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## Foreword

International Development Center of Japan (IDCJ) has played an active role in responding to the latest trends and themes of development and cooperation. To pursue this purpose, IDCJ has explored its further cooperation with wider-ranging research institutions, consulting firms and donor agencies, and has strengthened the capabilities of its own professional staff.

While the World Bank, International Monetary Fund and donor countries are currently reviewing their aid policies, the Japanese government is now emphasizing the quality of its Official Development Assistance (ODA). This increases the needs to diversify and strengthen institutional and managerial aspects of development cooperation and apply comprehensive approaches to various development issues, to which IDCJ has to take the initiative.

In response to the needs described above, IDCJ's training and study projects in FY2000 were carried out satisfactorily and all the annual plans were fully achieved.

With regard to the training, IDCJ offered a total of 53 courses this year, represented by Project Management Course. In total, 936 persons, consisting of 562 from Japan and 374 from overseas, participated in these courses. IDCJ administered the overseas Training Program for 90 participants in FY2000.

Regarding the study, IDCJ carried out 44 projects on various issues. Among them were new approaches to the cooperation for social development, policies to support economic structural reforms of developing countries, issues discussed at international conferences on ODA, methods of appraisal and evaluation, aid policies of the Development Assistance Committee (DAC), and the role of Non-Governmental Organizations (NGOs). It should be noted that in-house consulting for Japan International Cooperation Agency (JICA) and Japan Bank for International Cooperation (JBIC) is increasing.

In carrying out this year's activities, IDCJ received commissions and subsidies from the Japanese ministries, agencies and other institutions.

The concerned ministries were the Ministry of Foreign Affairs, Ministry of Economy, Trade and Industry, Ministry of Land, Infrastructure and Transport, Cabinet Office, and Ministry of Agriculture, Forestry and Fisheries. The concerned agencies and institutions were JICA, JBIC, the Japan Keirin Association, local governments, United Nations Industrial Development Organization (UNIDO), Japan Cooperation Center for the Middle East, National Institute for Research Advancement, Sasakawa Peace Foundation, and Japan National Oil Corporation.

In addition, various supports and cooperation were extended to IDCJ by the governments and agencies of developing countries, the World Bank and other international organizations, the governments and agencies of donor countries, private organizations and many intellectuals and leaders. Without their support, it would have been difficult to complete this year's all activities with success. All the staff of IDCJ are grateful to these organizations and people for their kind support and cooperation.



## **I. Highlights of IDCJ's FY 2000 Activities**

## 1. Training Programs

In FY2000, IDCJ implemented two regular training courses and one overseas training program for Japanese besides seven training courses for trainees from developing countries.

One of the two regular courses was the Project Management Course (PMC) subsidized by the Ministry of Economy, Trade and Industry. PMC's target participants were prospective middle level managers and consultants. The course covered various topics including economics and environmental issues, and consisted of lectures, case studies and field training programs. This year, PMC comprised 46 sessions. A total of 488 people attended the course.

In the Overseas Training Program commissioned by JICA, IDCJ looked after 31 new trainees in addition to the 59 who became trainees of the program in past fiscal years.

As regular training programs for trainees from developing countries, two programs, the Development Policies Course and the Seminar on Economic Development and Industrial Project Appraisal, were implemented. Both programs were commissioned by JICA. Twelve trainees from 11 countries participated in the Development Policies Course, while 10 trainees attended the Seminar on Economic Development and Industrial Project Appraisal from 9 countries.

As standalone programs in FY2000, two programs were implemented. One was the KOICA-JICA Joint Workshop on Economic Development Strategy and Market Economy, and the other was the Policy and System Development for Improving Competency and Productivity of Governmental Apparatus commissioned by the Japan-Indonesia Science and Technology Forum. The KOICA-JICA Joint Workshop received 19 attendants from 10 countries, and 19 Indonesian participants attended the Policy and System Development for Improving Competency and Productivity of Governmental Apparatus.

In addition to that, three overseas programs were held. One was the Seminar on Management of Small-and Medium-Scale Industries, commissioned by the Supporting Committee. The seminar was held in Moscow, Kiev (the Ukraine) and Kishinev (Moldova), and a total of 150 persons attended. Another was the Third

Seminar on Economic Integration in South Asia: Information Technology and Economic and Social Development of South Asia. The seminar was commissioned by the International Hospitality and Conference Service Association, the Secretariat for Japan's Special Fund for South Asian Association for Regional Cooperation (SAARC), and held in Bangkok with 33 participants from 13 countries and institutions. The other was the Survey on Trends of IT Industries in the Middle East Oil Producing Countries, commissioned by the International Cooperation Center for the Middle East. A total of 140 persons attended the seminars held in Kuwait, Saudi Arabia and the United Arab Emirates.

Furthermore, two study tours targeted to university students, graduate school students and general people were held in Thailand and India respectively.

## 2. Study Projects

IDCJ conducted 44 study projects in total in FY2000. Although the total number of the projects conducted in FY2000 did not reach the project number in each of FY1998 and 1999, IDCJ achieved an unprecedented record that it concurrently managed seven large-scale projects including three JICA projects. There was a remarkable trend of diversification in not only study topics and contents but also clients of the projects. That was the indication of the securely enriched specializations in IDCJ.

Among the study projects done by IDCJ in FY2000, many were on ODA policy-making and evaluation. New topics such as poverty, peace building, education, institution building, environment and energy issues were continuously increasing.

Eight projects were commissioned by the Ministry of Foreign Affairs. The study topics continued from the last fiscal year were the health sector, trends on aid principles and aid patterns, while studies on the education sector and poverty reduction were newly added. Furthermore, the country evaluation study on Japan's ODA to China and a full-scale study on evaluation

methods for Japan's ODA were conducted.

A study on the World Trade Organization (WTO) was commissioned by the Ministry of Economy, Trade and Industry.

As in the past fiscal years, there was a study project on Economic Infrastructure Support commissioned by the Ministry of Land, Infrastructure and Transport (the former Ministry of Construction).

There were two project commissioned by the Ministry of Agriculture, Forestry and Fisheries. One was a pioneering study on sustainable agriculture and rural development in Sri Lanka aimed to identify the medium-term strategy for Japan's cooperation to Sri Lanka. The other was a study on project finding for intensified rural and agricultural development in Cambodia, in which project profiles were prepared through participatory approach.

IDCJ newly conducted three large-scale study projects commissioned by JICA. With these three projects, the total number of the large-scale projects in progress became seven in FY2000, which was the record of IDCJ. It should be noted that the topic of rural development was newly added to IDCJ's study experience, in addition to the study topics such as integrated regional development, economic development and educational development. Moreover, IDCJ conducted the studies on evaluation methods of development studies, country evaluation, poverty reduction strategy and other new trends in international development aid including sector program and common basket approach.

More specifically, the four ongoing large-scale projects were: the Study for Preparing a Guideline for the Development of Small- and Medium-Sized Cities in People's Republic of China, the regional Educational Development and Improvement Project in the Republic of Indonesia, the Twin Project: the Integrated Regional Development Plan for the Northeastern Border Region in the Kingdom of Thailand (the NBR Study) and the Integrated Regional Development Plan for Savannakhet and Khammouan Region in the Lao People's Democratic Republic (the SKR Study), and the Study for Promotion of Investments and Exports for the Balanced Economic Development in the Republic of Chile. The three large-scale projects newly started in FY2000 were: the Study on Development of the Resettlement Area for

Demobilized Soldiers and Mine Laborers from South Africa in the Republic of Mozambique, the Support Program on Rural and Agriculture Sector Development in the United Republic of Tanzania and the Development Study for the Improvement of Quality and Access of Basic Education in the Union of Myanmar.

Study projects as in-house consulting service were: A Study on Perspectives and Progress of Poverty Reduction Strategy Paper (PRSP), the Study for Promotion of Cooperation to the Development of Small- and Medium-Sized Enterprises and the Evaluation Study of the Project of Infectious Diseases Control in the republic of Zimbabwe.

JBIC commissioned IDCJ to conduct a project, the Study on the Post-evaluation of Irrigation Projects.

Apart from the above study projects, there were two projects from the Ministry of Land, Infrastructure and Transport, and two projects from the World Bank as in the previous fiscal year.

In terms of the new fields of IDCJ's study projects, there were three projects including the Research and Study on the Oil Industry commissioned by the National Resource and Energy Agency of the Ministry of Economy, Trade and Industry and two projects commissioned by the new clients, the Cabinet Office and Japan National Oil Corporation.

### 3. In-House research Activities

IDCJ conducted two in-house research projects. One was the research titled as Deepening Mutual Dependence in the East Asia: Viewpoints of Transportation and Other Factors, commissioned by the National Institute for Research Advancement. The other was the research titled as Development of Training Programs for Project Evaluators, partially financed by the grant of the Sasagawa Peace Foundation.

In addition to the above two research projects, the Working Paper Series No.56, New Challenges for Environmental Conservation and Market Liberalization in Latin American Context: Case of Tuna and Dolphin, by Michiko Iizuka and the 21<sup>st</sup> edition of IDCJ Forum: A Special Edition on

Peace Building were published. Both publications were partially subsidized by Japan Keirin Association.

#### **4. International Exchanges**

IDCJ continued as in the past fiscal years to dispatch its professional staff to international conferences, and to seminars and symposiums as lecturers.

IDCJ invited Dr. Robert Chambers, a fellow of the Institute of Development Studies, University of Sussex, and held symposiums on "Participatory Development and International Cooperation" jointly with JICA.

#### **5. Information Services**

IDCJ strengthened its information services by selecting and compiling materials and information on development and cooperation. These activities were conducted with subsidies from the Japan Keirin Association under the support of the Ministry of Economy, Trade and Industry.

#### **6. Public Relations, Publications and Information Exchange**

From time to time, IDCJ convened open lecture meetings on selected subjects of high interest.

IDCJ published an Annual Report and IDCJ Quarterly News, as well as working papers for their extensive distribution both in and outside Japan.

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## II. Human Resources Development Activities



Study Tour in India

## 1. Training Programs Subsidized by the Ministry of Economy, Trade and Industry (METI)

### (1) Project Management Course

This course was designed for middle management and younger people from the business sector, mainly from consulting firms to be trained by a series of concrete methods applied to the identification, planning, analysis and evaluation of individual development projects, as well as sectors. It aimed to foster actual and practical experts engaging in the development of developing countries.

IDCJ undertook diversified training activities from theoretical programs to practical ones, such as “financial institutions,” “economic development,” “social development and environment,” and “formation and appraisal methods of projects,” this year.

Participants can be enrolled in one-year programs or in any short-term programs. A total of 46 sessions were carried out in Japan this year and 488 people participated. This course was subsidized by METI.

