The Medical Support Centre provides centralized management of health care for JICA-related personnel. 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 35 overseas offices.

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.

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.

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 and allowance for meritorious service 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 3-13 Expert Compensation and Welfare Schemes

Travel expenses, allowances, etc.	Overseas allowances	Basic allowance
		Housing allowance
		Family allowance
		Children's educational allowance
		Language proficiency allowance
		Remote area living allowance
		Special skills allowance
Travel expenses	Issued in Japan	Overseas travel expenses (daily allowance & accomodation)
		Compensation of personal expenses at expert's original post
Welfare systems	Holidays, etc.	Domestic remuneration
		Home leave
		Bereavement leave
		Health care leave
		High altitude health care leave
		Temporary visit by children
	Welfare, etc.	Temporary visit of spouse in malarial regions
		Compensation in the event of accident while en route to/from country of assignment, during work, or while travelling to work
		The Mutual Aid Association of JICA
		Costs for improvements in living environment
		Unemployment compensation
		Health check
		Damage relief system

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

In general, developing countries have problems with poverty, which in some countries leads to a high incidence of general crimes.

Also, there are countries that 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 political situations are unstable and many safety problems persist after 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; 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, strategies for keeping a low profile to prevent crime, such as how to take out money while shop-

ping; 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 are engaged around the clock in 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 about both 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 in each country. Communications by telephone, mobile telephone, pager, INMARSAT, (International Maritime Satellite Organization), and satellite mobile radiotelephone are taken into account for regular occasions and at the same time are secured in emergencies for information communication and 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 country, 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 gener-

al crime. They teach safety guidance regarding residential crime prevention, anti-firearm crime measures, and anti-carjacking 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.

7. Anti-terrorism Measures

Recently we are concerned about the increasing number of countries and regions where terrorism has occurred. Terrorism was also a fear in the Cold War era, as Communist insurgents carried out bombings around the world. However, the trend in recent years has been for larger scale incidents carried out by Islamic fundamentalist extremists, such as the international

terrorist network al-Qaeda. In order to lower the risk for JICA-related personnel to be caught up in terrorist attacks against European and American rights and interests that occur in areas like the Middle East, JICA provides briefings on concrete matters that require attention to personnel working in high-risk areas during pre-dispatch training.

8. Safety Measures in Post-conflict Reconstruction Areas

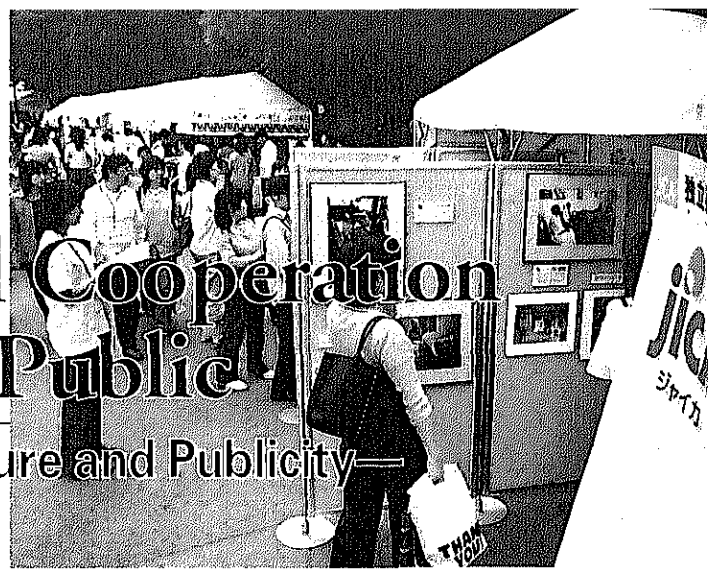
JICA projects take place in post-conflict countries such as Afghanistan and Palestine, or in areas where conflicts are ongoing. Other aid agencies and UN organizations active in such regions examine their activity areas carefully and take appropriate safety measures, such as radio transmissions and bulletproof vehicles during the implementation of projects while monitoring the day-by-day political and security conditions. Taking such safety measures is inevitable if JICA is to expand reconstruction assistance and peacebuilding support. In addition, since unexpected incidents such as kidnappings, political changes, riots, and terrorism may occur in such areas, know-how at the site with regard to potential risks is very important. In response, Emergency Training in Japan and overseas started in collaboration with the UN High Commissioner for Refugees (UNHCR) in 2003. By enhancing this activity in the future, JICA intends to contribute to the development of human resources who will work in areas under assistance of post-conflict reconstruction as well.



Security officer offering instruction on how to use a taxi

5 International Cooperation Open to the Public

—Information Disclosure and Publicity—



JICA booth at the International Cooperation Festival in Hibiya, Tokyo

Information Disclosure

JICA Plaza and Website

Based on the Law Concerning Access to Information Held by Independent Administrative Institutions enacted in October 2002, JICA endeavors to disclose stored information through the introduction of an information disclosure system that provides accountability* to the public.

