



**Selected Experience**  
in the past 5 years

**International Development Center of Japan Inc.**

# AID POLICY / GOVERNANCE

## Project for Strengthening Framework of Implementation of Sustainable Development Goals in The Republic of Indonesia (Client: JICA, 2019-2022)

According to the review of the government of Indonesia (GOI) released in 2017, out of 241 Global Indicators of Sustainable Development Goals (SDGs), (1) the number of "National Indicators similar to global indicators" was 85, (2) the number of "Proxy indicators that could be developed" was 76, (3) the number of "Global indicators that still need to be developed" was 75, and (4) the number of "Global indicators irrelevant for Indonesia" was 5. Therefore, it was necessary to set the remaining indicators (especially (2) and (3)). The Ministry of National Development Planning/National Development Planning Agency ("Bappenas") has been developing the National Action Plan and Sub-National Action Plans for provincial governments. Introducing a Monitoring and Evaluation system is also an urgent issue for Bappenas to monitor and evaluate the implementation of SDGs by GOI appropriately.

IDCJ has supported GOI initiatives on SDGs since 2017 through a study commissioned by JICA. This Technical Cooperation Project with Bappenas aims to strengthen the framework of the implementation of SDGs in Indonesia in terms of indicators, action plans, monitoring and evaluation, and mutual learning. The project worked in the following four areas: 1) To set the definition of Indicators of SDGs; 2) To develop the National Action Plan and Sub-National Action Plans of target provinces; 3) To develop, implement and report the Monitoring and Evaluation of SDGs; and 4) To hold seminars on Mutual Learning on Implementation of SDGs.



**Sub-National Action Plan Development at the Provincial Development Planning Agency of Aceh Province**

## Review of Timor-Leste's Development and Japan's Cooperation: Its Past, Present and Future (Client: JICA, 2021-2022)

Japan's development cooperation in Timor-Leste began in 1999 before the country's independence in 2002. On the 20th anniversary of ODA assistance to Timor-Leste, this study looks back at ODA projects since 1999. It also reviews the achievement of these projects to identify their contribution to the social and economic development of Timor-Leste. In addition, the study provided suggestions for the future direction of ODA projects in Timor-Leste.

IDCJ has also conducted similar studies in Vietnam, Malaysia, and Indonesia.



**Field visit to a school that has hosted Japan Overseas Cooperation Volunteers (JOCV)**

## Study on Capacity Building for Good Local Governance in Tanzania (Client: JICA, 2020-2021)

Tanzania has promoted a decentralization policy since 1996, implementing the Local Government Reform Programs (LGRP1 2000-2008 and LGRP2 2010-2014). It also developed a unique participatory planning method, the Opportunity and Obstacles to Development (O&OD) method and attempted to disseminate it to all local government authorities.

JICA has been continuously engaged in supporting Tanzania's initiative for local government reform for more than 15 years. Through the "local government reform support program," JICA has provided support through various schemes, namely, dispatching advisors, financial assistance through poverty reduction strategy support grants, national and regional training, domestic training, and technical cooperation projects. As JICA completed Phase 2 of the O&OD Project, it reviewed the program and the results of the long-term and wide-ranging support in this field and examined future issues and support strategies.

Project Title	Client	Year
<b>Aid Policy</b>		
Research Project for Management of Cooperation Projects based on Cluster and Sub-cluster	JICA	2020-2021
Preparation of the G7 Hiroshima Progress Report	Ministry of Foreign Affairs	2022-2023
<b>Governance</b>		
Advisor for Capacity Enhancement of Public Sector Investment Programming in Malawi	JICA	2022-2025
Review of Sub cluster for Strengthening of the National Fiscal Base (under the public finance and financial systems sector)	JICA	2021-2022
Public Investment in Solomon Islands / Public Investment Management in Papua New Guinea	JICA	2022-2024
<b>Peacebuilding / Gender / Sports</b>		
Refugee Camp Improvement Project in Palestine (Phase 1 and 2)	JICA	2016-2024
Study on Khyber Pakhtunkhwa in Pakistan	JICA	2020-2021
Study on Peace and Stability of Sudan	JICA	2021
Project on Gender Mainstreaming for Women's Economic Empowerment in Cambodia	JICA	2018-2022
Support works for the promotion of cooperation in 'Sport and Development'	JICA	2023-2025

# URBAN DEVELOPMENT / TRANSPORTATION

## The Project for Improvement of Public Bus Operation in Phnom Penh in Cambodia (Client: JICA, 2017-2022)

In Phnom Penh, due to recent economic development, the number of registered vehicles increased rapidly. As a result, traffic congestion is becoming more severe, and traffic accidents also continue to increase, indicating that the city needs drastic action to implement traffic improvement measures.