<Period> April 1, 2000-March 31, 2001

<Number of Participants>  
488 people

<Curriculum>

- ~Macroeconomics
- ~Microeconomics
- ~International Economics: Finance
- ~International Economics: Trade
- ~Introductory Statistics
- ~Introduction: Theory of Project Appraisal and Practice
- ~Project Appraisal: Appraisal of Environmental Economy
- ~Project Cycle Management: Course on Planning
- ~Theories on Development Aid
- ~Theories on Development Projects
- ~Development Economics
- ~Economic Analysis on Poverty
- ~Seminar on BOT (Build, Operate and Transfer) and Project Finance
- ~Management Techniques of International Construction Projects
- ~Procurement Guidelines and Evaluation of Proposals in

International Financial Organizations

- ~Social Development: Analysis of Education Sector
- ~Social Development: Basic Theories of International Health and Case Studies
- ~Social Development: Participatory Development and Gender
- ~Social Development: Environment and Development
- ~Social Development: Education and Development
- ~Social Development: Women in Development
- ~Communities in the Developing World and Their Planning
- ~Seminar: Development Projects (The Former Term)
- ~Seminar: International Economics
- ~Participatory Methods for Organizational and Institutional Capacity Building
- ~Introductory Course for Development Consultants
- ~Current Economy and Development in Africa
- ~Markets for Electric Power in Developing Countries and Development Consultants
- ~Methods on the Analysis of the Middle East Economy and the Current Situation
- ~Regional Study on South Asia
- ~Seminar: Development Projects (The Latter Term)
- ~Introductory Course on Practical Financial Analysis
- ~Korea's Experience on Financial Crisis and East Asia
- ~Development in Central Asia
- ~The Current Situation and Prospects of the Earth Warming Prevention Programs in Developing Countries
- ~New Economic Policies for Growth and Development
- ~Economic Situation in Vietnam: Economic Policies and Industrial Promotion
- ~Application of Theories of Project Appraisal and Practice
- ~Project Appraisal: Workshop on

### Case Studies

- ~ Course on Project Cycle Management: Monitoring and Evaluation
- ~ Participatory Development and NGOs
- ~ English Report Writing for Practitioners
- ~ Social Development: International Health
- ~ EVA (Economic Value-Added) Accounting: Case Studies

### <Overseas Training>

- ~ Intensive English Program (University of Washington, U.S.A.)
- ~ Overseas Training Program in Developing Countries (Vietnam)

### 1) Introduction to Project Appraisal

### 2) Project Cycle and Logical Framework

### 3) Workshops, Report Writing, Presentation and Discussion on Project Appraisal

- ~ Japan's Economic Development
- ~ Recent Issues on Development
- ~ Statistics
- ~ Seminars
- ~ Writing, Presentation and Discussion on Graduation Theses
- ~ Study Tours (Hiroshima, Kurashiki, Kyoto and Niigata),
- ~ Study Visits in Tokyo
- ~ Meeting for the Evaluation of the Course

## 2. Training Programs Commissioned by Japan International Cooperation Agency (JICA)

### (1) Development Policies Course

This course was carried out as the "Development Economist Course (General)" from 1973 to 1993 and in 1994 it was renamed, "Development Policies Course."

The course aimed to train middle-management government officials for about five months who are engaged in formulating national development plans, through the planning, appraisal and analysis of macro plans, sector plans and individual projects. The feature of this course is to require trainees to make a report, based on a comparative analysis on the economic development of developing countries and Japan's experiences in its economic progress, after they are trained in basic programs on economic theories, macroeconomics, etc.

<Period> May 18, 2000-October 12, 2000

<Number of Participants>

12 people (11 countries)

<Curriculum>

- ~ Presentation and Discussion on Country Reports
- ~ Macroeconomics and Development Economics
- ~ Microeconomics
- ~ Theories and Methods of Project Planning

### (2) Seminar on Economic Development and Industrial Project Appraisal

This seminar was the fifth of an advanced course of the former Development Economist Course (Industrial Projects) that had lasted for 20 years since 1976. It was carried out for five weeks for high government officials in developing countries who were engaged in industrial development projects.

The seminar offered the practical and verifiable training on theories and methods of project appraisal and analysis and the development of Japanese economy, with an emphasis on the discussion. In addition, tours to study Japan's industrial development were one of the main training programs.

<Period> June 12, 2000-July 14, 2000

<Number of Participants>

10 people (9 countries)

<Curriculum>

- ~ Presentation and Discussion on Country Reports
- ~ Japan's Economic Development: Outline, Human Resources Development, and Policies to Foster Small-and Medium-Scale Industries
- ~ Project Appraisal: Financial Analysis, Economic Analysis and Socio-Economic Analysis
- ~ Lending to the Industrial Sector
- ~ Economy of Yokohama City and Minatomirai 21

- ~Yokohama City's Policies to Promote Its Local Industries
- ~Yokohama City's Policies to Promote Small-and Medium-Scale Industries
- ~Japan's Production Management System
- ~Study Tours (Kyushu Area)
- ~Workshop, Report Writing, Presentation and Discussion
- ~Meeting for the Evaluation of the Seminar

### **(3) KOICA-JICA Joint Workshop on Economic Development Strategy and Market Economy**

This KOICA-JICA joint workshop was held for two weeks; the workshop on economic development policy was conducted in Korea in the first week and the workshop focusing on small-and medium-scale industries was conducted in Japan in the second week. It aimed to introduce economic development policies and market economies in both Japan and Korea to middle management government officials from ten Asian countries engaging in formulating economic development plans, in order to enable them to contribute to the formulation of their own countries' economic development plans. Specifically, the workshop focused on:

- 1) Deepening their understanding of basic principles on market economy;
- 2) Introducing to them Japan and Korea's experiences which would be effective to their formulation and evaluation of national development policies; and
- 3) Providing them with opportunities to exchange their views on economic development and reforms.

<Period> September 25 -October 1, 2000

<Number of Participants>

19 people (10 countries)

<Curriculum>

- ~Japan's Industrial Policies
- ~Japan's Policies on Small-and Medium-Scale Industries
- ~Financing to Industrial Projects
- ~Lean Production System
- ~Study Tours in Tokyo
- ~Overall Discussion
- ~Meeting for the Evaluation of the workshop

## **3. Overseas Training Program Commissioned by Japan International Cooperation Agency (JICA)**

### **(1) Overseas Long-term Program to Dispatch Trainees**

This program, which had been undertaken every year since 1971, was designed to dispatch Japanese postgraduate people to overseas universities and research institutes for two years, for the purpose of fostering them to engage in Japan's economic and technical assistance.

The former two programs, "Strengthening of Human Resources Development in Technical Assistance" which had been commissioned to IDCJ by JICA from 1981 to 1999 and "Overseas Training Program" which had been undertaken by JICA, were merged into one new program, "Overseas Training Program." Therefore, this year, the whole program was undertaken by JICA except that IDCJ was in charge of the management of trainees to be dispatched abroad and those who had already been dispatched.

While 59 people were studying abroad this year, continuing from the previous year, 31 people were newly dispatched to study at universities and research institutes in the U.S.A., England and other developed and developing countries.

## **4. Other Programs**

### **(1) Policy and System Development for Improving Competency and Productivity of Government Apparatus (Commissioned by Japan-Indonesia Science and Technology Forum)**

In this course, a comparative study on the policies to foster government officials in Japan and Indonesia was offered for high-ranked Indonesian government officials. Lectures and briefings at the Japanese central government offices, and study tours were held.

<Period> August 28, 2000-September 8, 2000

<Number of Participants>

19 people

<Curriculum>

~Politics and Administration in

- Japan
- ~Japan's Administrative Reforms
- ~Visit to the Following Organizations:
  - Ministry of Public Management, Home Affairs, Posts and Telecommunications
  - National Personnel Authority
  - National Diet
  - National Institute of Public Administration, National Personnel Authority
  - Ministry of Economy, Trade and Industry
  - Headquarters of Liberal Democratic Party
  - Tokyo Metropolitan Government
  - In-service Training Institute for Municipalities of Tokyo

**(2) Seminar on Management of Small-and Medium-Scale Industries (Commissioned by the Supporting Committee)**

This training course was offered for those people who were managing small-and medium-scale industries in Moscow, the Ukraine and Moldova. It aimed to transfer to them the know-how, as an intellectual technique for their future use, of managing small-and medium-scale industries, which had been the core for the economic development of Japan and other Asian countries. Lectures on the importance of small-and medium-scale industries and starting new businesses were conducted, and the follow-up meeting was held in two countries, respectively, for those who had participated in the previous training course.

<Period> November 11, 2000-December 3, 2000 (in Moscow, the Ukraine and Moldova)

<Number of Participants>

Moscow: 40 people  
 Ukraine: 66 people  
 Moldova: 44 people

<Curriculum>

- ~Self-reliant Small-and Medium-Scale Industries
- ~Japanese Techniques and Management
- ~Needs for Starting New Businesses and Seven Steps for Realizing Them

- ~Prerequisite to Succeed in New Businesses
- ~Formulation of a Plan for Starting a New Business
- ~Causes of Success and Failure of Starting New Businesses
- ~Management Atmosphere to Gather and Foster Excellent Human Resources
- ~Operation and Management of Enterprises with Vitality
- ~Follow-up Seminar
- ~Opening and Closing Ceremonies

**(3) Third Seminar on Economic Integration in South Asia -Information Technology and Economic and Social Development of South Asia- Commissioned by International Hospitality & Conference Service Association, the Secretariat for Japan's Special Fund for SAARC (South Asian Association for Regional Cooperation))**

With regard to how Information Technology (IT) can be effectively used in South Asia's socio-economic development based on the results of the discussion held at the first seminar in Tokyo and the second seminar in London, journalists, business people, professionals in education, NGO people, and intellectuals exchanged their views at this seminar which was held in Bangkok. The seminar focused on clarifying various issues of IT which was the main concern of individual countries and recommending policies to be taken, aiming at the effective promotion of South Asia's regional cooperation, following the ASEAN countries' experiences.

<Period> March 12-15, 2000 (in Bangkok)

<Number of Participants>

33 people

< Participating Countries and Organizations>

Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, SAARC Secretariat, SAARC Chamber of Commerce, Japan, and England.

<Curriculum>

- ~First Session:Economic and Business Development
- ~Second Session:Social Development
- ~Third Session:Regional

#### Cooperation

- ~Group Sessions: Three Sessions
- ~Presentation at Three Sessions
- ~Closing Session

#### **(4) Survey on Trends of IT Industries in the Middle East Oil Producing Countries (Commissioned by International Cooperation Center for the Middle East)**

Kuwait, Saudi Arabia, and the United Arab Emirates, which have endeavored to diversify industrial structures in their own countries, are currently promoting IT industries. This study project aims to study and analyze these countries' strategies and current situation to promote IT industries.

In implementing the project, a team of Japanese experts visited the concerned ministries and agencies, the Chamber of Commerce and other organizations in these three countries to explain about IT industries and e-businesses in Japan. The Japanese team responded to the questions raised by the experts in these countries, and both of them exchanged their views on strategies for IT industries, as well as e-businesses in these countries.

