

IDCJ Report 2008

***Policy-making, Planning, Research and Study Projects
Training and Other Programs***

International Development Center of Japan

[List of Research/Study Projects and Training Programs (FY2008)]

<i>Client</i>	<i>Assignments</i>	<i>Country/Area</i>
Japan International Cooperation Agency (JICA)	Project of Prototype of Attractive Tourism Center in the East West Economic Corridor for Community Empowerment and Poverty Alleviation (Year 2)	Lao PDR
JICA	Strengthening Monitoring and Evaluation System in Nepal Project (Year 3)	Nepal
JICA	Implementation of Human Resource Development Course in the Cambodia-Japan Cooperation Center (Year 4)	Cambodia
JICA	Improvement of District Health Management Capacity in South Sulawesi Province Project (Year 3)	Indonesia
JICA	The Study on Capacity Development for the Efficient Management of Sustainable Development Programs in the Border Region of the Dominican Republic (Year 3)	Dominican Republic
JICA	Study on the Community-based Water Shed Management Planning of Lacro and Comoro River Basins in East Timor (Year 4)	East Timor
JICA	The Support Program on Rural and Agriculture Sector Development in the United Republic of Tanzania (Phase II) (Year 4)	Tanzania
JICA	The Study on the Improvement of Internal Revenue Allotment (IRA) System (Year 2)	Philippines
JICA	The Study on Master Plan of Lusaka South Multi-Facility Economic Zone in the Republic of Zambia (Year 2)	Zambia
JICA	The Study on Pension System Improvement in Rural Area in the People's Republic of China (Year 4)	China, People's Rep. Of
JICA	Program for Strengthening IN-Service Teacher Training of Mathematics and Science Education at Junior Secondary Level (SISTTEMS) (Year 3)	Indonesia
JICA	The Study on Formulation of Master Plan for Small and Medium-sized Enterprises Development in the Republic of Cameroon (Year 2)	Cameroon
JICA	The Kyrgyz Republic-Japan Centre for Human Development Project (Phase 2) - Business Course Management (Year 1 & Year 2)	Kyrgyz
JICA	The Study on the Integrated Development Strategy for Danang City and its Neighboring Area in the Socialist Republic of Viet Nam (Year 1 & Year 2)	Vietnam
JICA	The Study on Human Resource Securing System and its Process for the International Cooperation Field	
JICA	L'etude et la planification pour le developpement rural durable en moyenne et haute Guinee (Year 1)	Guinea
JICA	Technical Cooperation on Capacity Development for The ASDP Monitoring and Evaluation System (Year 2)	Tanzania
JICA	The Master Plan Study for Promotion of the Mining Industry in the Kingdom of Cambodia (Year 1)	Cambodia
JICA	The Integrated Plan for Junior Secondary Education	Indonesia

	Improvement in South Sulawesi (Year 2)	
JICA	Support for Improvement of Primary School Management (Year 2)	Nepal
JICA	Study on Vocational Training System Development	Sudan
JICA	Follow-up Studies: Evaluation of Development Studies (FY2008)	
JICA	Preparatory Survey on Formulation of Basic Strategies for Regional Core Cities Development in Lao People's Democratic Republic	Lao PDR
JICA	Technical Cooperation in Strengthening the Backstopping Capacities for the DADP Planning and Implementation under the Agricultural Sector Development Programme (ASDP) (Year 1)	Tanzania
JICA	Gender Mainstreaming and Social Inclusion Project (GeMSIP) (Year 1)	Nepal
JICA	Program for Enhancing Quality of Junior Secondary Education (Year 1)	Indonesia
JICA	Statistical Analysis on SMASSE Project Impact Assessment Survey (Kenya)	Kenya
JICA	The Project for Capacity Development of ODA Management	Vietnam
JICA	The Mid-Term Evaluation Study on the Small Water Districts Improvement Project	Philippines
JICA	Forest Management and Community Support Project (FORCOM): Dispatch of Short-Term Expert (Extension Material Development)	Lao PDR
JICA	Participatory Watershed Management and Local Governance Project	Nepal
JICA	Mid-term Evaluation on the Project of Strengthening the Paraguayan Quality and Productivity Center	Paraguay
JICA	The Assessment Study on Roles of Microfinance in Project on Improvement of Productivity of Hydro-agricultural Scheme in the Valley of Senegal	Senegal
JICA	Research for the Pilot Projects in the Development Studies for Emergency and Humanitarian Aid (Phase 2)	World
JICA	Capacity Building Project for PFMS (Treasury Cash Management and Accounting) (The First Year)	Lao PDR
JICA	Terminal Evaluation Study for Regional Cooperation Project on Capacity Building of Drug Analysis for Improvement of Drug Law Enforcement in Thailand, Cambodia, Lao PDR, Myanmar and Vietnam Phase II	Thailand
JICA	JICA Short-Term Expert on School Management to Technical Cooperation Project for Strengthening the Regional Based Education Management in Maluku	Indonesia
JICA	Preparatory Survey for the Project for Facilitation of Trade and Transportation on the Central Corridor between Rwanda and Tanzania including Rusumo Bridge	Tanzania, Rwanda
JICA	Mid-Term Review on Capacity Enhancement Program for Metro Iloilo-Guimaras Economic Development Council and Banate Bay Resource Management Council Inc.	Philippines

JICA	The Study for Formation of Higher Education Program (Analysis on Higher Education Sector)	Indonesia
JICA	Survey on the Method of Rating on the Results of the Ex-post Evaluation of the Technical Cooperation Projects	
JICA	Project for Strengthening District Health in Kambia District, Short-term Expert on Community Education	Sierra Leone
JICA	Preparatory Study on Support to Agricultural Development in Sudan	Sudan
JICA	The Preparatory Survey on Industrial Zone Development in the Lao People's Democratic Republic	Lao PDR
JICA	The Comprehensive Study on Logistics System in Lao People's Democratic Republic	Lao PDR
JICA	The Feasibility Study on Construction of New Bridge Across The River Nile in the Republic of Uganda (Year 2)	Uganda
JICA	The Preparatory Survey on the Design for the Project of the Construction of the Second Mekong Bridge in the Kingdom of Cambodia	Cambodia
Min. of Foreign Affairs (MOFA)	Country Assistance Evaluation of Pacific Island Countries	Fiji, Solomon Islands
MOFA	Country Assistance Evaluation of Romania, Bulgaria	Romania, Bulgaria
MOFA	Evaluation on Japan's Assistance for Tsunami Disasters	Sri Lanka, Maldives, Indonesia
MOFA	Ex-Post Evaluation of Grant Aid Projects in Southwest Asia	India, Pakistan, Bhutan
Ministry of Economy, Trade and Industry (METI)	The Study to Form ASEAN Single Window to Facilitate Import-Export and Trade in East Asia and ASEAN	Thailand, Vietnam
Ministry of Agriculture, Forestry and Fisheries (MAFF)	The Basic Study on the Coherence in Policies on ODA and Trade of Agricultural Commodities	Germany, Nigeria, Madagascar
Japan External Trade Organization (JETRO)	Follow-up Study on the "Study on Economic Partnership Projects in Developing Countries" and "Study on Private-Initiative Infrastructure Projects in Developing Countries"	Vietnam, Thailand, Indonesia

[Brief Description of Individual Project]

Legend

<i>Project Title of Multiple-year Duration: Final Year of the Project</i>
<i>Project Title of Multiple-year Duration: Designated Year in the Target Fiscal Year</i>
<i>Project Title of Single-year Duration: Conducted in the Target Fiscal Year</i>

Client:	<i>Japan International Cooperation Agency (JICA)</i>
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Project of Prototype of Attractive Tourism Center in the East West Economic Corridor for Community Empowerment and Poverty Alleviation (Year 2)

In the Lao People's Democratic Republic, the tourism is expected to make economic contributions in terms of acquisition of foreign exchange, generation of income and employment, regional development and so forth. In particular, Luang Phrabang and Wat Phou which were registered as world heritage sites started to attract the world's attention. In addition, the country retains endangered fauna and flora in its rich natural landscape as well as many scenic spots and historical heritage and so it has high potential for development of its tourism.

Laos started to encourage tourism development after its transformation to an open economy in 1986 when its socialist economy stagnated. The number of visitors was less than 15,000 in 1990, however, the number jumped up 730,000 in 2000 and reached to 1,200,000 in 2006. Tourism has now gained a position as a major source of foreign exchange, together with exports of electricity and mineral resources.

GOL upgraded its National Tourism Agency to Lao National Tourism Administration (LNTA) in 2004 in order to deal with the rapidly expanding tourism industry, and has attempted to strengthen tourism-related organizations. However, tourism promotion remains most critical issue.

In Savannakhet province located in the middle of the country, completion of the second Mekong Bridge in December 2006 is expected to contribute to practical tourism development, which could lead to the inflow of economic benefits from Thailand/Vietnam to Laos. Under these circumstances, GOL requested from GOJ assistance for the "Project of Prototype of Attractive Tourism Center in the East West Economic Corridor for Community Empowerment and Poverty Alleviation", which aims at developing tourism-related human resources of LNTA and those in Savannakhet province, as well as to enhance capacity to formulate tourism strategies and conduct marketing and promotion efforts.