As part of the public transport system proposed in the 2014

Comprehensive Urban Transport Plan, the introduction of the bus transport system was considered as the highest priority project to ease the traffic congestion.



The bus fleets procured under the Japanese Grant Aid scheme

The GOJ, through the Japanese Grant Aid scheme, was to provide bus fleets to Phnom Penh Capital Administration (PPCA) and City Bus Authority (CBA), to be utilized for expansion of the bus routes. However, CBA is still a new organization, established in 2014, with a fragile organization structure and delivers a low service level of bus operation in terms of travel speed and time schedule. Bus operation and management capacity, particularly in CBA, needs to be improved to ensure proper operation and management of the bus fleets procured under the Japanese Grant Aid scheme. Therefore, GOC requested GOJ to implement technical assistance through this project in line with the said grant aid project. The project consists of the following components:

- 1.Improvement of Bus operation capacity of CBA
- 2.Improvement of maintenance and inspection capacity on bus fleets of CBA
- 3.Establishment of training system of bus drivers and conductors, drivers' management system for safe driving and labor management system in CBA
- 4.Improvement of CBA's business management capacity
- 5.Improvement of capacity of CBA and Department of Public Works and Transport /PPCA on policy planning for the public transport priority measures

## Project for Promoting Sustainability in Future Cities of Thailand (Client: JICA, 2015-2021)

Thailand has successfully reached the upper middle-income country triggered by rapid economic growth since the late 1980s. For further development, Thailand has been considering ways to realize the sustainable society taking account of global issues such as climate change and energy security. In the 11th National Economic and Social Development Plan, sustainable urban development is pointed out as one of the urgent issues. The practical strategies, however, had not been discussed. Many regional cities in Thailand have a small population, less than 100,000, and face serious issues such as lack of basic infrastructure, improvement of the living environment, industrial development/ job creation, and aging of society. Nevertheless, the local governments are in difficulty preparing and implementing the Local Strategic Development Plan which could solve the issues above due to the lack of authorization, budget, and human resources.

Under such circumstances, the projects have been carried out with the aims of developing the concept of future city development, a proposal of implementation mechanism and measures of future city development, and enhancement of sustainable city development.

The project consists of the following five main stages:

- 1) Policy research of future city development in Thailand,
- 2) Preparation of development plans in the model cities,
- 3) Development and dissemination of urban planning and implementation guideline for regional cities in Thailand
- 4) Implementation of the Sustainable Future City Initiative Phase 2
- 5) Development and dissemination of a sustainable city concept in Thailand



Workshop on the introduction of universal design in one of the model cities, Phanat Nikhom

Project Title	Client	Year
<b>Urban development / environment</b>		
Strengthening ESC (Environmental and Social Considerations) Monitoring Framework for JICA-funded Infrastructure Development Activities in Asia	JICA	2017-2019
Project on Sustainable Urban and Transport Management in Luang Prabang in Lao PDR	JICA	2023-2026
<b>Transportation</b>		
The Project for Capacity Development on Bridge Maintenance and Management in Lao PDR	JICA	2020-2023
The Project for Formulation of National Transport Master Plan in the Republic of Cuba	JICA	2018-2022
Road Sector Governance and Maintenance Project in Lao PDR	ADB	2016-2023
<b>Logistics</b>		
The Project on Implementation of International Logistics Hub Master Plan in the Republic of Namibia (Phase 1 and 2)	JICA	2016-2024
The Project for Improving the Logistics System of Cambodia (Phase 1 and 2)	JICA	2018-2023

# INDUSTRIAL DEVELOPMENT

## The Project for Sustainable Development of the Cultural Landscape of the Upper Utcubamba Valley in the Republic of Peru (Client: JICA, 2021-2025)

Peru has many heritages of Andean civilizations and the Spanish colonial period country-wide, and the tourism industry based on those rich cultural and natural resources is a precious means to acquire foreign currencies. Upper Utcubamba Valley (UUV) has a great number of cultural landmarks and diverse traditional lifestyles and landscapes, including the Kuelup ruins.

