



# TRAINING AND DIALOGUE PROGRAMS

GENERAL INFORMATION ON

**SEMINAR ON EVALUATION OF JAPANESE ODA LOAN  
PROJECTS**

集団研修「円借款プロジェクト評価セミナー」

***JFY 2010***

<Type: Human Resource Development / 類型:人材育成普及型>

NO. J-10-00851 ID:1080833

From November 7 (Sun) to November 20 (Sat), 2010

This information pertains to one of the Training and Dialogue Programs of the Japan International Cooperation Agency (JICA), which shall be implemented as part of the Official Development Assistance of the Government of Japan based on bilateral agreement between both Governments.

# **I. Concept**

## **Background**

JICA conducts evaluation of Japan's Official Development Assistance (ODA) loan projects for the purposes of (i) improving its assistance, (ii) monitoring and feedback for effective resource allocation, and (iii) assuring accountability.

Recent development of aid evaluation is directed towards the realization of the international consensus on "managing for development results (MfDR)" for enhancing aid effectiveness. As MfDR requires evaluation ownership on developing countries, evaluation capacity development is of greater importance.

This program aims to enhance of participants' evaluation capacity by promoting better understanding of evaluation knowledge and importance of evaluation.

\*MfDR: Managing for Development Results is a management strategy focused on development performance and on sustainable improvements in country outcomes. It provides a coherent framework for development effectiveness in which performance information is used for improved decision making, and it includes practical tools for strategic planning, risk management, progress monitoring, and outcome evaluation.

## **For what?**

This program aims to enhance participants' evaluation capacity by promoting better understanding of knowledge and importance on JICA evaluation, especially evaluation method of Japanese ODA loan projects.

Also, it contributes to put the knowledge acquired in the seminar into practice and disseminating its evaluation method in their respective organization.

## **For whom?**

This program is distributed for director or deputy director of implementing and coordinating agencies, who are responsible for evaluation and monitoring of Japan's ODA projects, especially ODA loan projects financed by JICA. In addition, organizations of which are planned to be evaluated under the schemes of ex-post evaluation of Japanese ODA projects (especially ODA loan projects) are preferred.

## **How?**

The seminar is designed to have simulation of ex-post evaluation activity through the case study of JICA's project evaluation, aiming not only to brush up on participants' evaluation capacity but also to consider improvement of the evaluation and monitoring system or harmonization of evaluation methods of their organizations.

## ***II. Description***

### **1. Title (J-No.): SEMINAR ON EVALUATION OF JAPANESE ODA LOAN PROJECTS (NO. J-10-00851)**

### **2. Period of program**

<b>Duration of whole program:</b>	September 2010 to February 2011
<b>Preliminary Phase:</b> (in a participant's home country)	September 2010 to November 2010
<b>Core Phase in Japan:</b>	November 7 (Sun) to November 20 (Sat), 2010
<b>Finalization Phase:</b> (in a participant's home country)	November 2010 to February 2011

### **3. Target Countries:**

Bangladesh, Brazil, Cambodia, Egypt, Georgia, India, Indonesia, Iraq ,Kenya, Laos, Morocco, Namibia, Pakistan, Papua New Guinea, Paraguay, Peru, Philippines, Sri Lanka, Thailand, Tunisia

### **4. Overall Goal:**

- (1)Improvement and harmonization of evaluation systems in development countries are promoted.
- (2)Evaluations of ODA loan projects are conducted on their own in respective countries based on the knowledge acquired in the seminar.

### **5. Program Objective:**

This program aims to enhance participants' evaluation capacity by promoting better understanding of knowledge and importance on JICA evaluation, especially evaluation method of Japanese ODA loan projects.

Also, it contributes to put the knowledge acquired in the seminar into practice and disseminating its evaluation method in their respective organization.