<Period> March 7-19, 2000

<Number of Participants>

Kuwait: 50 people  
 Saudi Arabia: 80 people  
 The United Arab Emirates: 10 people

<Curriculum>

- ~Current Position and Future Trend of IT Industry in Japan
- ~Market and Technology in e-Business

#### **(5) Study Tours**

Study tours were undertaken twice this year as IDCJ's own activity, to provide university and postgraduate students and other people with an opportunity to deepen their understanding on international cooperation as a whole, visiting and experiencing the local fields of international cooperation in developing countries.

In each of the two study tours, lectures were given to the participants for one or two days in Japan prior to the tour, and after the tour was completed, a meeting for reporting by the participants was held and the report was produced.

#### **a) Study Tour in Thailand: "Let's Think Development Aid in the Field"**

<Preparatory Training in Japan for the Study Tour> August 10-11, 2000

<Overseas Study Tour>

August 28-September 6, 2000  
 (Thailand)

<Number of Participants>

30 people

<Visited Places>

JICA Office in Bangkok, JBIC Office in Bangkok, Project Offices of International Organizations, Project Offices of Development Consultants, UNDP Office in Bangkok, Department of Economics, Thammasat University, and Offices of NGOs such as Kids Earth Fund.

#### **b) Study Tour in India: Learning from Organic Farming in Darjeeling Tea Farm and the Poor Situation in India**

<Preparatory Training in Japan for the Study Tour> March 6, 2001

<Overseas Study Tour>

March 20-29, 2001 (India)

<Number of Participants>

13 people

<Visited Places>

Offices and Project Sites of NGOs such as Child in Need Institute and People's Union for Reconstruction & Development, and Office and Project Sites of United Nations International Children's Emergency Fund: UNICEF.

### **III. Policy-Making, Planning and Study Project**



**Khammouan Provinces in Lao PDR.**

## 1. Sector Studies

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### (1) Study on Infectious Disease Control and International Development Cooperation

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Commissioned by the Ministry of Foreign Affairs, Government of Japan

Project Manager: Kimiko Abe

Project Coordinator: Ayako Honda

In recent years, it is increasingly recognized that infectious disease control is a critical issue in the field of development. Infectious diseases, notably HIV/AIDS, Tuberculosis, and Malaria, are now the world's major killers of children and young adults, causing more than 13 million deaths a year. Most of them occur in developing countries, with reversing the decades of development gains. At the Kyushu-Okinawa Summit, the G8 leaders committed themselves to working in new and stronger partnership with all the development partners to address this global issue and to deliver three critical targets on which the international community has agreed. Furthermore, they agreed to convene a conference in Okinawa in December 2000 (the Okinawa International Conference on Infectious Diseases) to shape a concrete action plan to fulfill their commitment to addressing the challenge of infectious diseases. This study, therefore, as a preparatory work for the Okinawa International Conference on Infectious Diseases, aims to identify priority areas, define the new partnership, and explore directions of international development cooperation in fight against infectious diseases.

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### (2) A Study on Aid Policies in the Field of Basic Education

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Commissioned by the Ministry of Foreign Affairs, Government of Japan

Project Manager: Masaoki Takeuchi

Project Coordinator: Tomoko Masuda

Project Member: Emi Egawa

In April 2000, The World Education Forum was held in Dakar, Senegal, and the Dakar Framework for Action was adopted, which mainly aims at providing all the children with

the better quality basic education by the year 2015. In this framework, the emphasis was placed on the importance of the donors' commitment in order to achieve the goal, and Japan, as one of the major donor countries, needs to clearly state how it will help the developing nations to achieve those goals. With this background, this study aimed to analyze the information on other donors' activities and Japan's past experiences, and to formulate the strategies for Japanese initiative to support the Dakar Framework for Action.

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### (3) A Study on Perspectives and Progress of PRSP

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Commissioned by the Ministry of Foreign Affairs, Government of Japan

Project Manager : Taichi Sakano

Project Coordinator : Tetsuya Ishizuka

Project Member: Fuminori Arai  
Masaoki Takeuchi  
Ayako Honda

Poverty Reduction Strategy Paper (PRSP) focuses on medium-term poverty alleviation strategies that are prepared by each developing country. This paper is prerequisite to apply Extended HIPC Initiatives, IDA credits, and Poverty Reduction and Growth Facility (PRGF) by IMF. Under this process, securing a recipient country's ownership, stakeholders' participation and the country's partnership with donor countries are regarded as a very important matter. Japan actively cooperates with this process through its assistance for human resources and financial aspects. The objectives of this study are to analyze the preparation process and the contents of PRSP and the Interim PRSP.

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#### **(4) Research on the Supply and Demand of Oil Products from Qualitative Viewpoints -A Scenario Analysis and Research on the Middle Eastern Countries**

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Commissioned by National Resource and Energy Agency, Ministry of Economy, Trade and Industry, Government of Japan

Project Manager: Yoshiki Hatanaka  
Kozo Ishii

Although contents of the risks have changed since the two oil crises in the 1970s, the world still faces the possibilities of supply disruption from the Middle East. The medium and long-term unstable causes or factors which might lead to supply disruption from the Middle East could be mainly summarized as follows: increase of unemployment among youths, failure of peace process( peace negotiations) and developing or purchasing effort of massive destructive weapons, etc. The world will be able to deal with these crises from the viewpoint of volume, but we might not be able to avoid the effect of price fluctuation on the world economy. And if the supply disruption happens in the country which has a large spare production capacity, it might have a negative effect even on the available volume.

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#### **(5) Research on the Petroleum Stockpiling Technology-Research on the Strategic Use of National Petroleum Reserves**

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Commissioned by National Resource and Energy Agency, Ministry of Economy, Trade and Industry, Government of Japan

This project was implemented jointly by IDCJ and University of Tokyo

Project Manager: Yoshiki Hatanaka  
Project Member: Kozo Ishii

Although further analysis and research, particularly qualitative one is needed, oil stockpile could be used as a reasonable buffer to the shocks caused by oil price fluctuation. However, it must be carefully examined through more statistical research before drawing any conclusion that would show the best way of using oil stockpile most effectively. And it seems useful to implement analysis and research

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together with organizations in the oil producing countries. The reason for this is that it might bring the mutual understanding and recognition of the effectiveness of oil stockpile in the consuming countries.

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#### **(6) Research and Study on the Oil Industry - Research on the Structure and Major Persons at Oil Related Organizations in the Middle East Oil Producing Countries**

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Commissioned by National Resource and Energy Agency, Ministry of Economy, Trade and Industry, Government of Japan

Project Manager: Yoshiki Hatanaka

Project Member: Michiko Iizuka  
Kozo Ishii  
Norihiro Okumura  
Naoto Jinji  
Koji Sekikawa  
Masaoki Takeuchi  
Ayako Honda  
Saburo Yamada

Usually foreign countries, mainly U.S.A., United Kingdom and France, are using their rich knowledge and deep relation on the influential persons at oil related organizations in the middle eastern oil producing countries to attain their goals. On the contrary, unfortunately, Japan's knowledge, information and relation with those people are still small and shallow. Therefore it is very much needed to for Japan and Japanese companies to make continuous effort of getting necessary materials and so on.

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#### **(7) A Pioneering Study on Sustainable Agriculture and Rural Development in Democratic Socialist Republic of Sri Lanka**

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Commissioned by the Ministry of Agriculture Forestry and Fisheries, Government of Japan

Project Manager: Kunio Takase

Project Coordinator: Ayako Honda

Project Member: Rie Makita  
Junichi Watanabe

Sri Lanka achieved rice subsistence in late 1980's and, in recent years, has been shifting

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from plantation-based mono-cultural economy, to more balanced-structured industry. For all that, the agricultural sector still accounts for 21.1 percent of GDP, 40 percent of employment and 23 percent of the foreign exchange earnings in Sri Lanka, and continues to have substantial influence on the country's economy and society. Promotion of agricultural diversification and improvement of farm income are critical as ones of the future challenges in Sri Lanka's agricultural sector. To address these new challenges in Sri Lanka's agriculture, Japan as a donor country needs to set a new direction for its cooperation policy based on the findings from comprehensive study. This study aims to (i) examine the present situation of Sri Lanka's agriculture and rural development; (ii) identify problems to be solved; and (iii) make recommendation on Japan's possible cooperation areas in Sri Lanka's agriculture and rural development.

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#### **(8) Study on Project Finding for Intensified Rural and Agricultural Development Kingdom of Cambodia**

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Commissioned by the Ministry of Agriculture, Forestry and Fisheries, Government of Japan

Project Coordinator: Koji Sato

Project Member: Kunio Takase  
Masaoki Takeuchi  
Toshihiro Nishino  
Rie Makita

Cambodia was selected as a target country of this project finding study because the study may directly contribute to reducing poverty in Cambodia, especially agricultural sector. According to the World Development Report 2000/2001, 40.1% of Cambodians who are below the poverty line as of 1997 are in the rural areas. If people just above the poverty line are included, more than 50% of the people in the rural areas are considered to live under severe conditions and most of the people who live in the rural areas are farmers. Therefore, integrating agricultural and rural development is very important, and it is urgently needed to implement agricultural and rural development projects.

There are two agricultural areas selected for this project finding study, one is in Prey Veng Province (roughly 60 km away from and located in South-East of the capital) where most of the farmers are relying on rain-fed water agriculture and poorer than those in the other provinces. The other is in Battambang Province (roughly 255 km away from and located in North-West of the capital) where development of irrigation systems is relatively advanced, but not functioning well. The Province is also suffering from frequent natural disasters.

In this study, PCM (Project Cycle Management) methodology was applied, and three day workshops were held in Reak Chey Commune in Ba Phnom District, Prey Veng Province, and in Khnach Romeas Commune in Bovel District, Battambang Province. In the workshops 43 farmers at Reak Chey Commune and 69 farmers Khnach Romeas participated, and officials from relevant ministries and NGO staff also participated as observers. During the workshops the participants mainly conducted Stakeholder Analysis and then tried to identify problems that are existing in each area (Problem Analysis). Furthermore, farmers, households and agricultural infrastructure in the target districts of PCM workshops as well as in neighboring areas were surveyed, and quantitative data/ information were also collected for supplementing the PCM workshop results.

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#### **(9) The Support Program on Rural and Agriculture Sector Development in the United Republic of Tanzania (Phase I)**

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Commissioned by the Japan International Cooperation Agency

Project Manager: Jinichiro Yabuta

Project Coordinator: Shinichi Okubo  
Ryo Sasaki  
Yoshio Aizawa

Project Member: Kenji Yamada  
Joji Terahara  
Satoko Watanabe  
Emoto  
Shigeki Kawahara  
Naoko Toriumi  
Hiroshi Yoshimura

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Last year, the Government of Tanzania (GOT) formulated its Poverty Reduction Strategy Paper (PRSP). The PRSP emphasized the importance to further deepen the analysis in the agricultural sector and enhancement of its development. Given this, the GOT decided to prepare an Agricultural Sector Program (ASP) and asked the Japanese government to support its preparation. IDCJ started its support for the finalization of two strategic papers that were to be bases for ASP. During Phase 1, IDCJ supported the GOT in bringing those two strategy papers up to the final stage. It must be noted that IDCJ supported the GOT not solely but together with donors. IDCJ also succeeded in attaining consensus and support from donors in terms of preparation of ASP that shall start from the coming Phase 2. IDCJ will continue its support so that the GOT can prepare an implemental and practical ASP which is linked with the GOT's fiscal policy.