In addition to the disclosure request system for institutional documents JICA 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 website.

Upon the introduction of the information disclosure system, JICA set up JICA Plaza at the headquarters and domestic institutions for information about international cooperation that is open to the public. At JICA Plaza various information and documents are made available, publicity pamphlets are

distributed to visitors, and audio-visual data (photos and videotapes) 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 2003, JICA Plaza at the headquarters had about 18,000 visitors, including general citizens, college students, and junior high and high school students on school trips, and received about 9,000 inquiries on the phone.

Information available at JICA Plaza and on the JICA website is listed in Figure 3-14.

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, aid materials issued by international organizations, and many other items on devel-

Table 3-14 Information Service to the Public

Organizational information	Organization overview, laws and regulations, management list, organization chart, locations, telephone numbers, fax numbers, JICA's mid-term objectives and plans, program descriptions, etc.
Program information	Project plans, implementation policies (global issues, country- and region-specific), statistical data, project information, various program reports, etc.
Financial information	Budget, financial statements (list of property, balance sheet, income statement), administrative cost statements, etc.
Information on audits and evaluations	Audit reports, annual evaluation reports, ex-ante evaluations, mid-term evaluation summaries, ex-post evaluation reports by external experts and organizations, etc.
Information on tender and contracts	Announcements of projects based on open tender and results of tender, eligibility for participation, dates of tender, bidding companies, bidding prices, successful bidders, contract prices, various tenders and contract application forms, rules and regulations concerning tender procedures, etc.
Information on human resources recruitment	Recruiting information on JOCVs, senior volunteers, technical cooperation experts, international cooperation personnel training
Information collected and accumulated by JICA that is often requested by citizens and companies	Country-specific living information, study reports, collaboration with NGOs and local governments, JICA Partnership Program, support for development education, event schedules, etc.

oping countries. In an effort to provide better service, the library has also been open on the first and third Saturdays since April 2004. In fiscal 2003, the library received about 9,000 visitors and about 22,000 items were borrowed free of charge.

The Japanese Overseas Migration 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. The museum has been open to the public since October 2002 when it was set up at the Yokohama International Center. In fiscal 2003, the museum received about 18,000 visitors.

Public Relations Activities

Diverse Activities Extending Worldwide

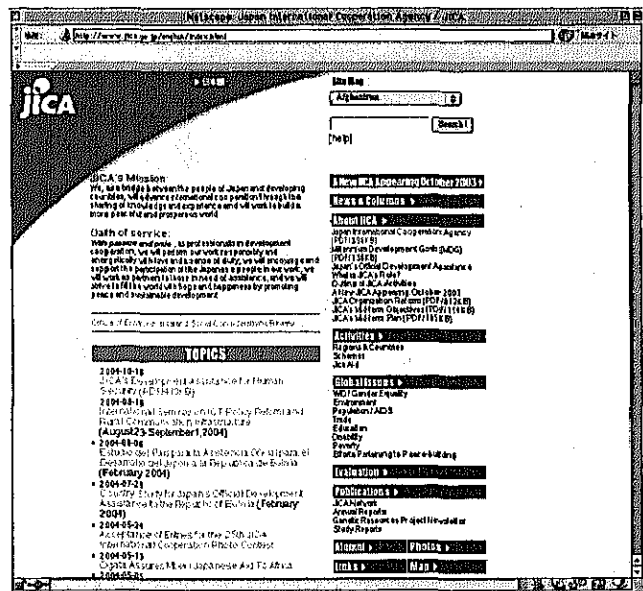
JICA made a new start as an independent administrative institution in October 2003. In order to promote the new JICA and convey the philosophy of its activities, a new logo, JICA's Mission Statement (see page 2), and JICA's slogan "For a Better Tomorrow for All" were determined by all JICA staff members.

JICA pushes forward reforms under the leadership of President Ogata. In publicity, activities emphasizing comprehensibility and topicality are promoted by providing accountability and informing people of the organization and programs of JICA, both at home and overseas, in order to gain accurate understanding and wide support. Specifically, JICA promotes public relations using a variety of methods, including various publications, the JICA website, and sponsorship of special

events, and at the same time actively make program information available to the mass media.

1. Production of Publications and Use of the Internet

The monthly 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* 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*, quarterly available in English, is aimed at overseas readers; its purpose is to provide more information on JICA to governments and people in developing countries, international organizations, and other aid agencies.