However, as local tourism is less developed, tourism products and services are mal-provided, and COVID-19, earthquakes, and heavy rains negatively hit the local economy. Hence, it is required to develop a sustainable tourism development model which manages both the conservation and utilization of cultural and natural heritage and tourism business development so that the UUV community can benefit.

Based on its 2014 study, JICA has worked on this challenge using the Ecomuseum concept that can effectively balance both cultural and natural heritage conservation and tourism development. Following the normalization of COVID-19 restrictions in 2022, the project is working on the following activities: (1) Development of pilot tourism zones as cultural landscapes based on the “Ecomuseum concept” by utilizing cultural and natural resources with the participation of community people, and (2) Improvement of the local capacity for managing cultural landscapes and tourism.



Enjoying the scenery during the horse-ride heritage visit (one of the tourism activities at the pilot project site)

## The Project for Enhancing U-I-G-C Approach through Promotion of Open Innovation by Creating Enabling Environment at FRC-UGM, Indonesia (Client: JICA, 2021-2023)

In Kulon Progo Regency, Special Province of Yogyakarta, which is the target area of this project, the local government has been focusing on strengthening the quantity and quality of primary production and industrial development since 2017. Gadjah Mada University, based in Yogyakarta, is committed to making more effective use of its intellectual property for regional development under the policy of producing high-level human resources and strengthening industries promoted by the Government of Indonesia.

This project supported the promotion of the university-industry-government-community collaboration projects at the university's Field Research Center (FRC).



Teacher and students discussing the prototype development

Specifically, through strengthening the functions of the FabLab established in the FRC, the project promoted open innovation initiatives that will contribute to solving social issues and developing industries in the region.

The project provided technical training on digital fabrication knowledge and technology as well as management, supported the procurement of FRC FabLab equipment and prepared the Guidelines for the use of the equipment, supported the design for PoC (Proof of Concept) in FRC FabLab, and strengthened collaboration between Gadjah Mada University and the local community through FabLab.

Project Title	Client	Year
<b>Digital Transformation / Innovation</b>		
Study on Digitalization of Public Services in African Countries	JICA	2020-2022
Study on the Digitalization of the National Identification System in the Republic of Senegal	JICA	2021-2022
Uganda ICT Industry Promotion Project	JICA	2023-2027
<b>Tourism</b>		
Study on Tourism Industry Promotion in the Pacific Region	JICA	2020-2022
Master Plan Project for Regional Development and Tourism Promotion through the Utilization of World Heritage sites in Chui Region in the Kyrgyz Republic	JICA	2022-2026
<b>Finance, Trade and Investment Promotion</b>		
Study on Improvement of Investment Environment and Entrepreneurship Support in the Republic of Senegal	JICA	2022-2023
Study on SME Finance in Central Asia (Kyrgyz, Tajikistan)	JICA	2020-2022
<b>Industrial Development / Human Resource Development</b>		
Study on ICT Industry Development Through Business Matching with Japanese ICT Companies in Pakistan	JICA	2020-2021
Study on the Employment and Start-up Environment Surrounding Youth in Iraq	JICA	2022



## SOCIAL DEVELOPMENT

### The Project for Strengthening Education for Children with Special Needs through Inclusive Education Approach in Sri Lanka (Client: JICA, 2019-2024)

The Ministry of Education has made efforts to improve access to education of children with special needs (SEN (Special educational needs) Children) through its Sector Development Framework and Programmes.

Special Education Units have been placed at regular schools to enhance learning of SEN Children for future inclusion in regular classes. Many children with severe disabilities, however, still have limited access to schools. Some of those who are out of school are taken care of at welfare facilities. To attain equitable education for all, it is required to accept those SEN Children and the children at special education units in regular classes. Therefore, the capacity of schools and teachers to provide them with quality education should be enhanced.

Under such circumstances, the Project seeks a feasible inclusive education approach in line with the Sri Lankan context by establishing a functional system for promoting enrollment of SEN Children as well as developing the capacity of teachers. Materials and guidelines developed and good practices collected during the Project are stored in a database for a referral to disseminate the inclusive education approach all over the country. For this purpose, Colombo



district in Western Province and Kurunegala district in North Western Province are targeted.