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#### **(10) Study for Promotion of Cooperation to the Development of Small and Medium-sized Enterprises**

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Commissioned by the Japan International Cooperation Agency  
Project Manager: Kazunori Horiguchi

This study was carried out for the purpose of examining a method with the future cooperation to Small and Medium-sized Enterprises Development by JICA, in the field of Policy, Systems and other intellectual fields.

JICA set up the committee with Japanese governmental and non-governmental organizations. And the following subjects were discussed in the committee.

- 1) Fund-raising
- 2) Securing of the market
- 3) Upgrading the Technology and Management

This study was also undertaken to comprehensively ascertain information on these subjects, which will be used in devising Japan's cooperation.

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#### **(11) Information Gathering and Basic Analysis on Poverty Reduction Strategy Papers (PRSP)**

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Commissioned by the Japan International Cooperation Agency  
Project Member: Shinichi Okubo  
Kay Yonezawa

PRSP is officially admitted, at the Joint Development Committee of the IMF and the World Bank, September 1999, as one of the most important benchmarks for judgment of the application of the HIPC (Highly Indebted Poor Countries) Initiative to liquidate/reduce the accumulated international debt of LLDCs. And PRSP is also one of the significant components of the World Bank's Country Assistance Strategies (CAS) and of the IMF's Poverty Reduction and Growth Framework (PRGF). It is considered indispensable that Japan clarifies and understands the concept, structure and purposes of the PRSP framework to rectify her policies of international development cooperation in efficient and effective manners by participating in the formation process of PRSP for each developing country/region. Based upon this recognition, IDCJ was commissioned by JICA to carry out information gathering and basic analysis on worldwide PRSP-related issues and intensive studies on the present status of PRSP-making process by dispatching two research analysts to the JICA headquarters and some developing countries.

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#### **(12) The Study on a Consultant System for Small and Medium-scale Enterprises in the United States of Mexico**

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Commissioned by the Japan International Cooperation Agency  
Project Manager: Kazunori Horiguchi

This study was carried out for the purpose of examining a scope of work for the further JICA Development Study. The objective of the Study is to formulate a plan of a Consultant System for Small and Medium-scale Enterprises in Mexico which provides small and medium-scale enterprises with appropriate and effective

diagnosis and technical guidance, and upgrades their management and technical levels.

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### **(13) The Study on the 21<sup>st</sup> century of the Middle East Region**

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Commissioned by the Japan National Oil Corporation

Project Manager:	Yoshiki Hatanaka
Project Coordinator:	Kozo Ishii
Project Member:	Tetsuya Ishizuka Kentarō Takaya

The Middle East region is now on the transitional period politically, economically and socially. Under this situation, the region is entering the 21<sup>st</sup> century.

The regional economic situation has not been changed during the past 25 years, and many of the regional countries are carrying over economical problems to the 21<sup>st</sup> century. Thus, the economical factors of the region will be one of the main causes to bring instability of the region.

This study is focusing on the economical issues that the Middle East countries will face in the 21<sup>st</sup> century.

The objectives of the study are to analyze the impact of the economical issues on the political stability of the region and to make recommendations for strengthening ties between Japan and each of the Middle East countries based on the analysis.

## **2. Aid Management and Evaluation Studies**

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### **(1) Study of Methods for Evaluation on the Policy and Program Levels**

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Commissioned by the Ministry of Foreign Affairs, Government of Japan

This project was implemented jointly by IDCJ as the prime consultant and KRI International Cooperation.

Project manager	Masaoki Takeuchi
Project Coordinator:	Yukihiro Terada
Project Member:	Yoshio Aizawa Kozo Ishii

This study was conducted for the three purposes:

- (1) To study methods of evaluating ODA that Japan should introduce on the policy and program levels, and recommend an appropriate method;
- (2) To verify the relevance of the proposed evaluation method through a pilot application to a particular recipient country and obtain lessons useful for full-scale application; and
- (3) To periodically provide feedback on the progress and results of this study to the ODA Evaluation Study Group under the Aid Evaluation Reviewing Panel, which was set according to a proposal in the "Report on Reform of Japan's ODA Evaluation System."

The results of this study are expected to contribute to improving the quality of Japan's ODA, securing its transparency, and obtaining the nation's understanding of and participation in it.

The result-oriented evaluation approach employing performance measurement indicators together with strategic planning was examined as a proposed evaluation method. Bangladesh was selected as the country for the pilot application of the proposed evaluation approach.

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## **(2) Study on the Evaluation of Japan's ODA for China**

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Commissioned by the Ministry of Foreign Affairs, Government of Japan

Project Manager: Toshihiro Nishino  
Project Member: Tetsuya Ishizuka  
Koji Sekikawa

This study is aimed at understanding systematically the evaluation on Japan's ODA for China which has been put into practice in the past, referring to the changing circumstances around it.

Technically, this study classifies and analyzes 112 ODA projects evaluated by the Japanese Ministry of Foreign Affairs, JICA and JBIC, and collects information on the evaluations that have been practiced by researchers and scholars including some Chinese, and international organizations. In addition, it also analyzes the changes and present conditions of Chinese investing activities and fund raising, focusing on a statistical perspective.

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## **(3) Follow-up Study (Development Study Impact Assessment)**

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Commissioned by the Japan International Cooperation Agency

Project Manager: Kazunori Horiguchi  
Project Member: Yoshio Aizawa  
Ayako Honda

In order to improve the effectiveness of Development Study, research-type technical cooperation of JICA, JICA has experimentally conducted evaluations on development studies as a part of the Follow-up Study since 1999.

This follow-up study evaluates nine development studies for irrigation improvement carried out in Thailand and the Philippines; and at the same time, examines a methodology of the 5-criteria based evaluation which utilizes PDM and Evaluation Grid as evaluation tools.

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## **(4) Examination of Evaluation Method of Development Study**

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Commissioned by the Japan International Cooperation Agency

Project Manager : Noriyoshi Nagamatsu  
Project Coordinator: Yoshio Aizawa  
Project Member: Rie Makita  
Tomoko Masuda

In order to improve the effectiveness of Development Study, research-type technical cooperation of JICA, this study examines evaluation methods of i) Preliminary Stage, ii) Implementation Stage, iii) Post-implementation Stage, and iv) Extension Stage.

Specifically, the study examines:

For Preliminary Stage;

- a) TOR Format for official requests from developing countries
- b) Evaluation Format for approval of requested Development Studies  
For Implementation Stage, Post-implementation Stage and Extension Stage;
- c) Preliminary Evaluation Format
- d) The evaluation method which utilizes PDM

In addition, this study applies the forms examined above on to 4 fictitious Development Studies in different sectors (Water Supply, Port Development, Education, and Rural Development).

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## **(5) Follow-up Study of Development Studies in Mining and Industry**

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Commissioned by the Japan International Cooperation Agency

Project Manager: Kazunori Horiguchi  
Project Member: Fuminori Arai  
Tetsuya Ishizuka  
Yuka Kimura  
Koji Sekikawa  
Yoshitaka Tanaka  
Kay Yonezawa

This follow-up study analyzed the performance of 274 development study projects which had been implemented by the Department of JICA from 1989 to 1999. In this

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study, the latest information on these projects was obtained from the Japanese embassies, offices of JICA located in developing countries, and the concerned consultants. With regard to 12 development study projects in the following three Middle East countries: Tunisia, Syria and Jordan, the study team visited the sites of these projects and obtained the information directly from the concerned counterparts. After the information collected were put into a database, all 544 development study projects that had been implemented until the end of 1999 since the beginning were analyzed.

In addition, the following two fields surveys were conducted this year. One field survey was carried out concerning eight industrial development projects in two South East Asian countries, Thailand and Indonesia to study the evaluation methods of development study projects. The other field survey was on the analysis of the impact of a "Building a System for the Diagnosis of Small-and Medium-Scale Industries" Project assisted by Japan's ODA, as a case study to assist in business development service which were being discussed at the World Bank's donors' meetings.

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#### **(6) Follow-up Studies: Evaluation of Development Studies**

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Commissioned by the Japan International Cooperation Agency

This project was implemented jointly by Japan International Cooperation Center as the prime consultant and IDCJ.

Project Manager:	Yasuyuki Kuroda
Project Coordinator:	Mimi Sheikh Nishikawa
Project Member:	Masaoki Takeuchi Yuka Kimura

Each of the concerned organization in the field of Japan's ODA has been trying to improve its own evaluation method due to the increase in needs for the evaluation of ODA activities. In such situation, the evaluation study is implemented by IDCJ as a part of the follow-up study that is conducted by JICA every year.

The purpose of this evaluation study was to improve the efficiency of development studies and to improve the evaluation method for such studies. The targets of the evaluation study

were 12 development studies in water supply development of Kenya and Mauritius, and the port sector of Indonesia, Philippines, and Sri Lanka.

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#### **(7) The Country Program Evaluation Study on JICA's Cooperation in Tanzania (Phase II)**

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Commissioned by the Japan International Cooperation Agency

Project Manger:	Noriyoshi Nagamatsu
Project Coordnator:	Kimiko Abe
Project Member:	Joji Terahara Yoshio Aizawa

This study evaluated JICA'S Cooperation in Tanzania which was conducted from 1991 to 2000 focusing on JICA's cooperation as a whole at the national level and JICA's cooperation programs at the sector level. The sectors covered by the study were: agriculture infrastructure development, health, and education. JICA introduced the concept of program cooperation in 1999 in Tanzania, and past JICA's projects in these four sectors were categorized into programs according to issues the projects targeted. In total, this evaluation study evaluated eighteen programs of the four sectors. The programs were evaluated from three of the OECD/DAC Five Evaluation Criteria: relevance, efficiency, and sustainability. Relevance and efficiency were evaluated with regard to the national level evaluation. This evaluation study revealed that JICA's cooperation as whole had contributed to mitigating negative influence caused by the Structural Adjustment. It also revealed that JICA Tanzania Office had been increasingly active in coordination with other donors in Tanzania where the Sector Programs had been advancing and some of donors had been participating in the Common Basket. At the sector level, one of important lessons learned by this evaluation study is that participation of the beneficiaries in projects at their early stages is crucial for securing the sustainability of the programs.

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### **(8) Evaluation Study of The Project of Infectious Diseases Control in the Republic of Zimbabwe**

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Commissioned by the Japan International Cooperation Agency

Project Member: Kimiko Abe

This study project evaluated “The Project of Infectious Diseases Control in the Republic of Zimbabwe”, a Project-type of Technical Cooperation, implemented by JICA in Zimbabwe, prior to its project termination at the end of June 2001. Basic indices of the health of the people in the Republic of Zimbabwe were relatively good among those in other Sub-Saharan African countries; however, infectious diseases still occupied higher ranks of top causes of death for different age groups. Due to this, the country requested Japan to implement a project aid for infectious diseases control, and JICA, as an implementing agency, started to implement a project in 1996. This infectious diseases control project included activities of schistosomiasis control and malaria control. Through the evaluation based on the PCM Evaluation Method, it was found that the infectious diseases control project realized high achievements with regard to the DAC's five criteria: effectiveness, relevance, efficiency, impact, and sustainability. This project successfully transferred necessary techniques for the control of the two infectious diseases. It also succeeded in formulating innovative methods for conducting schistosomiasis control for school children as well as for conducting participatory insecticide-treated-mosquito nets sales activities for the communities.