It is possible to consider that the Project could attract tourists not only to Savannakhet province but also to the southern areas via the East West Economic Corridor. In that sense, Savannakhet can be a gateway for tourism to the southern areas.

In this context, JICA dispatched the preliminary Study Team in March 2007 and the outline of the Project was agreed upon. R/D concerning the Project was signed on November 16, 2007.

Strengthening Monitoring and Evaluation System in Nepal Project (Year 3)

To implement the policies to overcome the widespread poverty and to achieve the Millennium Development Goals with limited financial resources, Government of Nepal has regarded good governance as one of the key strategies to deliver development projects and public services in more efficient and effective ways. For promoting the good governance policy, the government has implemented policies to strengthen monitoring and evaluation (M&E) system. Such system aims to make process and the outputs of the decision making and the government expenditure more efficient, reliable and transparent. Poverty Monitoring and Analysis System, a framework in initial operation, aims to coordinate, consolidate, harmonize and analyze the data from the existing monitoring system and to feed back to the policy making system. Operationalization of Management for Development Results is underway.

In order to make these newly developed and introduced M&E mechanisms, frameworks and tools functional and to promote poverty alleviation strategies efficiently under the medium term expenditure framework, it has become essential to develop M&E human resources at the national as well as district level. In above backdrop, Government of Nepal in technical assistance from Japan International Cooperation Agency (JICA) has initiated Strengthening M&E System in Nepal project.

The project aims to strengthen M&E system in Nepal through (1) providing trainers' training, (2) conducting training courses to improve knowledge and skill in M&E manpower for policy project planning, appraisal, implementation management and monitoring and evaluation and (3) improving training manuals and monitoring and reporting documents to strengthen information management, analysis, communication and feedback system.

In FY2007 the project conducted the Baseline Survey, trainers' training in Japan and Nepal, main M&E training

course for government officers in Nepal, and activities for updating of monitoring report formats, guidelines and manuals.

Implementation of Human Resource Development Course in the Cambodia-Japan Cooperation Center (Year 4)

Since 1991, the Kingdom of Cambodia has enhanced market economy system, and the Government has made significant efforts to establish stable economic and social systems as a member country of Asia after the long civil war. However, the country still has much room to go in establishing its economic self-reliance, which has been hindered by many factors such as economic disparities caused by the civil war and other factors.

JICA has been implementing the so-called "Japan Center" projects in many countries in Central Asia and Indochina, aiming at the development of human resources, and this Cambodia Project is also one of these "Japan-Center" projects. IDCJ consultants are in charge of the implementation of one of the three main components, the Human Resource Development Course (hereafter HRD course), the business course which aims at the development of human resources for promoting the market economy, at the Cambodia-Japan Cooperation Center (hereafter CJCC). By introducing basic and practical knowledge and know-how on business managements based on Japanese experiences, human resources who will contribute Cambodian market-oriented economic reform and economic growth are expected to be fostered. Also, the consultants will give technical transfers to the counterpart people so that they can manage this Human Resource Development Course by themselves, effectively and efficiently.

In the third study year, it aims at the implementation of substantial lectures based on the local needs and the results gained from the first year, and the second study, proceeding with strengthening an efficient, effective management system formulation.

Improvement of District Health Management Capacity in South Sulawesi Province Project (Year 3)

In Indonesia, in comparison with its Western region, the Eastern region showed less progress in development, and Government of Indonesia has been continuously placing it as one of the national main concerns in its national development policies. In response to the concerns pertaining to the regional development of Eastern Indonesia, Japan has formulated and implemented "South Sulawesi Province Regional Development Program (SSPRDP)," in South Sulawesi Province, which is regarded as a driving force of development in the Eastern region. This Technical Cooperation Project has been designed and started as a sub-program of enhancing social empowerment in the SSPRDP. The Project aims to develop a community-centered primary health care improvement (PHCI) model in three target districts, namely Barru, Bulukumba, and Wajo, in order to improve management capacity and service delivery in the health sector.

In the second year, the Project goes into the implementation phase, during which PHCI Teams are established both at community and sub-district levels, and each PHCI team prepares for its own proposal based on participatory planning, implement, monitor, and evaluate it.

The Study on Capacity Development for the Efficient Management of Sustainable Development Programs in the Border Region of the Dominican Republic (Year 3)

For a middle-income country, the Dominican Republic suffers from a large income disparity among regions. Among them, the border region is the lowest income region in the country. Thus, the Government of the Dominican Republic provides high priority to the border region, and many donor agencies are involved in various projects in the border region. However, development activities have not been fully efficient in aggregate for reasons such as the lack of coordination among institutions and the overlapping of projects.

In this study, to achieve goals of establishing a strategy for the border region development as a common guideline for all actors involved and of developing the capacity of individuals, organizations and societies for the border region development, the present situation of regional development, development administration, information management and participatory development is analyzed, and solutions for the problems are pursued, jointly with the counterpart.

Study on the Community-based Water Shed Management Planning of Lacro and Comoro River Basins in East Timor (Year 4)

Forest destruction is one of the major problems for the development of Timor Leste, as it causes land degradations and flood, affecting the livelihood of people. In Lacro and Comoro river basins, where many people depend on natural resources to make a life, it is required to take a balance between resource conservation and development. Given the weak capacity of the Government of Timor Leste, then, this Study aims to formulate plans in which

people, by themselves, can take actions of watershed management in Lacro and Comoro river basins, while providing the Government of Timor Leste with guidelines for planning such community-based watershed management.

The Support Program on Rural and Agriculture Sector Development in the United Republic of Tanzania (Phase II) (Year 4)

Under the Poverty Reduction Strategy, the Tanzanian government adopted the Sector Wide Approach (SWAp) and launched a government-donor joint effort to accelerate agriculture and rural development. The government thus formulated the Agricultural Sector Development Programme (ASDP) in 2003 and has started such schemes as the District Agricultural Development Plan (DADP) in the implementation stage.

In 2001, following the decision of the Japanese government to play a leading role in the donor coordination, JICA hired IDCJ as a support team for their diverse activities including secretariat work, technical advice for ASDP, M&E, etc.

In the first phase (March 2001 - March 2005) of the project, the team's contribution, such as the in-depth analysis of agriculture and rural development and local government reform in Tanzania, assistance for the preparation of the DADP guidelines and financial mechanism documents, monitoring of the DADP formulation and implementation process at the district and field levels and policy recommendations to improve institutional arrangements for ASDP, was highly appreciated by the ASDP stakeholders.

The second phase (November 2005 - December 2008) is basically a continuation of the first phase, though the activities will be modified in accordance with the new developments and needs that would arise in the course of the ASDP implementation.

The overall objective of the project is to facilitate the effective and efficient implementation of ASDP by carrying out supporting activities in close consultation with the Tanzanian government and other donors.

The specific objectives are as follows.

- 1) Support the ASDP implementation process in institutional and operational aspects.
- 2) Assist the establishment of the ASDP Basket Fund and carry out follow-up studies.
- 3) Facilitate the ASDP implementation process in monitoring and evaluation at the district and field levels (especially for the DADP).
- 4) Support the capacity building of the central and local governments for the ASDP/ DADP implementation.
- 5) Disseminate information and knowledge gained in the course of supporting activities among the ASDP stakeholders.

The Study on the Improvement of Internal Revenue Allotment (IRA) System (Year2)

The Local Government Code (LGC) enacted in 1991 has significantly increased the responsibilities and resources of local government units (LGUs). However, it is pointed out that the Internal Revenue Allotment (IRA), which accounts for average 40% of revenue of each LGUs, causes the imbalance among LGUs in finance. It is generally perceived that to reform the IRA system is indispensable for decentralization.

The IRA amount of each province, city and municipality is computed by the horizontal distribution formula composed of three determinants: population, land area and equal sharing. This IRA distribution formula is considered to be too simple to respond to the fiscal demand, revenue capacity and development of each LGU.

The objective of the Study is to provide options on the allocation and the utilization of the IRA with a view of achieving a better fiscal balance among LGUs.

The Study on Master Plan of Lusaka South Multi-Facility Economic Zone in the Republic of Zambia (Year 2)

Under a circumstance that there are not a few African countries who face political uncertainty and unrest, Zambia has succeeded in gaining a reputation that it is politically stable. However, economically, the country has a weak characteristic of mono-cultural structure depending on copper. To alleviate its weak structure of heavily dependence on copper, the Government is trying to diversify its economic and industrial structure. As one of strategic policies for diversification, the Government has decided to promote multi-facility economic zone near the capital of Zambia, Lusaka. Considering that Zambian industry's immaturity on one hand and lack of experience for Master Plan Study in Zambian government on the other hand, the Government asked Japan International Cooperation Agency to carry out the study. The study aims at design of a new multi-facility economic zone, sectors and industries to be attracted for investment, and infrastructure development plan and legal frameworks for the operation of the zone. The study covers wide areas ranging from market survey for investment, basic infrastructures to be developed for the zone to operation and management of the economic zone. One of features of the project is that the Study is

carried out with collaboration with Kulim Technology Park Corporation Sdn Bhd, a Malaysian company.