To achieve this program objective, participants are expected to achieve four module outputs given below;

- (Output 1) To understand JICA evaluation, especially evaluation method of mainly Japanese ODA loan projects
- (Output 2) To acquire the knowledge on evaluation method of mainly Japanese ODA loan projects thorough exercise
- (Output 3) To formulate Activity Plan to disseminate the knowledge acquired in the seminar in their respective organization.
- (Output4) To implement Activity Plan in their respective organization

Although Japanese ODA loan is the main theme, the seminar also deals with Technical cooperation when the points are in common.

In participants' home country, participants are required to conduct evaluation training workshop planned by each participant in the Core Phase.

## 6 . Eligible / Target Organization :

This program is designed for director or deputy director of implementing and coordinating agencies, who are responsible for evaluation and monitoring of Japan's ODA projects, especially ODA loan projects financed by JICA. In addition, organizations of which are planned to be evaluated under the schemes of ex-post evaluation of Japanese ODA projects (especially ODA loan projects) are preferred.

## 7 . Total Number of Participants :

18 participants from target countries given above in total are expected to participate in this seminar.

## 8. Language to be used in this program: English

## 9. Contents:

This program consists of the following components. Details on each component are given below:

<b>(1) Preliminary Phase in a participant's home country</b> (September 2010 to November 6, 2010) <i>Participating organizations make required preparation for the Program in the respective country.</i>	
Modules	Activities
Pre-departure preparation assignment (Evaluation Summary and the checklist)	<ol style="list-style-type: none"><li>1. Read through the evaluation text distributed by JICA in advance</li><li>2. Draw out a draft "Evaluation Summary" according to the guidance (Attachment 1) distributed by JICA. Participants are requested to fill in the blank according to the guidance and case study instruction. Participants will submit them to JICA by mid-October.</li><li>3. Prepare a checklist concerning the evaluation system of the participant's organization (the checklist will be given together with the evaluation text)</li></ol>

<b>(2) Core Phase in Japan</b> (November 7 to November 20, 2010) <i>Participants dispatched by the organizations attend the Program implemented in Japan.</i>		
Modules	Subjects/Agendas	Methodology
1) Introduction of Japanese evaluation systems	<ul style="list-style-type: none"><li>➤ JICA Evaluation System</li><li>✓ Loan Project</li><li>✓ Technical Assistance</li></ul>	Lecture Observation

2) Introduction of ex-post evaluation examples	<ul style="list-style-type: none"> <li>➤ Introduction of ex-post evaluation examples on a Japanese ODA loan project and a technical cooperation project</li> </ul>	Lecture Observation
3) Workshop on JICA evaluation method	<ul style="list-style-type: none"> <li>➤ Learning evaluation concept and evaluation methods through the case studies</li> <li>➤ Drawing the Evaluation Summary by themselves</li> </ul>	Lecture Observation and Exercise
4) Introduction of ex-ante evaluation method	<ul style="list-style-type: none"> <li>➤ Ex-ante evaluation of JICA's projects (especially appraisal for Japanese ODA loan projects)</li> </ul>	Lecture Observation and Exercise
5) Action Plan	<ul style="list-style-type: none"> <li>➤ Preparing the action plan to improve evaluation activities in participants' organization together with the consideration of its feasibility</li> </ul>	Lecture Observation and Exercise
6) Study Tour	<ul style="list-style-type: none"> <li>➤ A field tour to typical infrastructure.</li> </ul>	Field Tour

<b>(4) Finalization Phase in a participant's home country</b>	
<i>Participating organizations produce final outputs by making use of results brought back by participants. This phase marks the end of the Program.</i>	
Modules	Activities
Final Report	<ul style="list-style-type: none"> <li>➤ Participants are required to implement the evaluation activities planned by each participant in the Core Phase</li> <li>➤ The result of the activity and future plan need to be compiled as a Final Report which has <b>to be sent to JICA by February 28 2011</b></li> </ul>

#### **10. Follow-up Cooperation by JICA:**

In this workshop, JICA might extend follow-up support to participating organizations that intend to develop the result of the seminar further. Please note that the support shall be extended selectively based on proposals from the participating organizations.