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### **(9) Study on the Post-evaluation of Irrigation Development Projects**

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Commissioned by Japan Bank for International Cooperation

Project Manager: Kunio Takase

Project Coordinator: Ayako Honda

Project Member: Yukihiro Terada

Irrigation is the largest recipient of public agricultural investment in the developing

countries and accounts for substantial parts of Japan's development cooperation in agricultural sector. In order to determine the effectiveness and impact of irrigation projects, it is essential continuously to review them in multi-dimensional perspective. This study focuses on the JBIC-financed 8 irrigation projects in Jordan, Tanzania, Indonesia, Sri Lanka, and Dominican Republic, most of which were completed in late 80's. The study mainly aims to examine the progress and the impact of the project through (i) agricultural patterns, (ii) irrigation related parameters, (iii) agricultural production and farmers' income, and (iv) social and economic changes. Since irrigation has a massive impact on health of people nearby due to changes of the water regime, the study also examines the health status, especially irrigation-related health benefits and impacts, in the project area focusing on (i) vector-borne diseases, (ii) nutrition status, and (iii) access to health care. The study also includes Rapid Rural Appraisal (RRA), as a pilot case, in the Widas irrigation project area to analyze the farmers' perception towards the project.

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### **(10) Tracer Study for Regional Workshop on Microfinance for East Asia & Pacific**

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Commissioned by World Bank Institute

Project Member: Mimi Sheikh Nishikawa

This study evaluated the workshop on Microfinance held from March 20-24, 2000 in Philippines. Questionnaire survey was sent to the workshop participants and the report analyzed based on the following criteria;

- 1) Did the participants utilize the technical information made available at the workshop?
  - 2) Did the participants identify the specific activities needed to improve the regulatory framework in their country?
  - 3) Has networking among the participants been fostered in a sustainable way?
  - 4) Overall did the participants find the workshop useful?
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### **(11) Evaluation Capacity Building Program- Training for Trainer Seminar in Istanbul**

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Commissioned by World Bank Institute  
Project Member: Mimi Nishikawa

This study evaluated “The Program Evaluation Train-the-Trainer Workshop” held from March 12-16, 2001 in Istanbul. The purpose of this workshop is to strengthen the evaluation skills of developing countries as part of the “poverty analysis initiative” initiated by the World Bank. This evaluation uses Level 1 and Level 2 evaluation methodologies. Level 1 focuses on the level of satisfaction of participants regarding several aspects of the seminar. Level 2 examines the extent to which learning has occurred as a result of attending the seminar. In the final report, the results of level 1 and level 2 and the lessons learned from the study were presented.

### **3. Planning Studies**

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#### **(1) The Study on the Reconstruction from the Earthquake Damages in the Western Region of India**

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Commissioned by the Cabinet Office,  
Government of Japan  
Project Manager: Yasuyuki Kuroda

On January 26, 2001, a large earthquake occurred in the Gujarat State in India (herein after called as “Earthquake”). The objectives of this report is to conduct a survey of actual damages caused by the Earthquake, disaster reduction system in India, actual measures to cope with the destruction and to study what Japan could cooperate for the reconstruction. This report will be distributed to government or non-government organizations, involved with the relief and reconstruction activities, in India or Japan.

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#### **(2) Study for Integrated Coral Reef Management Plan in North Sulawesi, Indonesia (The First Year)**

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Commissioned by Pacific Consultants  
International  
(Original Client: the Japan International  
Cooperation Agency)  
Project Member: Kay Yonezawa

In recent years Indonesia has faced environmental problems, primarily due to the coastal water pollution resulting from its economic growth that has seriously damaged marine resources and endangered the biodiversity in the coral reef areas widely spreading over the country. From this viewpoint, the Government of Indonesia has stressed the necessity of the master-plan study for the coral reef management in North Sulawesi, one of the biggest and most beautiful locations of coral reef, and strongly requested the Government of Japan to conduct the study under the ODA scheme. Thus, this study started based upon an agreement between the two governments in order to present a concrete plan to manage the precious marine resources, to give to the local

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people appropriate education on environment protection, and to promote regional economic growth by implementing sustainable development of marine resources. This year was the first of the three-year study project and the study mainly focused on the gathering of basic information and the clarification of problems.

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**(3) The Study on the Master Plan for Industrial Development in the Provincial Cluster of Nakhon Ratchasima, Buri Ram, Surin and Chaiyaphum in the Kingdom of Thailand (The Second Year)**

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Commissioned by the Japan International Cooperation Agency

This project was implemented jointly by Unico International Cooperation as the prime consultant and IDCJ.

Project Member: Yukihiro Terada  
Joji Terahara

The objective of this study was to prepare provincial industrial development plans for the following four provinces, Nakhon Ratchasima, Buri Ram, Surin and Chaiyaphum, as well as a regional industrial development plan for the provincial cluster consisting of these four provinces. In the planning process, local initiative was promoted. The stress of the industrial plans was put on how to facilitate increase of direct investment inflows and development of local industries. The plans include an action plan for regionally extending SMEs development measures prepared by the Ministry of Industry (MOI) and promotion programs for selected industrial sub-sectors such as supporting industries (SI) and food processing industries. In order to realize a true community-led planning, participatory workshops were held twice in each of the four provinces in the process of analyzing the issues on industrial development. Together with the industrial development plan for the Khon Kaen cluster already prepared by a Thai consultant, this study was expected to be a model case for the remaining 12 provincial clusters' industrial development planning.

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**(4) Master Plan Study for Rural Power Supply by Renewable Energy in Mongolia (Third Fiscal Year)**

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Commissioned by Nippon Koei Co. Ltd.

(Original Client: Japan International Cooperation Agency)

Project Member: Kiyofumi Tanaka

In Mongolia, there are a total of 314 Soums (villages) in 18 Aimag (districts), and Soum centers are the basis of social services to the herders who consist of almost half the population in Mongolia. But at present, 173 Soum centers are not connected with the central electricity grids, and Russian diesel generators to supply electricity have been deteriorated and since the generators are too old and the cost of diesel is very expensive, the operation hours are very short.

Thus, the Government of Mongolia requested the Japanese Government to dispatch the study team who explores the possibility of rural power supply using renewable energy sources such as solar and wind, and develops the master plan to rehabilitate the electricity supply system in 173 Soum centers by making the best use of these natural energy sources by the year 2015.

In FY 2000, the third year of this study, the study team evaluated the collected data on the solar and wind power generation as well as the operation and maintenance capacity of soum centers in the pilot plants which had been operated in three soum centers for one year. These data were analyzed and utilized to formulate a master plan (a short-term plan up to 2005, a mid-term plan up to 2010 and a long-term plan up to 2015) for electricity supply in 173 Soum centers in Mongolia.

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**(5) Study for Preparing a Guideline for the Development of Small- and Medium-Sized Cities in People's Republic of China (The Second Year)**

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Commissioned by the Japan International Cooperation Agency

This project was implemented jointly by IDCJ as the prime consultant and Pacific Consultants International.

Project Manager: Jinichiro Yabuta  
Zhou Muzhi

Project Coordinator: Kozo Ishii  
Yumi Shindo

The objective of this study is to make a guideline for the planning of comprehensive development of small and medium-sized cities in China. The following four basic policies were proposed by the guideline:

- 1) Formation of an Intensive Economic Society;
- 2) Formation of a Mobile Society;
- 3) Formation of a Civil Society; and
- 4) Maintaining Sustainable Development

Under these four basic policies, the guideline was prepared to cover eleven subject areas; administrative jurisdiction, land use policy, use of development zones, up-grading of industrial structure, local financing, migration, urban transportation, social security, housing policy, water resources, and municipal waste disposal. The guideline also helped facilitate balanced-development of the small and medium-sized cities in China.

The results of the study were disseminated to other small and medium-sized cities in China by holding seminars.

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**(6) Regional Educational Development and Improvement Project in the Republic of Indonesia (The Third Year)**

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Commissioned by Japan International Cooperation Agency

This project was implemented jointly by IDCJ as the prime consultant and Padeco Co., Ltd.

Project Manager: Norimichi Toyomane

Project Coordinator: Tomoko Masuda

Project Member: Kiyofumi Tanaka

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The project aimed to examine the measures to improve the quality of junior secondary education and to improve the capacity of schools and communities to prepare decentralization of educational administration in Indonesia through implementing pilot projects conducted in selected sub-districts in two provinces, North Sulawesi and Central Java. It has been shown that pilot activities, including awareness raising of communities, practical training for principals, revitalization of teacher subject group activities, textbook distribution, strengthening parent-teacher association, and school block grant, brought positive impacts such as the increase of enrolment and the increased community's willingness to support the schools. After the pilot activities were complete, the comprehensive post-pilot survey was conducted, the results of which were compared with the baseline survey. Using these data and analysis, the study team will formulate suggestions for the policies and action plans for the improved junior secondary education.

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**(7) The Study for Rural Electrification by Renewable Energy Sources in Lao PDR (The Third Year)**

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Commissioned by Proact International, Inc.

(Original Client: Japan International Cooperation Agency)

Project Member: Hiroshi Yoshimura

The study aims at formulating a master plan to promote rural electrification by use of renewable energy sources such as photovoltaic system and microhydropower in Lao P.D.R. Pilot projects for photovoltaic systems are conducted at several villages in Vientiane and Borikhamxay provinces to work out technically, institutionally and socially workable plan. Several sites for microhydropower are selected by inventory and field studies as well. The pilot project study indicates that rural electrification by photovoltaic systems can be applicable to rural remote areas taking the following points into consideration:

- 1) setting affordable and marketable monthly fee to people;
  - 2) setting up a village electrification
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- committee as a support system for maintenance and fee collection from people; and
- 3) giving enough explanation to people in advance.

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**(8) The Study on Development of the Resettlement Area for Demobilized Soldiers and Mine Laborers from South Africa in the Republic of Mozambique (The First Year)**

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Commissioned by the Japan International Cooperation Agency

This project was implemented jointly by IDCJ as the prime consultant and Sanyu Consultants, Ltd.

Project Manager: Kiyofumi Tanaka  
 Project Coordinator: Koji Sato  
 Project Member: Junichi Watanabe

During 1980s, the people in Mozambique were seriously affected by the intensified civil war. Even after the civil war ceased in 1992, the agricultural sector cannot absorb many employments as before, due to the destruction of agricultural base. After the civil war ended, the people who used to be soldiers or mine laborers working in South Africa have gone back and tried to find employments at villages, but there haven't been many job opportunities available any more in the agricultural sector which used to contribute more than 80% of the employment before the civil war.