The Study on Pension System Improvement in Rural Area in the People's Republic of China (Year 4)

A pension system for farmers has been implemented in some parts of rural area in China. However, a coverage ratio of the system has remained at low level. Securing social stability is one of the main issues for the Chinese government. Therefore, the government aims to improve and diffuse the pension system, though a path for the improvement has not been clear at this stage. The objectives of this study are to make recommendations for system improvement based on surveys in eight rural areas, and to make assistance to strengthen institutional capability for implementation and diffusion of the system.

Program for Strengthening IN-Service Teacher Training of Mathematics and Science Education at Junior Secondary Level (SISTTEMS) (Year 3)

The program's objective is to improve education quality at junior secondary level by reorganizing and revitalizing MGMP for mathematics and science. The main approach to be employed is *lesson study*.

Three districts on Java island are the targets: Kabupaten Sumedang (West Java), Kabupaten Bantul (Yogyakarta) and Kabupaten Pasuruan (East Java). All junior high schools except private Islamic schools (MTs) are to be covered by the program (321 in total). The three universities that were the counterparts of IMSTEP, a JICA-assisted project to improve mathematics and science education of Indonesia (1998-2005), are playing the leading roles as trainers and facilitators in this SISTTEMS.

As of August 2008, all activities are being implemented smoothly, while concern remains about teachers not applying what they have learned through *lesson study* to their daily lessons. Since the program will be ended in November 2008, the JICA Expert Team is currently drafting "MGMP (*Lesson Study*) Implementation Guidelines" and "MGMP (*Lesson Study*) Monitoring and Evaluation Guidelines". As MONE is to disseminate *lesson study* nationwide after the program, the JICA Expert Team will emphasize that it will be a difficult but crucial task in disseminating *lesson study* to assure the quality of MGMP (*lesson study*) activity and to make teachers practice in classes what they learned through *lesson study*.

The Study on Formulation of Master Plan for Small and Medium-sized Enterprises Development in the Republic of Cameroon (Years 2)

Cameroon economy has been enjoying steady growth supported by high price of its crude oil produced in offshore. However, its monoculture structure heavily depending on primary products of crude oil and agricultural and forest product is a source of inequality in wealth and poverty. Diversification of the industrial and economic structure is Cameroon's urgent policy issue.

In order to transform its monoculture economy to more diversified one, Cameroon government feels it necessary to strengthen small and medium-sized enterprises which are main actors for future growth. However, they lack capability for growth in all areas of management, technology, finance and human resources.

Cameroon government asked Japanese government to assist them in formulating Master plan for strengthening SMEs, and IDCJ participates in the study in two areas of capacity building for SMEs human resources and improvement in financial system or SMEs.

The Kyrgyz Republic-Japan Center for Human Development Project (Phase 2) - Business Course Management (Year 1 and Year 2)

"The Kyrgyz Republic - Japan Centre for Human Development (KRJC)" has been implementing the second phase of business courses for human resource development contributing to the progress of market-oriented economy. This project authorized by the Japan International Cooperation Agency (JICA) started this fiscal year. The purpose of this project is to implement some business courses and to transfer technology and know-how to local staff members and lecturers. In this way, another aim will be for business courses to become sustainably operable in the KRJC. This year as the first stage of implementation, seventeen various subjects in four different kinds of courses including three-months course will be implemented at the KRJC.

The Study on the Integrated Development Strategy for Danang City and its Neighboring Area in the Socialist Republic of Viet Nam (Year 1 and Year 2)

Danang City, the largest city in the Central Vietnam, holds an international airport and a seaport and functions as a trade hub with Japan, China, Taiwan and Korea. In addition, the City works as an eastern gateway of East-West Economic Corridor, which connects Vietnam, Lao PDR, Thailand and Myanmar.

Under the circumstance, foreign direct investment to five industrial estates and zones in the City is growing rapidly. The south of Danang lie the Free Economic Zones and Economic Zones under construction and the Central Vietnam Economic Zones in total is also developing.

The Government of Vietnam is currently preparing various plans on the Central Focal Economic Zone. Some plans have been authorized by the Prime Minister and others are under its authorization process. Concurrently, Danang City is also drafting plans but some inconsistency with other plans and uncertain role and relationship of Danang with other areas have been pointed out. Recently, the Construction Plan of Danang is to be revised and these problems should be adjusted in the revision process.

To deal with this situation, JICA and Danang People's Committee signed the Scope of Work (S/W) in January 2008 in order to prepare an integrated development strategy and plan. The plan is intended to realize a harmonized development with environment and neighboring area. Based on the S/W, this Study aims at preparing an urban master plan toward the target year of 2025.

Firstly, the Study examines the role of Danang in the Central Focal Economic Zone, which contains Danang City and four provinces, the relationship of Danang with other four provinces and key infrastructure. Secondly, the Study prepares an urban master plan for the Danang City. Thirdly, urban transport and environment are focused as significant sectors, and programs for the two are prepared. Finally, several priority projects are identified from the urban master plan, urban transport program, and environment program. Short-term action plans are created for the target year of 2015.

The Study on Human Resource Securing System and its Process for the International Cooperation Field

The Department of International Cooperation Human Resource of JICA made an action plan in order to develop more human resources for the international cooperation field and to widen its market. Based on this action plan, the Department currently promotes (1) securing necessary number of human resources outside of JICA, (2) improving the accessibility to good human resources, and (3) creating an environment that enables them to perform their work well. Specifically, the increase of public announcement & open recruitment, the improvement of the contents of the international cooperation career website, called "PARTNER", the clarification of requirements for nominating ones as experts, the development of a "JICA Expert Selection Report" including a human resource gap between supply and demand, and a trial operation of JICA expert evaluation are been carried out.

As a result, the number of JICA experts who come from the private sector increased drastically, compared to the one before JICA became an independent administrative institution. This tendency also meets one of the JICA's Mid-Term Plan objectives, "utilization of human resources in the private sector". However, some new difficulties and problems derived from the classification of personnel selection (open recruitment/ nomination/ public announcement), the diversification of type of job and term of reference, are pointed out. In addition, it is also recognized that the services through the website of "PARTNER" should be further improved and expanded from an "All Japan" point of view, which means that the website provides more information about U.N. Agencies, governmental institutions, charitable organizations, and NPO/NGO and makes more Japanese people who are interested in international cooperation works satisfied.

Under this situation, the Department of International Cooperation Human Resources of JICA is now trying to improve the human resource securing system and its process, taking into account the integration of JICA's assistance scheme and loan assistance.

The objective of this Study is to provide useful information and to make recommendations for improvement of JICA's human resource securing system.

This study consists of the following three items:

- 1) Improvement of human resources recruitment and registration system
- 2) Improvement of personnel selection system
- 3) Improvement of JICA expert evaluation system

L'etude et la planification pour le developpement rural durable en moyenne et haute Guinee (Year 1)

In spite of the privilege of high rainfall during the rainy season, due to scarce water during the dry season and lack of land consolidation planning, Middle and Upper Guinea have been facing low crop productivity, and a relatively high incidence of poverty in the country. Thus, stabilization of crop productivity through introduction of a

sustainable farming system model, enabling local population to utilize water resource through a whole year, should be necessary. The objective of the Study is to formulate Master Plan (M/P) and Action Plan (A/P), which involves a sustainable farming system model in the target areas and a strategy to disseminate the model.

Technical Cooperation on Capacity Development for The ASDP Monitoring and Evaluation System (Year 2)

The Agricultural Routine Data System (ARDS) plays an important role in monitoring and evaluation (M&E) for Agricultural Sector Development Programme (ASDP) and for effective planning in the agricultural sector at both central and local levels. Currently, however, the ARDS is not functioning properly in Tanzania. This Technical Cooperation is implemented based on the request made by the Government of Tanzania in December 2006 to the Government of Japan. The aim of the TC is to improve the ARDS and to support the capacity development of the officers concerning the ARDS. Improving the ARDS is one of the action plans of the ASDP M&E framework which defines the M&E systems under the ASDP.

The Master Plan Study for Promotion of the Mining Industry in the Kingdom of Cambodia (Year 1)

In spite of abundant mineral resources such as iron ore, copper, gold and limestone, due to political and economic uncertainty in Cambodia in the past, Cambodia has been late for development of these resources. As the result, percentage share of the mining industry in GDP in Cambodia still counts for only 0.3% and total number of employee in the industry is estimated as only 6,000.

Considering that it is a good timing to formulate Master plan for the development of the mining sector under such circumstance that development of the mining sector is becoming a world-wide boom, the Cambodian government asked JICA to undertake the Study.

The Study consists of the following three components. First, it is to identify reserves of mineral resources with accuracy using high technology, knowledge and know-how accumulated in Japanese mining consultants. Second, it is to improve investment climate in order to attract massive foreign direct investment for the development. Third, it is to reform the Government organization responsible for the development, that is General Department for Mineral Resources, and to strengthen its capacity.