Mutual learning in a classroom

### Project for the Prevention and Control of Non-communicable Diseases in Tamil Nadu, India (Client: JICA, 2022-2026)

Tamil Nadu is the most urbanized state in India, with approximately 8.64 million people (the 2011 census) considered poor, living in slum areas. Strengthening access to public healthcare services for the growing urban population is an urgent issue. The incidence of cancer and diabetes in the state is higher than the national average. Therefore, there is a growing need for measures to improve NCDs (Non Communicable Diseases) prevention and control, including early detection and treatment. In light of the above, the "Tamil Nadu Urban Health Care Project," a yen loan project, is being implemented to improve the quality of the urban health care system, mainly through the development of secondary and tertiary health care facilities.

At the same time, in addition to the support provided by the above-mentioned yen loans, there is also a need to strengthen administrative management capacity to address NCDs and to strengthen the clinical capacity of medical practitioners due to the increasingly advanced medical care. Under these circumstances, this Project focuses on cancer among NCDs and aims to strengthen the administrative management capacity and the clinical capacity of medical personnel. Specifically, the Project focuses on early detection and continuous care of cancer and aims to improve the quality of cancer screening programs, strengthen the practices of early cancer diagnosis, and improve clinical skills and practices for cancer diagnosis and treatment in close collaboration with relevant government officials and medical experts at the state and district level. In addition, the Project will also support the promotion of awareness-raising among community people, as

it is reported that their health-seeking behavior for cancer-related services is poor due to the low level of knowledge as well as a strong sense of fear and stigma against cancer.



Discussion with the staff nurses and health volunteers at the Primary Health Centre

Project Title	Client	Year
<b>Education</b>		
Project for Gender Responsive Actions to Ensure Retention through Community Engagement and School Practices (GRACE), Pakistan	JICA	2022-2026
Project for Improving Quality of Mathematics and Science Education in Palestine (PIQMAS) - Core Activity Implementation Phase	JICA	2021-2024
JICA Study of International Cooperation in Education for the Post-COVID Era	JICA	2021-2022
Project for Improving Learning Outcomes through Community Participation for Sustainable School for All (COMPASS) (Ghana)	JICA	2020-2024
Project for Curriculum Reform at Primary Level of Basic Education in Myanmar	JICA	2014-2021
<b>Health</b>		
Rural Health Development through Strengthening Basic Health Services, Myanmar	JICA	2019-2024
Study on Project for Upgrading Quality of Health Services of Selected Provincial Hospitals in the Kingdom of Cambodia	JICA	2021-2023
Project to Promote Hospital Digitalization in Image Diagnosis (Cuba)	JICA	2022-2023
<b>Social Security</b>		
Enhancing ADB's Support for Social Protection to Achieve the Sustainable Development Goals - Social Protection Officer (Japan)	ADB	2020-2021

# RURAL DEVELOPMENT

## Project for Strengthening DADP Planning and Implementation Capacity through Use of SHEP Approach in Tanzania (Client: JICA, 2019-2023)

In Tanzania, agriculture is a core industry in which 70% of the population is engaged. Yet, most farmers continue subsistence farming with low productivity and profitability, and a shift to business-oriented farming is strongly expected. Under the Agricultural Sector Development Programme (ASDP1) formulated in 2003, the government adopted a holistic approach to agricultural development with the use of the ASDP basket fund, and 75% of the fund was allocated for the implementation of District Agricultural Development Plans (DADPs) prepared by Local Government Authorities (LGAs). Japan International Cooperation Agency (JICA) supported the capacity development of LGAs in DADP formulation and implementation as well as that of the central government for technical backstopping to the LGAs under "Project for Strengthening the Backstopping Capacities for the DADP Planning and Implementation under the ASDP" (RADAG1) and RADAG2. While RADAG succeeded in achieving the set targets, agricultural commercialization and income increase of smallholders became the key areas of ASDP2 initiated in 2018. Under ASDP2, DADP is further required to have a direct impact on the increase in farmers' income.

RADAG2 supported a pilot project of target LGA on the support for horticultural farmers groups, applying the approach of "Smallholder Horticulture Empowerment Promotion (SHEP)," which emphasized production and sales based on market needs. Through the pilot project, target farmers' income increased by 80%, and the government highly valued the result as a good practice of DADP implementation. As a result, the government requested JICA to expand the application of the SHEP approach to DADP implementations of other LGAs in the county.