The study area, Localities of Munguine and Maluana in Manhiça District, Maputo Province, has several characteristics. First, the number of ex-mine laborers and war widows are relatively large. Secondly, the potential for agricultural development is high due to the good farmland along the Incomati River. Thirdly, there is a high potential for marketing agricultural produce due to the close location to the capital city, Maputo. Fourthly, village associations and co-operatives have already existed, and this indicates a good potential for participatory self-help village development. In spite of all these positive aspects, the majority of the local population remains poor and passively waiting for external material assistance, so there is a

high need for facilitating self-help village development by villagers themselves based on the local resources and strengths.

From this point, this area was selected as a pilot area where this action research project is implemented in order to demonstrate how the local population can be empowered to realize self-help village development, and can become a model on self-help village development with the minimum external input for other rural areas in Mozambique.

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**(9) The Twin Project: the Integrated Regional Development Plan for the Northeastern Border Region in the Kingdom of Thailand (the NBR Study) and the Integrated Regional Development Plan for Savannakhet and Khammouan Region in the Lao People's Democratic Republic (the SKR Study)(The Second Year)**

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Commissioned by the Japan International Cooperation Agency

This project was implemented jointly by IDCJ as the prime consultant and KRI International Cooperation, Pacific Consultants International.

Project Manager: Jinichiro Yabuta  
 Project Coordinator: Shigeki Kawahara  
 Joji Terahara  
 Yoshitaka Tanaka  
 Project Member: Kimiko Abe  
 Yasuyuki Kuroda  
 Yukihiro Terada  
 Kenji Yamada  
 Noriyoshi Nagamatsu

This study is intended to prepare Regional Development Master Plans toward the year 2020, in view of the region's relationship with Greater Mekong Sub-region (GMS) and linkages between the two regions along the Mekong River for the Study Area: Mukdahan, Nakhon Phanom, Sakon Nakhon and Kalasin provinces in Thailand (NBR); and Savannakhet and Khammouan provinces in Lao PDR (SKR).

During Phase 1 (March-July 2000) and Phase 2 (August 2000-January 2001) of the Study, two sets of "Regional Development Master Plans" were formulated based upon extensive analysis of current situation and assumed development

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scenarios. Given the fact that NBR and SKR are land-locked areas, the following key development strategies are recommended.

- 1) Being land-locked, industries that best utilize available local resources are more viable for these land-locked regions.
- 2) The east-west corridor, on the other hand, would provide the region with much better road access to multiple inland market places within GMS.
- 3) Thus it is vital to maintain good conditions of Route 9 and other GMS network to transform NBR and SKR from present "tail end economy" to "crossroad economy".

It is planned to conduct Preliminary Feasibility Studies for Priority Projects/ Programs during forthcoming Phase 3 (February-September 2001) of the study.

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#### **(10) The Study for Promotion of Investments and Exports for the Balanced Economic Development in the Republic of Chile**

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Commissioned by the Japan International Cooperation Agency

This project was complemented jointly by IDCJ as the prime consultant and Unico International Cooperation.

Project Manager: Norimichi Toyomane  
 Deputy Project Manager: Satoko Emoto Watanabe  
 Project Coordinator: Hiroshi Yoshimura  
 Project Member: Norihiro Okumura  
 Michiko Iizuka  
 Shinichi Okubo  
 Hiro Okuda  
 Mimi Sheikh Nishikawa  
 Tomoyuki Numachi  
 Mina Sakurai

Chile introduced a policy of economic liberalization much earlier than the rest of Latin American countries. As a result, Chilean economy has enjoyed a high growth during the 1990s. However, Chile is faced with regional disparities because its economy has centered on Santiago and its environs. Widening regional disparities represent a serious obstacle to national unity, particularly when a new policy

in favor of administrative decentralization is pursued.

Given this context, the Study aims at a more geographically balanced growth in Chile by promoting investment and exportation in the regions. The study elaborated strategies for the promotion considering the following important new challenges of Chile:

- 1) How to increase the value added of export products?
- 2) How to approach Asia as a prospective market as well as a potential investment source?
- 3) How to become a "gateway" for South America and Asia?
- 4) How to promote decentralization and regional development?

More specifically, in the FY 2000, the Study conducted the following tasks: 1) to propose new strategies and policies for the expansion of investment and exportation in the context of regional integration such as MERCOSUR and APEC for the five geographical zones in Chile; 2) to propose short-term action plans to realize the strategies; and 3) to transfer the know-how to the counterpart, Ministry of Economy and Chilean Economic Development Agency (CORFO), about the long-term strategy and the policy - making through joint-works.

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#### **(11) The Study on the Master Plan for the Development of the City of Astana in the Republic of Kazakhstan (The Second Year)**

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Commissioned by the Japan International Cooperation Agency

This project was implemented jointly by Kisho Kurokawa Architect and Associates as the prime consultant, Nippon Koei Co., Ltd., and IDCJ

Project Member: Yasuyuki Kuroda  
 Hiro Okuda

In 1997, the Government of the Republic of Kazakhstan moved its national capital from Almaty to Astana. Since then, construction of building, offices and infrastructures have been accelerated. However, the financing, mainly coming from the government budgets, is becoming a heavy burden. The purpose of this study is to formulate a Master Plan for the

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development of Astana up to the year 2030 in order to support its function as a capital and to improve the quality life of its residents.

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#### **(12) Development Study for the Improvement of Quality and Access of Basic Education in the Union of Myanmar (The First Year)**

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Commissioned by the Japan International Cooperation Agency

Project Manager: Norimichi Toyomane

Project Coordinator: Yoshitaka Tanaka  
Tomoko Masuda

Project Member: Noriyoshi Nagamatsu  
Emi Egawa

Myanmar education has gone through many changes in the recent years, including the addition of new subjects, upgrading of teacher training colleges, abolishing year-end exams of primary school, and so on. One of the biggest changes is that now the country is trying to introduce child-centered learning in order to improve the quality of education. At the same time, the country is facing the need of “quantity expansion” in terms of educational facility. This study, therefore, tackles both issues, how to introduce child-centered learning in the classroom and how to plan school facility development. Specifically, this study has the following three objectives.

- 1) To develop a practical model of teachers' manual for the subjects of Basic Science, Social Studies, and General Studies.
- 2) To develop a practical model of effective and practical teacher education and to suggest the strategies to strengthen teacher training institutions.
- 3) To create a rehabilitation plan of primary school buildings in order to improve the access to school and improve school environment.

The first phase was spent for situation analysis and concept formulation on child-centered learning with the concerned parties.

## **4. Basic Study on Improving the Efficiency of Aid Administration**

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### **(1) Study on the Institutional Setting Concerning Technical Cooperation**

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Commissioned by the Ministry of Foreign Affairs, Government of Japan

Project Manager/Coordinator:

Taichi Sakano

Project Member: Tetsuya Ishizuka

Kunio Takase

Masaaki Takeuchi

Recently, the World Bank, IMF, and other donor countries have adopted various aid modality based on recipient countries' ownership and accountability, and partnership with various stakeholders including civil society and donors. In this process, the role and effectiveness of Technical Cooperation are widely discussed. The objectives of this study are, i) to organize discussions on Technical Assistance by various donors and international organizations, ii) to analyze the characteristics of Japan's Technical Cooperation and its effectiveness, and iii) to show Japan's attitude towards Technical Cooperation.

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### **(2) Study on Capacity Building of Japanese NGO's under the cooperation between Japan and the United States**

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Commissioned by the Ministry of Foreign Affairs, Government of Japan

Project Manager: Yukihiro Terada

Project Coordinator: Tetsuya Ishizuka

Project Member: Yuki Iida

Masaaki Takeuchi

To promote partnership between private and public sectors in international cooperation, this study aimed at initiating a capacity building program for Japanese Non-Governmental Organizations (NGOs) in cooperation with the United States and preparing feasible plans for developing the training scheme. A survey based on interviews with Japanese NGOs was conducted to identify the needs of their capacity building, and in addition, a field survey in the

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United States was conducted on the current training programs that the U.S. Private Voluntary Organizations (PVOs) and the U.S. Agency for International Development (USAID) provide. Based upon these surveys in Japan and the U.S., this study proposed a plan to build an overseas training scheme that is suitable for Japanese NGOs.

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**(3) Economic Infrastructure Support Study-  
Study on the Technical Transfers in  
Infrastructure Projects from Developed  
Countries' Private Construction Companies  
to Developing Countries- (France/Morocco/  
Gabon)**

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Commissioned by the Ministry of Land, Infrastructure, and Transport, Government of Japan

Project Manager: Masaoki Takeuchi

Project Coordinator: Mimi Sheikh Nishikawa

By using actual cases, this study examined how private construction companies from developed countries may be able to bring positive economic effects to developing countries through infrastructure development projects and how Japan can improve its recognition through these types of projects. At the projects sites of a French construction company, the fact-oriented information about technical transfer to local infrastructure companies was gathered for the analysis. By using these cases, we addressed what should be considered when Japanese private construction companies are involved with ODA infrastructure projects.

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**(4) Study on National Spatial Planning in  
Developing Countries**

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Commissioned by the Ministry of Land, Infrastructure, and Transport, Government of Japan

Project Manager: Tomoyuki Numachi

Project Coordinator: Joji Terahara

There has recently been a huge increase in the volume of flow of both people and goods

beyond national borders among Asian countries. The IT Revolution quickly stimulates informationalization in Asian countries. The globalization and informationalization have large impacts on national spatial planning in Asian countries. The main objectives of this study are to contribute to the Japanese national spatial planning in the near future and to consider how Japan can cooperate with neighborhood countries in the field of national spatial planning. This study is focused on China, Korea, and ten ASEAN countries (especially, Malaysia, the Philippines, and Thailand). In order to accomplish these objectives, this study tries to collect information on impacts of the globalization and informationalization on national spatial planning as well as information on characteristics of national spatial planning in Asian countries and also tries to help Asian countries to share the information. Furthermore, this study is also aiming to contribute to the preparation for the Asian Forum on National Spatial Planning (a tentative title), which is planned to hold in the 2001 fiscal year.

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**(5) The Study on Japan's Appropriate  
Cooperation Methods in the Field of Rural  
Development in Sub-Saharan African  
Countries**

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Commissioned by the Japan International Cooperation Agency

"Rural development" is one of the crucial issues for most countries in Sub-Saharan Africa (SSA) in terms of its large share of rural population and relatively high share of agriculture sector in the economy. In spite of the fact, the lives of rural population have been deteriorated in many countries in SSA, due to many factors such as harsh natural conditions, urban biased development policies, influence of reforms associated with structural adjustment and so on. Therefore, Sub-Saharan African countries and donor communities have been collaborating with each other in order to improve the lives of rural population.

JICA, one of the aid implementation agencies

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of the Japanese government and in charge of providing grant aid and technical cooperation, has put strong emphasis on cooperating with countries in SSA in this field. However, the lives of rural population in SSA differ among countries, or even in the same country. Therefore, JICA needs to have a guideline for conducting rural development cooperation in SSA and entrusted IDCJ to conduct a study on “Japan’s Appropriate Cooperation Methods in the Field of Rural Development in SSA” for three consecutive years from 1999 to 2001.