The Integrated Plan for Junior Secondary Education Improvement in South Sulawesi (Year 2)

The project is to develop a model of integrated educational improvement activities for junior secondary education (JSE) in terms of quality, quantity and management through activities that focus on community participation in school management and practical teaching learning process. The activities are also designed to strengthen the management and administrative capacity of district and provincial governments. This project is part of the social empowerment sub-program of the South Sulawesi Province Regional Development Program, and expected to work closely with a sister project called the Improvement of District Health Management Capacity in South Sulawesi.

The target groups of the project are schools, religious schools and sub-district education development teams (TPK) at sub-district level, district implementation teams at district level and public officers at all sub-district, district and provincial levels. The target districts are Barru, Jeneponto and Wajo where 17 sub-districts out of 32 are covered. The expected outputs of the project are 1) community participation for JSE schooling is promoted, 2) lessons with need-based teaching-learning process are implemented in the target junior high schools, and 3) education officers of the target district and provincial governments will develop capacity to manage and administer education improvement activities with clear roles and responsibilities.

Under this project, each target school and TPK will receive a block grant. Using the funds, schools and TPKs will implement action plan activities to meet the abovementioned objectives. Counterparts from districts and province will also pursue their objectives through OJT by supporting and monitoring activities carried out by the schools and TPKs. Starting from the second year, Lesson Study is being conducted on a pilot basis. For this purpose, one TPK and one school have been selected from each district as the pilot team to implement Lesson Study activity.

Support for Improvement of Primary School Management (Year 2)

For the implementation of Education for All (EFA) program from 2004 to 2009, Government of Nepal has regarded decentralization of educational administration and school management through community participation as the key strategies. This policy was materialized in the form of the institutional introduction of school management based upon School Improvement Plan (SIP), which is to be made by School Management Committee (SMC) consisting of community inhabitants. In reality, however, the unequal capacity of school and community causes the overall procrastination of decentralization and shows different degree of achievement in decentralization between schools and communities. This is a big challenge toward the achievement of EFA primal goals, among which improvement

of enrollment rate as well as drop-out rate are listed. In this background, Government of Nepal made a request of technical cooperation to Japanese government aimed at promoting capacity development in school management as well as educational administration on a district level, resulted in implementing as a JICA technical cooperation project.

This project aims at promoting community participation and government support to school management in the pilot districts alongside with Ministry of Education, Department of Education, District Education Offices in Dhading and Rasuwa, Nepal, which is expected to contribute to improvement of enrollment rate and drop-out rate on a primary level after the Project. It involves the activities for capacity development in educational planning, monitoring and evaluation on a central and district level, implementing related workshops and trainings in Nepal as well as Japan. The implementing period of the project is from February, 2008 to February, 2011. The activities for the second year include counterpart training in Japan for the officers of the concerned government offices, trainings and workshops to prepare the school improvement plans (SIP), village education plans (VEP) and district education plans (DEP), monitoring of the school activities at the district, village and school levels, etc.. JICA midterm review is, in particular, supposed to be implemented in this intermediate project year.

Study on Vocational Training System Development

After the Comprehensive Peace Agreement was signed in January 2005, the Republic of Sudan, with the largest territory in Africa, started to consolidate peace and development. The national economy has boomed since 1999 when Sudan became one of the oil export countries; although Sudanese economy was disparate until 1990s. The national economy has accelerated its growth at an annual rate of 10% or higher in recent years. However, the fruit of such growth has not yet reached many people.

In order for the current growth to sustain itself and contribute to stabilizing the society and reducing poverty, one must pay attention to the following two points: 1) creation of industrial manpower to respond to industrial development and foreign direct investments, 2) a labor policy and vocational training as a means of absorbing the youth and internally displaced persons in a labor market. In the light of these points, the national system of vocational training needs to improve quality and expand scale at the same time.

The national vocational training system comprises a public part, including those under Supreme Council for Vocational Training and Apprenticeship, and a private part. Under the circumstances, public institutions for vocational training are supposed to play an important role. However, they have been suffering for a long time from many problems, including: 1) outdated institutions and curriculum, 2) inadequate management capacity of SCVTA Secretariat and VTCs, 3) inadequate capacity of trainers to provide training and 4) aging facilities and equipment.

Based on the understanding of this situation, the Government of National Unity in Sudan made a request to the Government of Japan to undertake a study for preparing a strategic plan to develop human resources in response to changing industrial needs. Accordingly, Japan International Cooperation Agency (JICA) carried out a preliminary fact finding study and confirmed the importance of such strategy and strengthening of managerial capacity that would enable vocational training institutions to improve and eliminate training courses by themselves.

The objectives of the study are as follows: 1) To prepare a master plan to strengthen vocational training system in Sudan from the viewpoint of developing human resources and vocational training system, with a target year being 2016, 2) To prepare an action plan to strengthen the organizational capacity of vocational training institutions, including SCVTA, and 3) To support the capacity development of General Secretariat of SCVTA and its related bodies, including Vocational Training Centers (VTCs) through preparing the master plan.

Follow-up Studies: Evaluation of Development Studies (FY2008)

The objective of the Follow-up study is to improve quality of management and supervision of currently conducted and planned development studies. In order to achieve the objective, the Follow-up study conducts monitoring on situation concerning utilization of the outcome and on progress of projects proposed in the development study.

The subject of the Follow-up Study are studies which were completed between 1974 and 2007 under the control of Ex-Departments of Social Development, Human Development, Global Environment, Rural Development, Ex-Economic Development, and local offices of JICA (some projects and studies were conducted by the Department prior to the institutional change).

For the studies completed before 2007, except for 1998, 2003 and 2005 previous survey results are used. For the studies completed in 1998, 2003, 2005 and 2007, questionnaires are sent to both domestic consultants who undertook the study, and to the counterpart agencies in the developing countries through JICA local offices. Present situation after the completion of the studies is then analyzed based on the result of the questionnaire. In addition, construction and update of the database are conducted.

Preparatory Survey on Formulation of Basic Strategies for Regional Core Cities Development in Lao People's Democratic Republic

Cities of the Lao Democratic Republic consist of the capital city of Vientiane and the regional core cities such as Kaisone Phomevihane, Pakse and Luangpranbang. Since the National territory lies north and south, balanced regional development and development of regional core cities, with a view of regional development, is one of issues for the national development. The Government of Lao Democratic Republic has the basic development plan to promote industrial development in the core cities, and national development target which aim to improve infrastructure service such as water supply.

In order to achieve the development plan and the development target, it is necessary to provide infrastructures such as road network, public transportation, water supply and solid waste management to the cities under basic urban development plans. However, city development plans in Kaisone Phomevihane and Pakse have not updated for years. In addition to that, it is necessary to enhance operation & management capacity of infrastructure serve.

Japan International Cooperation Agency (JICA) has positioned "Improvement of city environment" as one of the key development issues for Lao. JICA supported urban development projects/programs in Vientiane. JICA also recognize that improvement of urban environment in the regional core cities is also important to promote regional economic development and balanced development in the whole country.

In this sense, it is necessary to prepare basic city development plan for Kaisone Phomevihane and Pakse which are positioned as the core cities in the south part of Lao.

The objectives of the Survey are to: (1) formulate basic development strategies of Kaisone Phomevihane City and Pakse City, and (2) Prepare future JICA's cooperation programs (Draft) to foster the above two cities to be regional economic centers.

Technical Cooperation in Strengthening the Backstopping Capacities for the DADP Planning and Implementation under the Agricultural Sector Development Programme (ASDP) (Year 1)

The Agricultural Sector Development Programme (ASDP) is an overarching development programme for Tanzanian agricultural sector. It was formulated by the government of Tanzania (GoT) in close consultation with development partners (DPs), and has been fully put in operation since July 2006 when the basket fund was established for its financial support. Within ASDP, the District Agricultural Development Plan (DADP) is the most important instrument driving agricultural development at the local level that commands 75% of the ASDP financial resources. In order to assist Local Government Authorities (LGAs) in planning and implementation of DADPs, GoT and the government of Japan /JICA have formulated this project, which set its objective to enhance the backstopping and monitoring activities of the central government for LGAs.

In the first year, activities include the establishment of common understanding among ASDP/DADP stakeholders on project implementation by preparing an inception report and logical framework; carry out the quality assessment of DADPs with improved methodology; and identify major challenges for effective monitoring report system.

Gender Mainstreaming and Social Inclusion Project (GeMSIP) (Year 1)

Poverty in Nepal is serious partly because it is deeply rooted in Nepal's prevalent social system of discrimination based on caste, ethnicity, region and gender. To overcome this problem, the Government of Nepal (GoN) has long been making efforts to promote Gender Mainstreaming and Social Inclusion (GM/SI). However, various policies and guidelines developed and adopted at the central level have been hardly implemented or effective at the local level, thus making little progress in overcoming the social discrimination and exclusion.

This project aims at implementing Gender and Social inclusion (GSI) -responsive programs at national and district levels by assisting local governments to properly implement the existing national policies and guidelines. The duration of the project will be about five years from March 2009 to January 2014.

Main activities for the first year include baseline assessment of GM/SI-related current situation and issues at central and district levels, Training of Trainers (ToT) on basic GM/SI knowledge and review of existing GM/SI guidelines.