The Project aims at improving the function of DADP for achieving higher income of horticulture farmers in the project sites by providing the following outputs.

Output 1: Tanzanian SHEP approach under DADPs is developed.

Output 2: Primary target LGAs plan and implement horticulture projects with the Tanzanian SHEP Approach under DADPs

Output 3: Central Government backstops horticulture projects with the Tanzanian SHEP approach under DADPs.



**Farmers conduct a needs assessment at the market**

## Study on ASEAN-JICA Food Value Chain Development Project (Client: JICA, 2019-2020)

The increased demand and interests on safe food and value-added food in ASEAN states have been driven by middle-income households due to the economic growth of ASEAN. However, an inappropriate redistribution of profit and vulnerable food value chains (FVC) remain the major constraints to improve livelihood of traditional farmers below poverty lines. Agriculture is one of the important sectors both for employment opportunities and source of income and also for food and nutrition security. Thus, the improvement of FVC is one of the prioritized issues to solve.

ASEAN Ministerial Meeting on Agriculture and Forestry (AMAF) and JICA have initiated its discussion on the concept of "the ASEAN-JICA Food Value Chain Development Project" in February 2018. The project considers supporting the high quality, safe FVC development for trade and joint corporation with public-private sectors. The project concepts had been discussed and approved at the Senior Officials Meeting of the ASEAN AMAF Plus Three on August 29, 2018, and subsequently, confirmed at the Eighteenth Meeting of The ASEAN Ministers on Agriculture and Forestry Plus Three on October 12, 2018.

The main objective of the project is to develop quality and secure intra and extra Export-oriented FVCs in the ASEAN Region. The specific objectives include; 1) strengthening of ASEAN Good Agricultural Practice (ASEAN-GAP), 2) strengthening of Sanitary and Phytosanitary (SPS) measures, and 3) promoting public-private partnerships for the development of regional food cluster models.

Project Title	Client	Year
Market-Oriented Rural Life Improvement Project in Ghana	JICA	2022-2027
Study on Food Value Chain Study under the Influence of COVID-19 in the Eastern Region of Africa	JICA	2021-2022
Study on "Overseas UNESCO Intangible Cultural Heritage (Alcoholic Beverages)"	National Tax Agency, Japan	2021-2022
Study on IFNA (Initiative for Food and Nutrition Security in Africa)	JICA	2020-2022
Human resource development project for the establishment of a food value chain in Asia and Africa (Study on support for overseas development of the tea industry)	Ministry of Agriculture, Forestry and Fisheries of Japan (MAFF)	2020-2021
Study on the Standards and Certifications for Agricultural Products and Foods in Vietnam		2018-2019
Project for Community-Based Sustainable Natural Resource Management in East Timor, Phase II	JICA	2016-2022
Project for Sustainable Development of Rain-fed Lowland Rice Production in Ghana, Phase II	JICA	2016-2021

# EVALUATION

## FY 2020 ODA Evaluation “Evaluation Method of Individual Grant Aid Project Implemented by Ministry of Foreign Affairs of Japan: Review and Suggestions” (Client: MOFA, 2020-2021)

The Ministry of Foreign Affairs of Japan (MOFA) has been conducting the ODA evaluation focusing mainly on the policy level to improve the management of ODA and ensure its accountability to the public. The evaluations are conducted by third parties to ensure their transparency and objectivity. On the individual project level, since 2017, MOFA has been conducting third-party evaluations on grant aid projects exceeding one billion Japanese Yen in order to strengthen the feedback system.

The project-level evaluation is conducted in accordance with the guideline for the ODA policy-level evaluation from the developmental standpoint (relevance of the policies, effectiveness of the results, and the appropriateness of the process), as well as from the diplomatic standpoint (diplomatic importance and diplomatic impact). However, both the evaluators and people involved in the projects had pointed out that many of the criteria of the policy-level evaluation are not suitable for the project-level evaluation. The purpose of this study was to propose evaluation methods based on the characteristics of MOFA's individual grant aid project. The evaluation report is available on the MOFA website.