IDCJ conducted field surveys in Mali, Senegal, Cote d’Ivoire, Uganda, Ethiopia and Kenya in 2000, with special emphasis on studying the present situation of rural communities in semi-arid areas. The study was conducted by the three teams in charge of: policy and project survey; rural community survey; and agropastoral development survey, respectively. Based on the results of the study, the lives of people in rural communities were classified into seven types. For each type, problems and constraints for development were recognized and future cooperation methods were considered in the interim report.

A guideline is to be finalized in the third year (2001). In line with field surveys in the selected countries, regular workshops led by specialists of rural development in SSA were organized four times.

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#### **(6) Fundamental Study on the Role of Grant Aid for the Increase of Food Production in the African Transitional Economies**

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Commissioned by the Japan International Cooperation Agency

Under the Second Kennedy Round, the Japanese government has provided African countries with fertilizer, pesticides and agro-machinery on a grant basis to help increase food production (hereinafter 2KR). Presently, 2KR is implemented through government channels and JICA, one of the aid implementation agencies of the Japanese government, is in charge of supplying goods up to loading. Recipient governments are responsible for arranging the procurement and managing the

distribution and allocation of the counterpart funds obtained from sales of 2KR.

However, nowadays, it gradually becomes difficult to fully depend upon the recipients’ public distribution channels. Many African countries are now in the transition to the market economy, which requires “limited role of the government” in the economy. In those countries, 2KR needs to be distributed not only through public channels, but also through private ones based mainly on two reasons. First, existing public channels started to cease their operation or reduce their activities. Second, an idea that using solely public channels will prevent private sectors from being developed becomes popular under the transitional economies. Under such a condition, appropriate 2KR supply systems in the transitional economies need to be considered.

Therefore, JICA decided to conduct “Fundamental Study on the Role of Grant Aid for the Increase of Food Production in the African Transitional Economies” with special emphasis on distribution systems and entrusted IDCJ to conduct the study.

IDCJ conducted field surveys by two teams. Team 1 conducted field surveys in Burkina Faso and Senegal for the purpose of studying the present situation of 2KR as case studies. Interviewing surveys with relevant government institutions, private sectors and major bi- and multi-lateral aid organizations were conducted. Team 2 conducted a study in Ghana and Mozambique with emphasis on considering possibilities to cooperate with other donors.

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### **(7) Study on Effectiveness of Japanese ODA and Future Tasks of Its Reform (The First Year)**

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Commissioned by the Japan International Cooperation Agency

This project was implemented jointly by IDCJ as the prime consultant and IC Net Inc.

Project Manager: Kenji Yamada

Project Coordinator: Naoto Jinji

Project Member: Toshihiro Nishino

The main objective of this study is to analyze and verify effectiveness and efficiency of Japanese ODA and to propose what should be done for its reform. This study is aiming to provide Japanese experience of ODA to the international community of aid donors and to propose ideas of reforming Japanese ODA system in response to the recent trend of development assistance. This study plans to make hypotheses on both comparative advantages and disadvantages of Japanese ODA and to examine these hypotheses in both qualitative and quantitative ways, based on the information which will be collected through both the domestic survey and the study mission. In the first year, we have surveyed the recent main issues among donor agencies and discussed hypotheses on distinctive characteristics of Japanese ODA and verification measures of these hypotheses.

This study is conducted by the joint organization of IDCJ and IC-Net Limited. The former is the representative.

The objectives of the technical assistance were:

- 1) to advise the City Executive Board regarding refinements and possible modifications to the Creditworthiness Enhancement Program contained in the Loan Agreement;
- 2) to give advise necessary to enable the City to implement the Creditworthiness Enhancement Program, based on a defined and realistic timetable;
- 3) to assist the City to build its monitoring and reporting capacity;
- 4) to provide training, guidance and support to the relevant City departments and staff to develop capacity within the City for sound financial management and planning.

The duration of the technical assistance was for three years up to 2000, and major components of the assistance were Municipal Finance (MF), Capital Investment Planning (CIP), Asset Management (AM) and Municipal Service Delivery (MSD).

IDCJ took part in the CIP component together with a local consultant. This component was intended to develop an effective system for developing a four-year rolling Capital Investment Program. It adopted the most suitable methodology and tools available to compile a database on information relating to proposed investment projects to prioritize projects and to evaluate the most feasible methods for financing.

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### **(8) Poland Wroclaw Creditworthiness Enhancement Program**

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Commissioned by the Research Triangle Institute (RTI)

Project Member: Yukihiro Terada

The Creditworthiness Enhancement Program (CEP) resulted from a Loan Agreement signed on April 29, 1998 between the City of Wroclaw and the European Bank for Reconstruction and Development (EBRD). In accordance with the agreement, the loan of 16 million ECU was provided to the City under the Municipal Infrastructure Flood Damage Repair Project.

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## IV. IDCJ's In-House Research Activities



IDCJ's Publications

## 1.IDCJ's In- House Research Activities

### (1) Deepening Mutual Dependence in the East Asia: Viewpoints of Transportation and Other Factors

Sub-regional economic zones (the Indonesia, Malaysia, Singapore-Growth Triangle (IMS-GT), Mekong Economic Zone, South China Economic Zone, Yellow Sea Sub-region, and the North East Asia Sub-region) at the coastal area of the East Asia are becoming influential with growth of the economy. Mutual dependence among the zones has been deepened. This mutual dependence would become a basis to form the future "East Asian Corridor". Building infrastructure, trade liberalization and regulatory reform in the East Asia, seems to be contributing to growth of the zones. This study overviews a growth process of the sub-regional economic zones and deepening mutual dependence, arguing for a scenario of approaching to the "East Asian Corridor". Also it analyzes the issues and prospects on traffic networks that should support expansion of sub-regional economic zones and the whole East Asian region.

Project Members:           Noriyoshi Nagamatsu  
                                  Tetsuya Ishizuka  
                                  Norihiko Okumura

### (2) Development of Training Programs for Project Evaluators

This research project aims at contributing to the improvement of the public sector management through establishing a practice of project evaluation which is useful in improving public policies, operation plans and their performance. There are two concrete project objectives:

- 1) To study on pragmatic and effective project evaluation methods as well as measures for promoting a practice of project evaluation, with two studies. One is a field study in the United States where cases of advanced project evaluation and well established evaluator training programs exist, and the other is a domestic study on the needs for project evaluation as well as evaluators; and
- 2) To develop training programs for evaluators in Japan.

Development of training programs for evaluators includes preparation of an instructor database, preparation of basic training materials and recommendations on how to manage the training programs. The recommendations are to be prepared based on model programs as a case.

In the first year of the study, the field study in the United States was contracted to US specialists on evaluator training. The research team concentrated on the domestic study on the needs for project evaluation and started the development of training programs.

Project Manager:           Masaaki Takeuchi  
Project Coordinator:       Yukihiro Terada  
Project Member:           Kentaro Takaya  
                                  Ayako Honda

## 2. Publications of IDCJ's In-House Research Results

### (1) "Working Paper Series"

"New Challenges for Environmental Conservation and Market Liberalization in Latin American Context: Case of Tuna and Dolphin," Working Paper Series No.56, by Michiko Iizuka, Researcher of IDCJ, was published.

### (2) "IDCJ Forum"

The "IDCJ Forum" is a theoretical and informative magazine for practitioners engaging in development and aid. The 21<sup>st</sup> edition (a special edition on Peace-building) of "IDCJ Forum" was published. These publications were partially subsidized by Japan Keirin Association.

## V. International Exchange



Inviting an Expert, Dr. Robert Chambers  
(University of Sussex)

## **1. Dispatching IDCJ Researchers to the Governments of Developing Countries and International Organizations**

### **(1) Participation in International Conferences**

- 1) Kunio Takase, Executive Director of IDCJ attended the “33<sup>rd</sup> Annual Meeting of the Board of Governors” of Asian Development Bank which was held in Thailand on May 4-9, 2000.
- 2) Kozo Ishii, Researcher of IDCJ attended the “LEAD International Training” organized by the LEAD (Leadership for Environment and Development) International, which was held in Canada on August 12-26, 2000.
- 3) Koji Sato, Researcher of IDCJ attended the “LEAD International Training” organized by the Leadership for Environment and Development (LEAD) International, which was held in China on October 15-21, 2000.
- 4) Yoshiaki Hatanaka, Director of Energy and Environment Program of IDCJ attended the “Japan-China Symposium on Oil Stockpiling” organized by the Association for Communication of Transcultural Study (ACT), which was held in China on October 16-19, 2000.
- 5) Kunio Takase, Executive Director of IDCJ attended the “Meeting of the International Fertilizer Development Center” organized by the International Fertilizer Development Center, which was held in U.S.A. from October 29 to November 4, 2000.
- 6) Kunio Takase, Executive Director of IDCJ attended the “Interim Evaluation Meeting for Research Cooperation of China” organized by the Japan International Research Center for Agricultural Sciences (JIRCAS), Ministry of Agriculture, Forestry and Fisheries, which was held in Japan on February 1-2, 2001.

## **2. Inviting Overseas Expert in Development Issues**

### **(1) Inviting An Expert of University of Sussex**

IDCJ invited Dr. Robert Chambers, a fellow of the Institute of Development Studies, University of Sussex, and held symposiums on “Participatory Development and International Cooperation” jointly with JICA in Japan.

Dr. Chambers is a researcher as well as a practitioner who has been addressing the importance of rural development by poor farmers’ own initiatives since the 1970s and disseminated such methods as Rapid Rural Appraisal (RRA), Participatory Rural Appraisal (PRA) and Participatory Learning Action (PLA).

Through these symposiums, he introduced the concept of shifting the paradigm of development to “putting the first last” and the concrete methods to realize it, that is RRA, PRA and PLA, and exchanged his views with many intellectuals.

## **3. Other International Exchanges**

### **(1) Dissemination of the UN-published “Development Business”**

The United Nations is publishing a periodical, “Development Business” to inform the procurement of goods and services in development projects financed by the World Bank, Asian Development Bank, Inter-American Bank and other international finance institutions. As a supplement to this publication, the UN is also issuing the Monthly Operational Summary, which lists summaries of all development projects of the World Bank and Inter-American Development Bank for which financing requests have been made.

As a sole agent in Japan commissioned by the UN in 1978, IDCJ has made efforts to disseminate these publications giving a public notice of the bidding information.

## VI. Other Activities



International Cooperation Day

## 1. Activities on the Compilation and Arrangements of Materials

### (1) Compilation and Arrangements of Materials (Commissioned by Japan Keirin Association)

IDCJ's library collects, a variety of materials on economic and social development in developing regions in the world, and the trends of aid policies of donor countries and international organizations. These materials are available not only to the people engaged in IDCJ's activities but also to the general public.