Program for Enhancing Quality of Junior Secondary Education (Year 1)

In Indonesia, low quality of teachers has been a big issue in the quality of junior secondary education in Indonesia. Improving the quality of teachers is one of three important issues in the Strategic Plan (*RENSTRA*) 2005-2009. For junior secondary level, 36.36% (approximately 227,000 teachers) (footnote1) of teachers still do not have the minimum qualification requiring bachelor or 4 year college program (D-IV) in line with the Teacher and Lecturers Law 2005. The PISA (footnote2) ranking in 2006 shows that Indonesia took 50th place in scientific literacy,

48th in reading literacy and 50th in mathematical literacy out of 57 countries. Compared to the result of PISA in 2003, it cannot be said that the quality of education in Indonesia has improved.

In this context, JICA has supported in the field of the quality of education, especially improving science and mathematics education early on through the Program for Strengthening In-service Teacher Training for Science and Mathematics (SISTTEMS, 2006-2008). SISTTEMS targeted all junior secondary science and mathematics teachers (footnote3) in three districts and restructured the district level in-service teacher training by introducing Lesson Study (footnote4) (LS). It made a significant result within 2 years. The Ministry of National Education highly admired the achievement. At the same time, there was another program implemented, called REDIP (the Regional Education Development and Improvement Program (REDIP Phase1, REDIP Phase2 and REDIP)), in which JICA has supported in the field of Participatory School-based Management (PSBM) from 1999 to 2008. This program takes advantage of results and experiences of the previous projects and programs, and aims to disseminate PSBM and LS models extensively in the nation. Thus, program purpose is that the capacity of national as well as local education administration and schools are strengthened in order to disseminate and implement participatory school-based management (PSBM) and lesson study (LS) whose roles are vital to enhancement of quality of education.

Statistical Analysis on SMASSE Project Impact Assessment Survey (Kenya)

Strengthening of Mathematics and Science in Secondary Education (SMASSE) Project started in 1998 in Kenya. The SMASSE project is pursuing in-service training of existing mathematics and science teachers as a tool for strengthening these subjects. From a baseline study conducted in 1998 the project placed emphasis on changing the attitudes of teachers and students in classrooms. Special emphasis is placed on shifting from teacher-centred to student-centred classroom activities.

In addition to the training program, SMASSE Project Impact Assessment Survey (SPIAS) was conducted to collect the data and estimate the effect of the program. This study was conducted last year and the study was decided to continue in this year in order to conduct more in-depth analysis. This year, the statistical analysis, including Structural Equation Modeling (SEM), will be applied again, and the cause and effect relationship and various external factors will be examined and the results of analysis will be summarized in the final report.

The Project for Capacity Development of ODA Management

Official Development Assistance (ODA) to Vietnam has been increasing over the last decade and contributed to promoting economic growth and improving the quality of people's lives. Meanwhile there still remain the issues for the Vietnamese government and donors such as alignment to the country system, simplification and harmonization of ODA related procedures, capacity building of project formulation, implementation and Monitoring and Evaluation (M&E), improvement of the regulatory framework and so on. Under these circumstances, upon the request from the Vietnamese government, JICA has implemented the technical cooperation project since October 2005, aiming at enhancing the capacity and efficiency of ODA management at Foreign Economic Relations Department, Ministry of Planning and Investment (FERD/MPI) and Line Agencies (LAs), meaning sectoral ministries and regional provinces and cities, with focus on the project formulation/screening stage. Concretely the Project has three activities as follows.

- (1) To improve the working environment by the usage of IT so that the staff in charge of ODA in FERD/MPI can efficiently complete screening work of the ODA project proposals.
- (2) To conduct training courses on ODA project formulation in order for the staff in charge of ODA in LAs to formulate ODA projects of good quality.
- (3) To disseminate the Vietnamese government's and donors', especially centering on Japan's ODA procedures so that the staff in charge of ODA in LAs can properly work on ODA projects.

The Mid-Term Evaluation Study on the Small Water Districts Improvement Project

In the water and sewerage sector of the Philippines, improvements of drinking water access have been provided under the assistance from various donors from the beginning of 1980s.

The Government of the Philippines placed an emphasis on the improvement of water supply in the rural area as pointed out in the Presidential Ten Point Agenda and presented as priority work in "New Medium Term Development Plan (2004-2010)".

However, there are a lot of small water districts to be required for self-sufficient and achieving viable growth under financial crisis of the Philippine Government. Problems and issues faced by small water districts range from lack of financial resource, weakness in technical, institutional and management capacity, inadequate water supply, poor

water quality and high non-revenue water, etc. These water districts have encountered reduction of beneficiaries as a result of deterioration of facilities and affected by heavy arrears caused by the initial stage investment. Under the above conditions, implementation of the Technical Cooperation Project was agreed between Philippine and Japanese governments targeting small-scale and less creditworthy water districts for their service and management improvements. In April 2005, Record of Discussions (R/D) was exchanged between the two governments to start the “Small Water Districts Improvement Project” through technical assistance from Japanese side.

At the mid-point of the project, the Japanese side and Philippine side form and conduct an evaluation study in order to review the progress and performance of the project.

Forest Management and Community Support Project (FORCOM): Dispatch of Short-Term Expert (Extension Material Development)

The Forest Management and Community Support Project (FORCOM) was launched in February 2004 to promote sustainable land and forest use which contribute toward stabilization of shifting cultivation and poverty reduction. Until now, FORCOM has been promoting income generation activities to generate alternative livelihoods through “Community Support Programme (CSP)” for farmers in the northern Lao PDR to reduce their reliance on sifting cultivation so that expansion of forest loss would be halted. In the course of CSP operation, extension staff in the target provinces and districts has been equipped with knowledge and skills of production activities and CSP extension while the guideline and manual to elaborate CSP activities and to enable smooth implementation of CSP has been developed. However, the only manual is not sufficient for the staff to conduct more effective extension activities and to realize further expansion of CSP into the outside project areas. Therefore, extension material, which would be easy to utilize for both extension staff, is necessary to be developed. The material is also required to be visually comprehensible for villagers because significant number of population cannot understand Lao language in the northern region where various minority groups inhabit. In addition, it is important that NAFES (National Agriculture and Forestry Extension Service) and PAFO (Provincial Agriculture & Forestry Office) prepare necessary actions for internalizing CSP in the agricultural extension system of Lao PDR based on the outcome of FORCOM to expand CSP by themselves after termination of FORCOM in February 2009.

Based on the above background, the dispatched expert improved counterparts’ and extension staff’s capacity through extension material development and relevant training and gave FORCOM and NAFES the suggestions for CSP extension and expansion with a view to termination of current FORCOM and to forthcoming FORCOM Phase 2.

Participatory Watershed Management and Local Governance Project

JICA implemented Community Development and Forest Conservation Project from 1994 to 2005, which targeted community development through watershed management with active involvement of the local people in the community in planning, implementation, monitoring and evaluation of the Project. This participatory development model was called SABIHAA (literally means Community Development and Greenery Project). With strong ownership of the Ministry of Forest and Soil Conservation, the Department of Soil Conservation and Watershed Management (DSCWM) are replicating SABIHAA in the six western regions in Nepal using KR2 counterpart fund after completion of the above Project. However, reflecting the needs of the local people, the Project activities are biased toward community development. The situation conflicts with the intention of DSCWM to extend the watershed management operations in wider areas.

On the other hand, DSCWM recognizes the importance of coordinating the Project with the decentralization and devolution in Nepal through implementation of SABIHAA. DSCWM attempts to develop a mechanism of collaboration among local communities, local governments, such as District Development Committees and Village Development Committees, and the District Soil Conservation Offices (DSCO) as a model of enforcing local governance. According to the request of DSCWM, the Project targets to empower the local governments and communities in planning and implementation to improve the operations of the participatory watershed management.

Mid-term Evaluation on the Project of Strengthening the Paraguayan Quality and Productivity Center

Small and Middle enterprises play an important role in Paraguayan economy and society by generating 14% of GDP and employing 17.8% of the work force. It is however their competitiveness are significantly weak in Mercosur (*Mercado Común del Sur*) countries.

Japan International Cooperation Agency (JICA) has implemented the “Study on the Economic Development of the Republic of Paraguay (EDEP)” between year 1998 and 2000. By following a proposal of the study, between year 2002 and 2005, JICA implemented the “Leader Training of the Small and Medium Sized Enterprises in the

Republic of Paraguay” which aimed at strengthening implementations in business training courses as Paraguayan Industrial Union (UIP) as the counterpart agency.

This mid-term evaluation focused on the “Project of Strengthening of the Paraguayan Quality and Productivity Center (CEPPROCAL)” that is a project succeeded to the above leader training project also as UIP as the counterpart agency. The project aims at consolidating CEPPROCAL as a model agency in terms of quality and productivity consultations.

This mid-term evaluation was performed jointly JICA and Paraguayan stakeholder organizations for checking achievements and implementation processes of the project, finding problems and their solutions, and clarifying necessary measures to ensure sustainability of the activities and contributions to the super goal of the project.