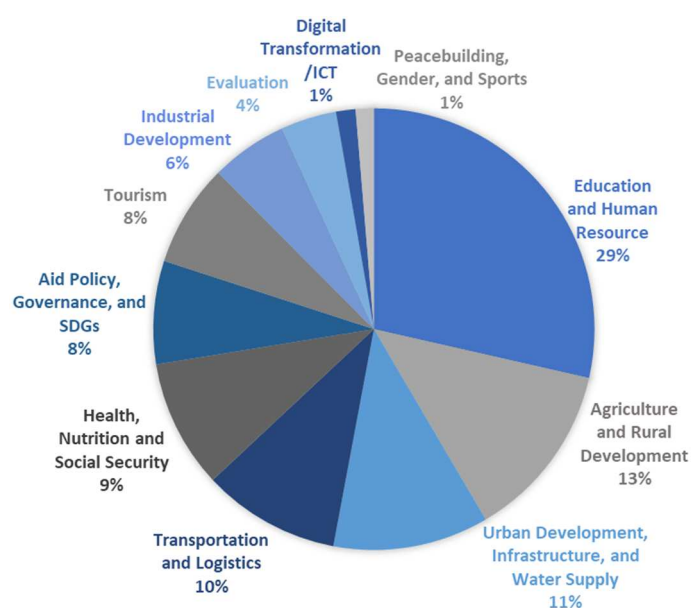
## Final and Mid-Term Evaluation of the Nepal Earthquake Recovery Programme (Client: Japanese Red Cross Society, 2019)

In response to the earthquake in Nepal in April 2015, the Japanese Red Cross Society (JRCS) carried out emergency medical relief activities in the Sindhupalchok District, which suffered particularly severe damage. Furthermore, JRCS implemented the Nepal Earthquake Recovery Programme, mainly targeting the Sindhupalchok District and consisting of seven projects, namely, shelter; health; water, sanitation and hygiene promotion (WASH); livelihoods; school-based disaster risk reduction; blood service; and the Nepal Red Cross Society (NRCS) capacity building.

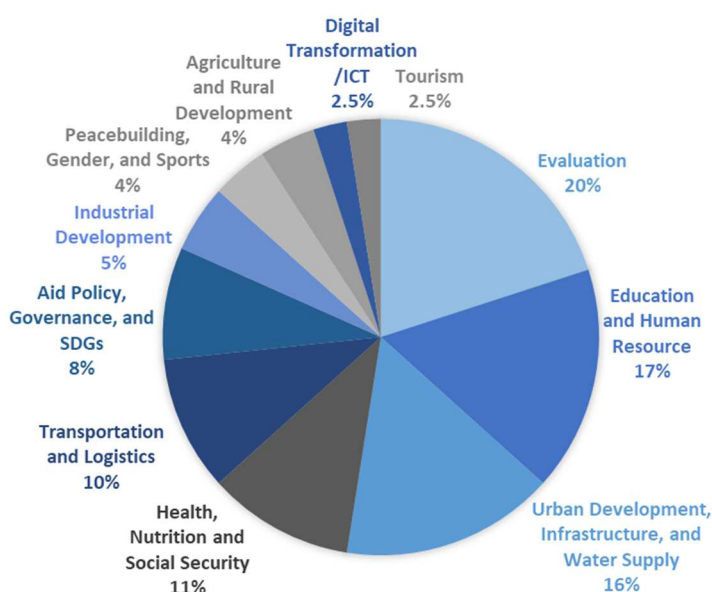
As some of the projects were to end in June 2019, JRCS commissioned IDCJ to evaluate the programme in alignment with the evaluation framework of the NRCS and the International Federation of Red Cross and Red Crescent Societies. The purposes of the evaluation were: 1) To conduct the final evaluation of the four projects ending in 2019 and contribute to the effective implementation of future reconstruction projects; and 2) To conduct the mid-term evaluation of the three projects ending in March 2020 and make recommendations for effective and smooth project implementation.