These materials are collected through IDCJ's study projects, training activities and material exchange activities, in addition to purchasing. As of the end of FY2000, the library stocked 6,500 publications in Japanese and 12,000 publications in other languages. 140 foreign and 160 Japanese periodicals are also subscribed.

In FY2000, in response to the new trends in international cooperation, IDCJ's collections of materials were reviewed. In addition, the layout of library space was changed in order to meet the needs of users.

Most of the above-mentioned activities were implemented with subsidies of Japan Keirin Association under the cooperation of MITI.

### (2) Exchanges of Publications with Organizations in and outside Japan

The library expanded its collection, mainly by exchanging IDCJ's in-house research papers for publications of more than 400 organizations both in and outside Japan.

## 2. Research on International Development

### (1) Activities Subsidized by Japan Keirin Association

As in the past, IDCJ implemented the following activities this year.

Contents of Activities:

Basic Research and information activities on developing countries, and public relations.

Subsidized by:

Japan Keirin Association

Period of Implementation:

April 1, 2000-March 31, 2001

Basic researches on economic development in developing countries were conducted and operational know-hows and information on cooperation with developing countries were accumulated. As part of these activities, reference materials were collected IDCJ also held discussion meetings on voluntary researches.

## 3. Lectures, Publicity

### (1) Lectures

- 1) IDCJ invited Dr. Robert Chambers, a fellow of the Institute of Development Studies, University of Sussex, and held a Symposium on "Participatory Development and Participatory Rural Appraisal (PRA) / Participatory Learning Action (PLA): The Current Situation and Agenda for Future", jointly with Japan International Corporation Agency (JICA), at Keidanren Kaikan on January 9<sup>th</sup>, 2001.
- 2) IDCJ invited Dr. Robert Chambers, a fellow of the Institute of Development Studies, University of Sussex, and held a Symposium on "Participatory Development and International Cooperation: Putting the First Last and Putting the Last First" jointly with JICA and Nagoya University, at Auditorium of Nagoya University on January 11<sup>th</sup>, 2001.
- 3) IDCJ invited Dr. Robert Chambers, a fellow of the Institute of Development Studies, University of Sussex, and held a Symposium on "PRA Familiarization Workshop in Tokyo," jointly with JICA and Japan Bank for International Cooperation (JBIC), at JBIC on January 12<sup>th</sup>, 2001.
- 4) IDCJ held a seminar entitled, "Standards for Program Evaluators and Their Training," jointly with Center for the Study of International Cooperation in Education of Hiroshima University, Sasagawa Peace Foundation and the Japan Evaluation Society, at the International House of Japan on March 2<sup>nd</sup>, 2001.

## **(2) Public Relations**

IDCJ publicized its activities and accomplishments through the following publications this year.

### **1) Publications on IDCJ's Main Activities**

“IDCJ Brochure” (in both Japanese and English)

“IDCJ Annual Report 1999-2000” (in both Japanese and English)

“IDCJ Quarterly News” No.29,30, and 31

### **2) Publications on the Results of IDCJ's Activities**

The 21<sup>st</sup> Issue of “IDCJ Forum,” a Journal for Development Practitioners.

“Working Paper Series” No.56

## **(3) Participation in Commemoration of “International Cooperation Day”**

An event called, “International Cooperation Village in Hibiya” was held at Nirenoki Plaza, Hibiya Park, Tokyo on October 7-8, 2000. The event aimed to introduce and explain economic cooperation to the general public.

The Engineering Consulting Firms Association organized the event and 15 organizations, including IDCJ, participated in it. All of these organizations presented their own features of cooperation methods with exhibits and other devices. IDCJ also publicized its own activities, as well as economic cooperation in general.



## **VII. IDCJ Summary**

## 1. Financial Summary

### 1. Endowments

(For the year ending March 31, 2001)

Sources	(in thousand of yen)
Japan Keirin Association	300,000
Japan Foundation	150,000
Industrial sector in general	562,685
Construction sector	215,000
<b>Total</b>	<b>1,227,685</b>

### 2. Revenues

(1) Study Commissions (in thousand of yen)

Sources	FY 2000
Ministry of Foreign Affairs	106,907
Ministry of Economy, Trade and Industry	30,750
Ministry of Land, Infrastructure and Transport (Former: Ministry of Construction)	8,500
Ministry of Agriculture, Forestry and Fisheries	56,201
Ministry of Land, Infrastructure and Transport (Former: National Land Agency)	12,963
Cabinet Office	14,978
Japan International Cooperation Agency	1,600,423
Japan Bank for International Cooperation	22,829
Others	24,834
<b>Total</b>	<b>1,878,385</b>

(2) Subsidies and Trusts (in thousand of yen)

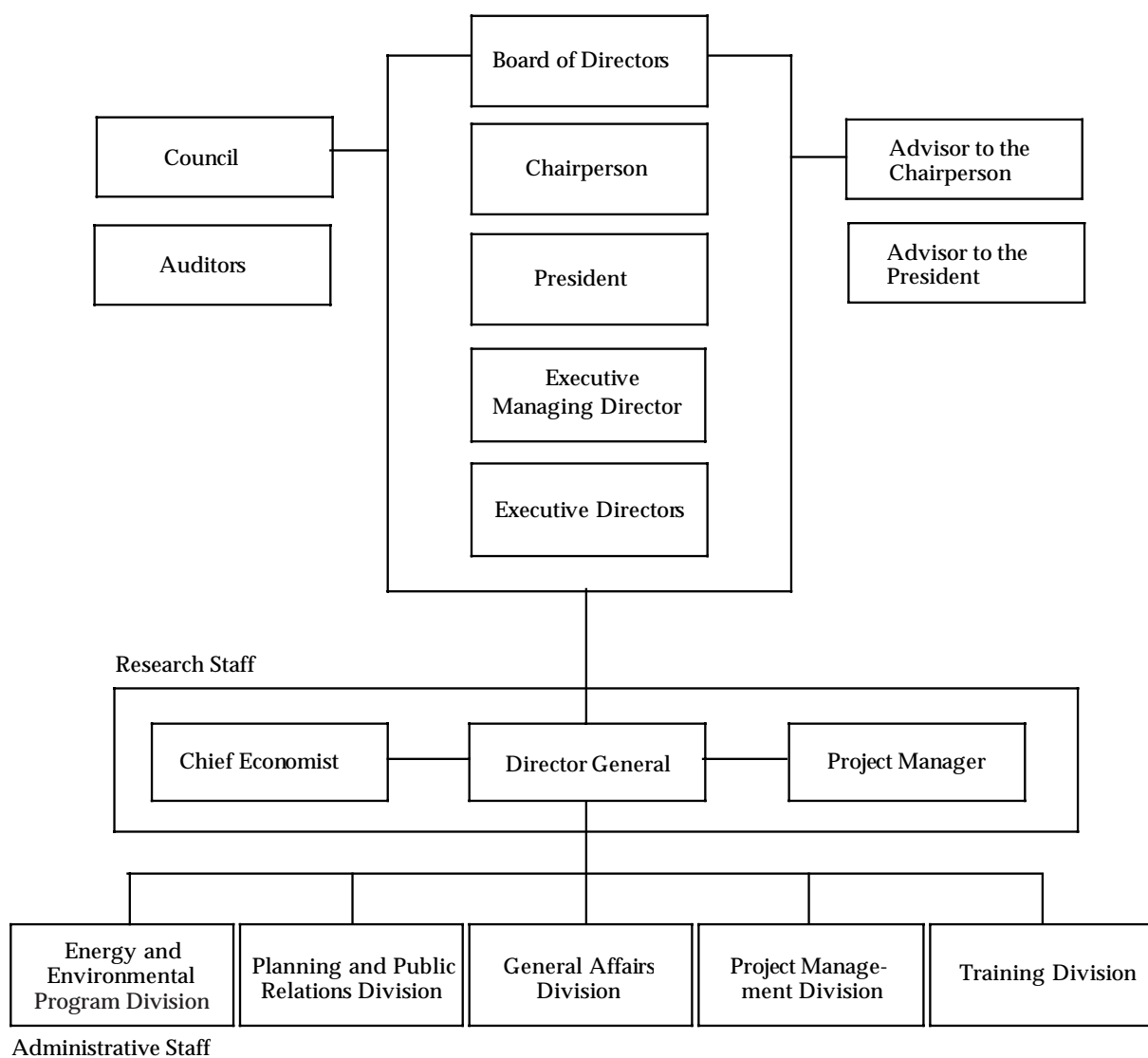
Sources	FY 2000
Ministry of Economy, Trade and Industry	
Subsidy for Fostering International Consultants	12,712
Japan International Cooperation Agency	
Trust for Dispatching Students to Overseas Graduate Schools	296,663
Trust for Inviting Development Specialists to Japan	1,639
Trust for Fostering Development Specialists	17,004
Japan Keirin Association	
Human Resource Development Subsidy	9,882
<b>Total</b>	<b>337,900</b>

(3) Other Income (in thousand of yen)

Sources	FY 2000
Other Income	187,244

**Revenue Total 2,403,529**

## 2. Organization



as of March 2001

### 3. Staff List

#### **Member of the Board**

##### **Chairperson**

Saburo Kawai

##### **President**

Jinichiro Yabuta

##### **Executive Managing Director/Director General**

Masaoki Takeuchi

##### **Executive Director/Research Advisor**

Kunio Takase

##### **Executive Directors**

Tamio Araki

Kosaku Inaba

Takashi Imai

Yoshio Ohkawara

Motonaga Ohto

Yotaro Kobayashi

Hiroshi Sugiyama

Kazuo Takahashi

Yoshio Takeuchi

Yasuhiko Torii

Kazuto Nakazawa

Sohei Nakayama

Taizo Hashida

Noboru Hatakeyama

Shinyasu Hoshino

Matabe Maeda

Hiroshi Yasuda

Hitoaki Yamaguchi

Saburo Yamada

Toshio Watanabe

##### **Auditors**

Katsuhiro Fujiwara

Tasuku Takagaki

#### **Member of the Councillors' Committee**

##### **Chairperson**

Sho Nasu

##### **Deputy Chairperson / Special Advisor to the Chairperson**

Hideo Monden

#### **Advisor to the President**

Yutaka Kurihara

Koji Sekikawa

##### **Directors**

Masaoki Takeuchi

Director General

Yukihiro Terada

Director, Planning and Public Relations Division

Yoshiki Hatanaka

Director, Energy and Environmental Program Division

Yoko Komatsubara

Director, Project Management Division

Yumi Saito

Director, General Affairs Division

Nami Yasumuro

Director, Training Division

##### **Senior Research Staff**

Yoshiki Hatanaka

Comparative Economic System Theory, Middle East Economic Theory, Petroleum and Energy Resources Theory B.A. in Economics, Comparative Economic System Theory, Keio University

Kazunori Horiguchi

SME Promotion Policy, BDS, HRD M.A. in Economics, Seijo University

Shigeki Kawahara

Development/ Public Economics, Public Policy M.A. in Public Affairs and Policy, State University of New York

Yasuyuki Kuroda

Finance, Environment M.B.A. in Yale University

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