The Assessment Study on Roles of Microfinance in Project on Improvement of Productivity of Hydro-agricultural Scheme in the Valley of Senegal

Purposes of the assessment study are to confirm background and contents of the requested technical cooperation project called “Project on Improvement of Productivity of Hydro-agricultural Scheme in the Valley of Senegal ” (hereinafter “project”) proposed by the government of Senegal and to reach agreement with the government of Senegal regarding the scope and conditions of the project.

The Japanese government has declared the initiative “Coalition for African Rice Development (CARD)” at TICAD IV taking into account of the recent rapid increase of demand for rice in African countries coupled with sky-high prices for cereal and other grain products in the world. CARD aims at doubling rice production within 10 years from 14 million t/year currently to 28 million t/year. The first CARD meeting took place in November 2008.

Within the context of CARD, the Japanese government is cooperating with the government of Senegal in order to formulate a comprehensive program “Food Security Program”, which entails production, transportation and marketing of rice in the Senegal River basin where 70 per cent of Senegal rice is produced.

This study intends to collect relevant information necessary for reaching the final agreement between governments of Senegal and Japan regarding microfinance, which is one of the components of the project. Agreement made by the first CARD meeting will be reflected. In addition, it coordinates with other donors who are engaged in microfinance, and considers possibilities of mutual cooperation. Finally, it will make clear about roles of the project in the “Food Security Program” so that the project could contribute to the smooth implementation of the program.

Research for the Pilot Projects in the Development Studies for Emergency and Humanitarian Aid (Phase 2)

JICA has jointly conducted ‘development study for emergency’ with the countries and regions where they require disaster relieves and peace building assistances for their immediate livelihood reconstruction and nations’ recovery needs from natural calamities and conflicts.

In ordinary cases, JICA have not extended its cooperation in developing big-scale infrastructure in the development study, since the development study itself aims at formulating master plans and assessing projects’ feasibilities. In such circumstances as natural calamities and conflicts, however, immediate responses and quick actions are most required. And JICA allows the Consultants to commission a contract for reconstruction works to local contractors, or JICA Representative Offices directly calls for tendering and having contracts with them.

Specifications of construction works, necessary arrangements taken by the recipient governments and etc. are the issues that have been well discussed, prepared and confirmed in Japan’s general grant aid projects. However, a development study for emergency has not had rules to clarify them and they do not have readiness for the possible incidence of unforeseen contingencies and accidents.

Having faced with necessity, JICA has now commissioned a project-level research on the improvement of demonstration projects in the development study for emergency and humanitarian aid in the FY2007. The research has identified specific areas of bottlenecks and directions for improvement.

This research covered the issues raised in the previous study as listed below.

- 1) Measures in case that necessary arrangements required by the recipient governments has not conducted
- 2) Specifications or design standards for construction works applied in the pilot project.
- 3) Risk analysis and mitigations during the study
- 4) Improvement of the contract of JICA with adequate risk share between consultants
- 5) Constructor’s insurance, design insurance and general insurance
- 6) Completion inspection and handover

In addition, the manual related to a demonstration project in a development study for emergency was prepared including previous research results.

Capacity Building Project for PFMSP (Treasury Cash Management and Accounting) (Year 1)

The Public Expenditure Management Strengthening Program (PEMSP) was adopted by the GOL in November 2005, by approval of the Minister of Finance and Prime Minister's Office. The PEMSP (now called PFMSP) is a multi year program which aims to improve policy constituency efficiency, transparency and accountability in public expenditure management by strengthening institutional systems and capacity. The GOL and donors have together made great efforts for the past couple of years in the Program components, which has resulted in significant developments in institutional environment building, such as State Budget Law and Accounting Law, ICT networking installation on GFIS, Taxation and Treasury, and the specific technical training of MOF technical staff concerning these areas. There areas are mostly on going towards practical field implementation. With regard to capacity building of MOF staff, however, the progress has not been so remarkable. A variety of training programs have been implemented by MOF departments and donors, but these programs are often ad hoc and not sufficiently coordinated. The number of participants is limited at the provincial and district governments, and local financial officials still face lack of information and expertise about the new legal and regulatory framework. With these developments of PFMSP, MOF, the Personnel and Organizational Department in particular, requested JICA to assist MOF in Capacity Building HRD planning.

Terminal Evaluation Study for Regional Cooperation Project on Capacity Building of Drug Analysis for Improvement of Drug Law Enforcement in Thailand, Cambodia, Lao PDR, Myanmar and Vietnam Phase II

Indochinese countries have been suffering from production, trade and abuse of illicit drugs for long time. Thailand and neighboring countries have been comprehensively fighting against this problem for more than four decades, but the problem is damaging the society, culture, economy and security. In addition to conventional drugs such as opium and heroin, illegal production and trade of synthetic drugs, Amphetamine-type Stimulus (ATS), and its abuse by the younger generation are becoming serious social problem.

It is difficult for a single country to tackle with the ATS drug problem because such drugs are produced and distributed by international syndicates. Thus, regional and international cooperation framework for the problem is considered as essential.

At the same time, in order to strengthen drug law enforcement and investigation based on scientific evidence, improvement of drug analysis technique is a prerequisite. For effective drug countermeasures, it is only possible for the Indochinese region to enhance law enforcement capability by refining drug analysis skills.

For these reasons, Thai Government requested a technical cooperation project for Japanese Government to improve law enforcement capability by drug analysis skill improvement. JICA implemented "Regional Cooperation Project on Capacity Building of Drug Analysis for Improvement of Drug Law Enforcement in Thailand, Cambodia, Lao PDR, Myanmar and Vietnam," which is Phase I, from June 2002 to July 2005.

Based on the result of the above Regional Cooperation Project, Phase II is intended for Office of Narcotics Control Board (ONCB), to support drug law enforcement authorities in Cambodia, Lao PDR, Myanmar and Vietnam (CLMV) by improving drug analysis and impurity profiling skills.

JICA dispatched four experts, namely one coordinator, one drug law enforcer, and two drug analysts, to CLMV and conducted training in Thailand and CLMV.

Before the project ending of March 2009, the terminal evaluation was conducted to monitor project activities in CLMV, to confirm the achievement and outputs by project, and to draw lessons and learning.

JICA Short-Term Expert on School Management to Technical Cooperation Project for Strengthening the Regional Based Education Management in Maluku

The technical cooperation project, 'Strengthening the Regional Based Education Management in Maluku' is aiming at enhancing POB reflecting local needs and peace education through collaboration among schools, communities, and local administration under school based management (SBM) program. In concrete, the technical cooperation consists of the following four components:

- 1) SBM/ POB implementation guidelines development,
- 2) Capacity development of education officials,
- 3) SBM/POB activities implementation at junior secondary schools, and
- 4) Enhancement of local contents at junior secondary schools.

The target areas are expanded from two sub-districts to eight sub-districts (five in Ambon City and three in Central Maluku District) covering the entire Ambon Island. 52 schools in Ambon City and 23 schools in Central Maluku District at junior secondary level will be technically facilitated in terms of school based management and POB by the project. Local administration capacity for SBM/POB program management will also be empowered in the project. The direct counterpart of the project is Ambon City Government since the government has been the main

actor of POB program and there is geographical constrain to access the capital of Central Maluku District located in the other island.

To this end, capacity development of local education administration through SBM/POB enhancement in target junior secondary schools (SMP/MTs) will be promoted and, technical and administrative capacities of local education officers including supervisors will be strengthened to facilitate the bottom-up planning reflecting educational priorities and values of local communities through OJT and other training activities.

Preparatory Survey for the Project for Facilitation of Trade and Transportation on the Central Corridor between Rwanda and Tanzania including Rusumo Bridge

TICAD IV, which was held in May 2008, regarded development of regional transport infrastructure as one of the most prioritized actions to be taken in the next 5 years under the TICAD process. Therefore, Japanese government has a policy to formulate cross-cutting aid program including loan assistance in order to promote physical distribution through development of regional transport infrastructure.

Among the major economic corridors in Africa, central corridor is the important distribution route which links Dar es Salaam port in Tanzania and inland states such as Rwanda and Uganda. Rusumo Bridge is an international bridge, which straddles the border between Tanzania and Rwanda. Although it is an important border point on the central corridor, the bridge structure has very limited capacity and is already decrepit. Therefore, it is necessary to consider reconstruction of the bridge in order to meet future increase of traffic demand. In addition, it is planned by East African Community to facilitate border crossing procedures by introducing One Stop Border Post (OSBP) which can process immigration and customs clearance at one time.

In 2008, the Government of the Republic of Rwanda made a request for Grand Aid for the Project for "Reconstruction of Rusumo Bridge on the Border and Construction of One Stop Border Post (OSBP)" to the Government of Japan. The Government of Japan entrusted the study to examine the viability of the Project to JICA which decided to conduct a Preparatory Study. The aims of the Preparatory Study are to examine the background, objectives and contents of the requested Project, to conduct the physical examination of existing bridge, traffic volume survey and logistical demand forecasting in order to check necessity of rehabilitation/reconstruction of the bridge, and to study the current border crossing procedures and facilities in order to suggest possible assistance program for OSBP from the viewpoint of both hardware and software needs.