JICA Homepage (<http://www.jica.go.jp/english/index.html>)

Logotype



JICA's logotype signifies "People" and the "Earth"

Warm-heartedness of human beings:

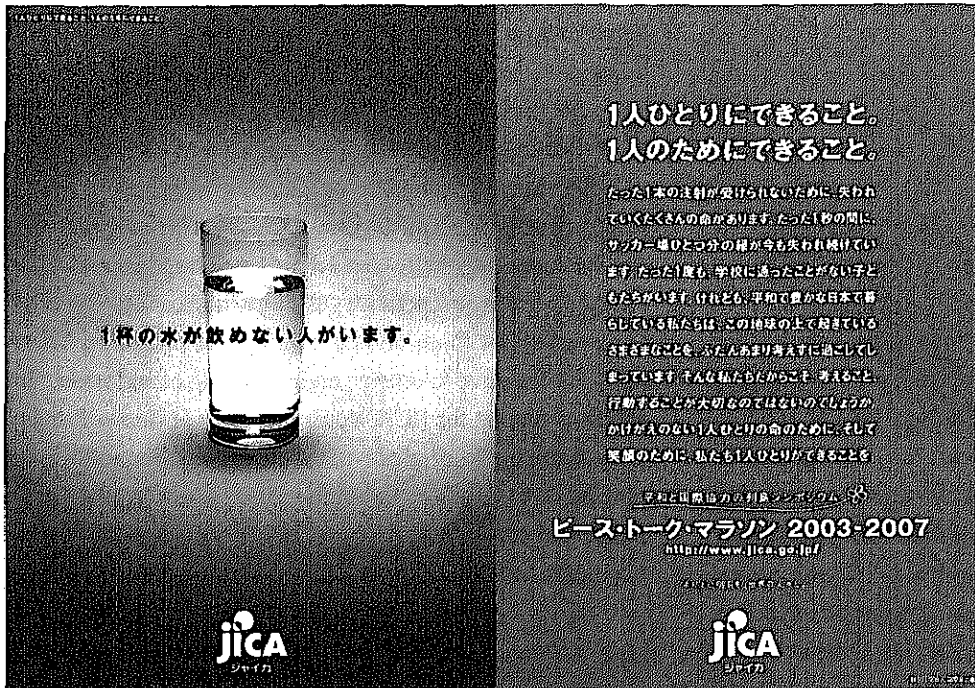
The letter "j" and "i" are designed to represent two persons standing close together. In JICA's international cooperation activities, it is people who play the leading part. As a partner to developing countries JICA wishes to support their efforts to achieve peace and sustainable development.

Dynamic vigor:

The "●" above "i" means "the earth = the world." It represents the vigor and the advancement of JICA whose activities transcend national boundaries. It symbolizes JICA's firm commitment to international cooperation which can be truly appreciated.

"Blue is the color of earth":

So is the color of our logotype. "Blue" signifies JICA's belief in international cooperation: that everyone on this earth should come together to solve the problems of international society, beyond the differences of generation, nationality, race, and religion.



Poster of the Peace Talk Marathon 2003 - 2007

We also actively promote public relations and information service on an Internet website. The homepage was greatly renewed when JICA became an independent administrative institution in an effort to make it easier to read and more content-oriented for the general public. In addition, in order to enhance the capacity of information transmission from the front line, almost all the overseas offices and domestic offices have set up websites. Emphasizing transparency, the current situation of JICA programs and various information are disclosed actively and the contents updated daily to present easier to read and understand pages for the general public.

JICA issues JICA E-mail Magazine, which provides movements in JICA, up-to-date information on recruitment and events. JICA will continue to improve the structure and the content of information to better serve users.

JICA carries out public relations activities using visual aids such as television programs, videos, photographic panels, and pamphlets introducing JICA to provide easily accessible information.

2. Organizing 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 people.

Starting in August 2003, a country-wide symposium of

peace and international cooperation, the Peace Talk Marathon 2003-2007, is currently under way on the theme "What one person can do, and what we can do for one person." This is JICA's first attempt to hold symposiums to discuss peace and international cooperation in 47 prefectures throughout Japan over a three-and-a-half-year period. In fiscal 2003 it was held in four cities, including Tokyo and Sapporo, and had many visitors.

In October 2003, JICA held an International Cooperation Festival in Hibiya

Park jointly with the Ministry of Foreign Affairs, Japan NGO Center for International Cooperation (JANIC) and Japan Bank for International Cooperation (JBIC)*. In addition, JICA holds ODA town meetings with the Ministry of Foreign Affairs throughout the country; fiscal 2003 resulted in five meetings in places such as Nagoya and Akita.

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. JICA also provides 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 13 times a day in the local press in Japan in 2003.

4. Overseas Public Relations

JICA's overseas offices play a key role in promoting public relations activities overseas through panel displays, symposiums, and press tours. Such activities are increasing year by year. In addition, two local press tours, in which local journalists are invited to Japan, were conducted on a trial basis, thus providing a great opportunity to help people in developing countries learn about JICA training programs in Japan.