Project Title	Client	Year
ODA Policy Evaluation		
Review of Japan’s ODA Evaluations from FY 2015 to FY 2021	Ministry of Foreign Affairs of Japan (MOFA)	2022
Evaluation of Japan’s ODA to Lao PDR		2022-2023
Evaluation on Education Cooperation Policy		2021-2022
Evaluation by Themes, Case Study, and Project Study		
Study of Cluster Evaluation Method Based on New Business Management System	JICA	2022-2023
Evaluation of the Peacebuilding Impact: Water Supply Improvement in the Host Communities of Syrian Refugees in Jordan	JICA	2020-2023
Thematic Evaluation on Rural Water Sector	JICA	2020-2022
Project Evaluation		
The Third-Party Evaluation of “the Grant Assistance for Japanese NGO Projects” (FY2021)	MOFA	2021-2022
Ex-Post Project Evaluation 2021: Package III-5 (Iraq)	JICA	2022-2023
Ex-Post Project Evaluation 2021: Package III-3 (Rwanda)	JICA	2021-2022
Ex-Post Project Evaluation 2020: Package II-2 (Myanmar, Ecuador, and Cambodia)	JICA	2020-2022
Ex-post Evaluation in FY2019: Package I-5 (the Republic of Kenya)	JICA	2019-2020
Terminal Evaluation on the Project for Development of Harmful Algal Bloom Monitoring Methods and Forecast System for Sustainable Aquaculture and Coastal Fisheries in Chile	JICA	2022-2023
The Detailed Planning Survey for Project to Strengthen Self-Reliance Support System Focusing on Creation of Job Opportunities for People in Need (Evaluation Analysis)	JICA	2022
Third-party evaluation on the project financed by Dormant Deposits, implemented by the funds distribution organization and the implementation organizations in Fiscal Year 2019 (Target project name: Project of installation of support function for children's cafeteria)	Japan Network for Public Interest Activities	2020-2023
External Final Evaluation of the Typhoon Haiyan Recovery Projects	Japanese Red Cross Society	2019-2020
Training		
Knowledge Co-Creation Program -Capacity Building for Improved "Project Evaluation" Design, Implementation and Svstem Institutionalization-	JICA Kansai Center	2020-2022

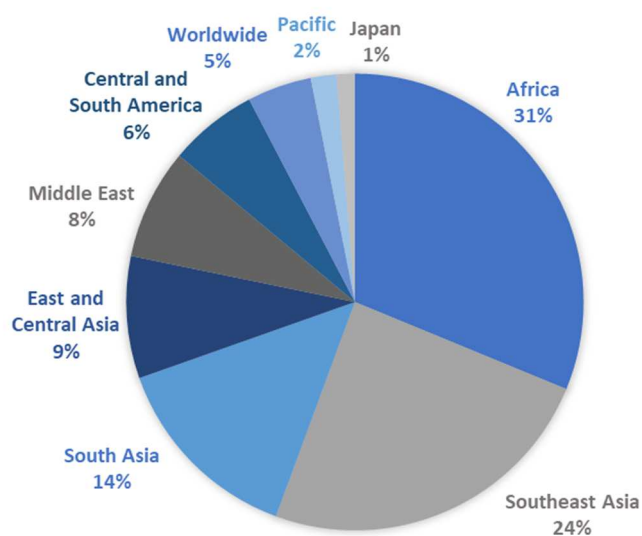
# SECTOR AND REGIONAL DISTRIBUTION OF PROJECTS



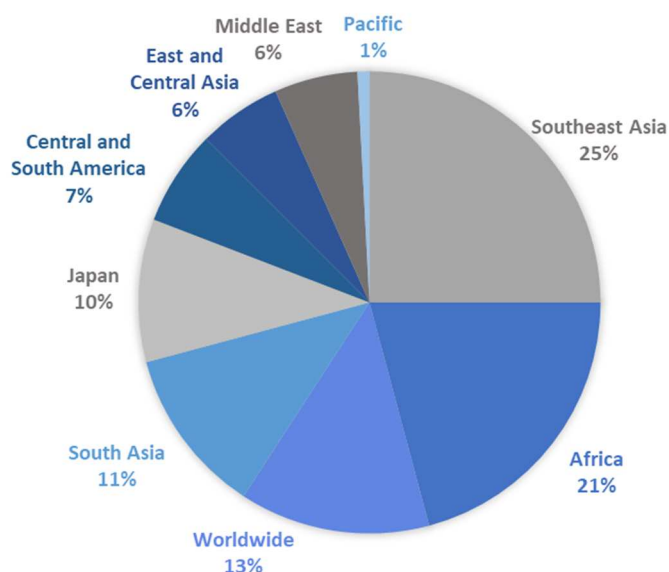
FY2022 Projects by Sector (Sales amount)



FY2022 Projects by Sector (Number of projects)



FY2022 Projects by Region (Sales amount)



FY2022 Projects by Region (Number of projects)



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