Mid-Term Review on Capacity Enhancement Program for Metro Iloilo-Guimaras Economic Development Council and Banate Bay Resource Management Council Inc.

In Iloilo City and neighboring LGUs in Iloilo Province located at Panay Island in the center of the Philippines, rapid urbanization of slum areas caused by the drastic population influx from rural areas, traffic congestion and other urban problems are observed accruing to the population increase and the change in regional economy. Also deterioration of coastal environment and resource management problems are emerging in rural areas of neighboring LGUs due to arbitral developments that lead to poverty problem in the coastal areas despite facing to the Visayan Sea abundant in fishery resources in the Philippines. In order to solve those area-wide problems, Metro Iloilo-Guimaras Economic Development Council and Banate Bay Resource Management Council Inc. were established as LGU clusters in respective areas.

The government of the Philippines has requested the government of Japan to assist it with a project that aims to revitalize the local areas through LGU clusters. Based on the request, JICA formulated a technical cooperation project for "Capacity Enhancement Program for Metro Iloilo-Guimaras Economic Development Council and Banate Bay Resource Management Council Inc. in the Republic of the Philippines", under which, two sub-projects, namely "Multi-Stakeholder Transport Planning and Traffic Management Improvement in Metro Iloilo-Guimaras" for the MIGEDC and "Responsible Ecosystem-based Management of Banate Bay through Capacity Enhancement of BBRMCI" for the BBRMCI were launched.

At the mid-point of the project, the JICA Philippines formed a mid-term review team and conducted a study on each sub-project.

The Study for Formation of Higher Education Program (Analysis on Higher Education Sector)

Since adopting the "Mid-Term Development Plan (RPJM: 2004-2009)," the government of Indonesia has tackled with improvement of access to higher educational services and its quality, including maintaining facilities, strengthening the capacity of teaching staff, improving the quality of research and education services, expanding the cooperation with the industry sector, and promoting university corporations and its managerial efficiency. In addition, it has also promoted effective university management, expansion of its autonomy, utilization of IT,

allocation of funds on the competitive base, scholarship, and curriculum reform based on the “Higher Education Long-Term Strategy (HELTS: 2003-2010)” and the “Strategy Plan (RENSTRA: 2005-2009).”

Japan’s Country Assistance Program for Indonesia (2004) also states that “Japan will provide assistance that will contribute to the training of personnel for industry in higher education” in order to “reduce poverty” as assistance to “create a democratic and fair society.” Moreover, it describes that “it is important to develop capable human resources working in the industry sector for future economic growth.” Based on this Program, JICA currently plans to strengthen assistance to the Indonesian higher education sector.

This study aims 1) to confirm the validity of JICA’s assistance strategies and directions through collecting and analyzing various information and materials about the Indonesian higher education and other donors’ assistance policies, and 2) to prepare a reference material for developing future assistance programs through discussion with the Indonesian government.

Survey on the Method of Rating on the Results of the Ex-post Evaluation of the Technical Cooperation Projects

JICA has introduced the rating system of the results of the terminal evaluation to show the outputs/outcomes of the technical cooperation projects to the tax payers since the fiscal year 2007. JICA has decided to conduct its terminal evaluation as their internal evaluation and to carry out its ex-post evaluation as the third-party evaluation since the fiscal year 2008. Therefore, it is necessary for JICA to develop the rating system, which is appropriate for the ex-post evaluation by the third-party. Additionally, JICA is required to introduce some rating system, which can cover all of the yen-loan, grant-aid and technical cooperation projects.

JICA Evaluation Department conducted the four (4) ex-post evaluations of the technical cooperation projects which were implemented in the Middle East, Central and South America, and African countries. The trial rating was carried out based on the results of these ex-post evaluations.

The objectives of this technical survey were 1) to review the rating results; 2) to facilitate the meeting to discuss the rating method; and 3) to prepare the guidelines and the rating formats for the ex-post evaluation of the technical cooperation, which will be used from the fiscal year 2009.

Project for Strengthening District Health in Kambia District, Short-term Expert on Community Education

From 1991 Sierra Leone was in Civil War for almost ten years until the Peace Treaty was signed in May of 2001. After the end of the war, emergency assistance was brought to the country to recover from the destruction of the war, and after several years of the emergency phase, the country is in the development phase. In spite of the continuous effort, the county is placed at the 179th out of 179 countries in Human Development Index(2008). Since 2005, JICA has been working in Kambia District, which is considered to be the poorest in the country, implementing projects in such areas as education, agriculture, and water supply. In addition to these sectors, JICA began health project, considering urgency of the needs for the improvement of health index. The name of the project is “Project for Strengthening District Health Management in Kambia”.

The project duration is three years from May 2008 till May 2011. The Project Purpose is “Quality and equitable health service delivery is strengthened by the management capacities of DHMT, PHUs and District Council in Kambia District to better address health needs of the community”. Major outputs were in five areas: development of management capacity of DHMT; improvement of office environment; strengthening of health management information system; strengthening of district health planning system; and strengthening of coordination among the stakeholders. One long term expert is dispatched, and there are several short-term experts dispatched according to the requirement. During the initial year, major part of activities regarding the improvement of office environment of DHMT and PHU is accomplished. In addition, various trainings and technical support were given in the areas of basic skills, district health planning, and health management information system.

Preparatory Study on Support to Agricultural Development in Sudan

In 2008, the Government of Sudan (GoNU) formulated the Executive Programme for Agricultural Revival 2008-2011 and requested the Government of Japan (GoJ) to provide assistance to accelerate implementation of the Programme. In response to the request, JICA dispatched a Project Formulation Advisor for Agriculture to Sudan in February 2009 and then conducted the present study to: 1) analyze the present situation of agricultural development in Sudan and identify key issues thereof; 2) propose an overall framework of cooperation in agricultural development in Sudan; and 3) discuss and finalize the proposed framework of cooperation with GoNU.

The Preparatory Survey on Industrial Zone Development in the Lao People's Democratic Republic

The Government of Laos focuses on importance of economic competitiveness, improvement of economic infrastructure, enhancement of market economy, industrial build-up, and, making the most of the nation's opportunities and comparative advantages within the framework of the existing international organizations, such as Association of Southeast Asian Nations (ASEAN), World Trade Organization (WTO), etc. Though the existence of industrial parks is considered important for economic development, there are no integrated industrial laws or organizations in charge of industrial development at national level which are necessary for balanced economic advancement.

In this context, the survey is conducted in order to formulate a basic plan for the integrated development of industry at national level and a conceptual design for each of the three industrial parks in Vientiane, Savannakhet and Pakse, and to execute a Feasibility Study (F/S) for the industrial park in Vientiane to be implemented by a potential fund of Official Development Assistance (ODA) scheme.

The Comprehensive Study on Logistics System in Lao People's Democratic Republic

Surrounding conditions of Lao logistics has been drastically changed due to globalization in trade and transport and regional economic integration in GMS / ASEAN region. In addition to this, further development potentials generate more various business opportunities in Lao PDR. It is accordingly said that both external and internal favorable changes contribute to shift Lao PDR from "Land locked Country" to "Land linked Country". In this regard, it seems to be a great opportunity to encourage international logistics business in Lao PDR. Under the recognition above, the Lao government embraces "Land Linked Country" as a major policy in the aim of getting away from poorest country in the sixth 5 year plan.

However, there are still several constraints on logistics in Lao PDR, in particular insufficient logistics system. Current logistics system in Lao PDR is still under acceptable level in terms of efficiency, reliability and cost with immature domestic logistics industries. This insufficient logistics system will be a further risk to realize development in Lao PDR. In this regards, logistics system in Lao PDR is required to improve in principle from the following two points of view:

- How to obtain development opportunity of international logistics ?
- How to improve efficiency and reliability of logistics system ?

The national logistics strategy is to reply the above points of views, while logistics park in Vientiane and Savannakhet will be key logistics facility development projects to realize the national logistics strategy.

With the recognition above, the overall objectives of the Study is to improve international and domestic logistics system in Lao PDR. The major focuses of this particular study are accordingly:

- To prepare national logistics strategy which includes national logistics development plan, logistics demand forecast, projects and programs in major cities through careful analyses on transport network, logistics demand, procedure and relevant legislative in trade and cross border and regional economic development.
- To carry out feasibility study of Logistics park in Vientiane and Savannakhet which are hub of logistics activities and network.
- To encourage capacity development of persons relevant with logistics in Lao PDR

The Feasibility Study on Construction of New Bridge Across The River Nile In The Republic of Uganda (Year 2)

The Republic of Uganda is a landlocked country surrounded by Kenya, Tanzania, Sudan, the Democratic Republic of Congo and Rwanda. Different modes of transport from/to Uganda, such as roads, railways and ferry on the Lake Victoria have been developed, though there is no reliable rail network in Uganda. Cargo transport has heavily depended on the road transport, which amounts for 95% of the total goods transport. In Uganda, Kampala, the capital city of Uganda, is the generator of cargo traffic and the center for goods distribution. Kampala is the hub of the national road network. The Northern Corridor route runs parallel to the northern coast of Lake Victoria. This route constitutes a major strategic link from Uganda and other inland neighboring countries (Rwanda, Burundi and the eastern part of the Democratic Republic of Congo) to the Port of Mombasa, Kenya. The Northern Corridor route crosses the River Nile at Jinja, which is located about 80 km east of Kampala. It has become a bottleneck for goods and passenger transport, due to narrow road width, plate deck deterioration and delimitation of concrete surface of the bridge piers. Also the increasing traffic volume especially that of overloaded heavy vehicles will cause further deterioration of the bridge structure. In this situation, the Government of the Republic of Uganda conducted a Pre-Investment Study, with an assistance of the World Bank, to examine suitable bridge locations at Jinja. However, the Pre-Investment Study did not assess full-scale feasibility including detailed construction costs of a New Nile Bridge. Since the World Bank gave higher priority to other road improvement projects than the New Nile Bridge, further investigation and detailed cost estimate have not been done for actual implementation of the Project.

The Preparatory Survey on the Design for the Project of the Construction of the Second Mekong Bridge in the Kingdom of Cambodia (Year 1)

The Cambodian national arterial road network traverses the country and connects to national roads in Thailand, Vietnam and Laos. National Road No.1 (NR1) is one of the most important routes in Cambodia and stretches from Phnom Penh to the southern part of Cambodia. NR1 also forms part of the Asian Highway Route A-1 and connects Ho Chi Minh City and Bangkok through Phnom Penh. NR1 is, therefore, expected to function as a main international trunk highway.

The rehabilitation work of the NR1 is completed under the support by ADB (between Neak Loeung and the Vietnam border) and by Japanese Grant Aid (between Neak Loeung and Phnom Penh). The crossing point of the Mekong River at Neak Loeung has become a bottleneck to the transportation of both goods and people, and consequently it hinders the development of Cambodia and neighboring countries.

In response to the request from the Government of Cambodia, Japan International Cooperation Agency (JICA) carried out the Study on the Construction of the Second Mekong Bridge in the Kingdom of Cambodia from April 2004 to February 2006. In July 2006, the Government of Cambodia made a request for Grant Aid for the Construction of the Second Mekong Bridge based on the results of the Feasibility Study to the Government of Japan, and JICA carried out the Follow-up Study for the Feasibility Study including the traffic demand survey at Neak Loeung from 2006 to 2007 to confirm the adequate time to start the bridge construction. Taking the recommendations from the Advisory Committee for the Environment and Social Consideration into account, JICA carried out Preliminary Study for the Project in August 2008.

Client:

Ministry of Foreign Affairs, Government of Japan (MOFA)

Country Assistance Evaluation of Pacific Island Countries

On the ground of the significance of Japan's assistance for the Pacific Island Countries, two or three countries from the region are selected to evaluate Japan's ODA policy to those countries. This evaluation is aimed at understanding the outcome of Japan's ODA, drawing the lessons from the past practice and providing recommendations for the effective and efficient implementation of future assistance. In addition, by publishing the result of the evaluation, the accountability to the Japanese citizens will be fulfilled. The evaluation report will also be shared with the Government of Pacific Island Countries and other donors for better understanding of Japan's ODA to those stakeholders.

Country Assistance Evaluation of Romania and Bulgaria

This study is arranged by MOFA and conducted as the third-party evaluation to evaluate Japanese ODA toward Romania and Bulgaria. This evaluation is aimed at understanding the outcome of Japanese ODA, drawing the lessons from the past practice and providing recommendations for the effective and efficient implementation of assistance. In addition, by publishing the result of the evaluation, the accountability to the Japanese citizens will be fulfilled. The evaluation report will be also shared with the Governments of Rumania and Bulgaria and other donors for better understanding of Japanese ODA to those stakeholders.

Evaluation on Japan's Assistance for Tsunami Disasters

As part of ODA evaluation carried out by the Ministry of Foreign Affairs of Japan (MOFA), this study aims to evaluate Japanese ODA for Tsunami disaster in light of relevance of policies, appropriateness of processes, and effectiveness of results.

The target of the study is the Japanese assistance for Tsunami disasters caused by the earthquakes in December 2004 and July 2006. The study focuses on the Japanese assistance at policy level; hence, the study does not evaluate respective projects but the assistance policy on the whole. The study is supposed to cover both the bilateral assistance, including emergency aid, grant aid, yen loan and technical cooperation, and the assistance through international organizations, such as UN agencies, the World Bank and Asian Development Bank.

Ex-Post Evaluation of Grant Aid Projects in Southwest Asia

As part of the efforts toward more effective and efficient Official Development Assistance (ODA), the Ministry of Foreign Affairs (MoFA) introduced ex-post project-level evaluations for Grant Aid in 2005. Starting from 2006, evaluations of selected projects have been conducted by third-party to attain higher objectivity. This year, Southwest Asia was selected for this third-party evaluation. The purpose of the evaluation was threefold:

- 1) To review completed grant aid projects based on PDCA (Plan → Do → Check → Act) cycle in terms of operation and maintenance of facilities constructed and equipment procured, realization of impact, etc.;
- 2) To consider appropriate measures for improvement when necessary and to reflect the evaluation results in project formulation, planning and implementation in the future assistance – in particular, to obtain lessons and make suggestions for conducting more effective and efficient assistance in the future, especially in Southwest Asia; and
- 3) To be accountable to the Japanese citizens by disseminating the evaluation results.

Client:

Ministry of Economy, Trade and Industry (METI)

The Study to Form ASEAN Single Window to Facilitate Import-Export and Trade in East Asia and ASEAN

After establishment of GMS in 1992, transport network in the GMS as gradually developed mainly under cooperation of Japan and ADB. In particular, major economic corridors such as Indochina East-West Corridor and Indochina North-South Corridor developments have been focused on in order to integrate regional economy and to facilitate trade within the GMS. As a result, major international trunk network in the GMS has been almost developed recently. On the other hand, along the trend to form integrated regional economy, ASEAN countries make much effort to integrate regional economy among ASEAN countries and GMS by ASEAN Free Trade Agreement (AFTA) and Cross Border Transport Agreement (CBTA). International movement of “People”, “Goods” and “Investment” are being realized with these efforts. In addition to the elimination of barriers in trade, it is indispensable for ASEAN to realize quick and efficient procedure in trade and correspondence to international standardized procedure in customs. In this regard, ASEAN Single Window is taken into account since 2002 to realize Single Window in ASEAN including electrification of customs procedure. On the other hand, ASEAN market is increasingly important for Japanese economy. Based on ASEAN-Japan Comprehensive Economic Partnership (AJCEP), it is important for not only benefits of ASEAN countries but also for Japan to exploit ASEAN market through promoting trade between Japan and ASEAN.

Under this recognition, this Study aims at realizing ASEAN Single Window as a final goal. However, it is a fact that there is long way to realize the ASEAN Single Window, so that establishment of a prototype of ASEAN Single Window adapting to an economic corridor consisting of Viet Nam, Cambodia, Thailand and India would be a goal in short and medium term. For this purpose, the Study is carried out with the following objectives:

- clarification of current situations, problems and issues in customs
- proposal of institutions to realize non-stop service in trade
- proposal of demonstration experiment in cross border

Client:

Ministry of Agriculture, Forestry and Fisheries (MAFF)

The Basic Study on the Coherence in Policies on ODA and Trade of Agricultural Commodities

The Official Development Assistance (ODA) Charter of Japan refers to “Implementation of ODA to be coordinated with key Japanese policies to ensure policy coherence”. The implementation of ODA in the field of agriculture needs to maintain consistency and coherence with policies related to the trade of agricultural commodities and agricultural promotion.

Prior to the "WTO Hong Kong Ministerial Conference" held in December 2005, Japan announced the "Development Initiative for Trade" in order for developing countries to benefit from a free trading system. Consequently, MAFF (Ministry of Agriculture, Forestry and Fisheries) is also promoting cooperation aimed at “comprehensive support from the production site to the table in exports destinations” and “to produce saleable agricultural products”.

In this context, the Study was designed in order identify the direction of cooperation by which the Japanese agriculture and the agriculture of developing countries can develop harmoniously, and which will contribute to strengthening the capacities of developing countries to export agricultural commodities.

Vanilla and glove as spices and sheanut and sesame as vegetable oils are selected for the case agricultural commodities from African region. The field study is conducted in Nigeria and Madagascar and Germany.

Client:

Japan External Trade Organization (JETRO)

Follow-up Study on the “Study on Economic Partnership Projects in Developing Countries” and “Study on Private-Initiative Infrastructure Projects in Developing Countries”

This study is designed to evaluate the feasibility study reports produced by Japanese private companies through “Study on Economic Partnership Projects in Developing Countries” and “Study on Private-Initiative Infrastructure Projects in Developing Countries,” the two project formulation schemes funded by METI (Ministry of Economy, Trade and Industry) of Japan and JETRO (Japan External Trade Organization). It is also aimed at following up the present status of the proposed projects and providing recommendations for the betterment of the two schemes in terms of selection of proposals, follow-up of the projects.