### ***III. Conditions and Procedures for Application***

#### **1. Expectations for the Participating Organizations:**

- (1) This program is designed primarily for organizations that intend to address specific issues or problems identified in their operation. Participating organizations are expected to use the project for those specific purposes.
- (2) This program is enriched with contents and facilitation schemes specially developed in collaboration with relevant prominent organizations in Japan. These special features enable the project to meet specific requirements of applying organizations and effectively facilitate them toward solutions for the issues and problems.
- (3) As this program is designed to facilitate organizations to come up with concrete solutions for their issues, participating organizations are expected to make due preparation before dispatching their participants to Japan by carrying out the activities of the Preliminary Phase described in section //9.
- (4) Participating organizations are also expected to make the best use of the results achieved by their participants in Japan by carrying out the activities of the Finalization Phase described in section //9.

#### **2. Nominee Qualifications:**

Applying Organizations are expected to select nominees who meet the following qualifications.

##### **(1) Essential Qualifications**

- (1) be nominated by their government in accordance with the procedures mentioned in 4 below,
- (2) be director or deputy director of implementing and/or coordinating agencies, who are responsible for evaluation of Japan's ODA projects, especially ODA loan projects, so that it is possible to disseminate what he/she has learned through the seminar in their organization. In addition, persons whose organizations are planned to be evaluated under the schemes of ex-post evaluation of Japanese ODA projects (especially ODA loan projects) are preferred.
- (3) have work experience of a few years in the field of foreign aid,
- (4) be presently engaged in and will be expected to continuously engage in evaluation of development projects or programs,
- (5) be university graduates or have equivalent academic background,
- (6) have a competent command of spoken and written English which is equal to TOEFL CBT 250 or more (This workshop includes active participation in discussions, action plan development, thus requires high competence of English ability. Please attach an official certificate for English ability such as TOEFL, TOEIC etc, if possible)

(7) Health: must be in good health, both physically and mentally, to participate in the Program in Japan.

Pregnancy : There is higher risk for pregnant women and people with chronic diseases to cause serious medical consequences when infected with the new Influenza A (H1N1) virus according to the past cases. Under the pandemic situations of the new Influenza, pregnant applicants shall not be accepted for the time being.

And applicants who suffer from chronic diseases, such as respiratory illness, cardiac disease, metabolic disease (diabetes, etc), renal dysfunction and immune insufficiency (systemic steroid administration, etc), shall not be accepted in principle. However, for those applicants with the chronic diseases, if they and their organizations express strong interest in participating in training programs, JICA shall accept them as an exceptional case after receiving a letter of consent from themselves and their organizations. Please ask national staffs in JICA office for the details.

(8) must not be serving in any form of military services.

## **(2) Recommendable Qualifications**

- 1) Expectations for the Participants: -
- 2) Age: be between the ages of thirty (30) and forty-five (45) years

## **3. Required Documents for Application**

**(1) Application Form:** The Application Form is attached to this General Information.

**(2) Nominee's English Score Sheet:** to be submitted with the application form. If you have any official documentation of English ability (e.g., TOEFL, TOEIC, IELTS), please attach it (or a copy) to the application form.

## **4. Procedure for Application and Selection :**

### **(1) Submitting the Application Documents:**

Closing date for application to the JICA Center in JAPAN: **August 20, 2010.**

**Note: Please confirm the closing date set by the respective country's JICA office or Embassy of Japan of your country to meet the final date in Japan.**

### **(2) Selection:**

After receiving the document(s) through due administrative procedures in the respective government, the respective country's JICA office (or Japanese Embassy) shall conduct screenings, and send the documents to the JICA Center in charge in Japan, which organizes this project. Selection shall be made by the JICA Center in consultation with the department concerned in Japan based on submitted documents according to qualifications. *The*

*organization with intention to utilize the opportunity of this program will be highly valued in the selection.*

**(3) Notice of Acceptance**

Notification of results shall be made by the respective country's JICA office (or Embassy of Japan) to the respective Government by **not later than September 17, 2010**.

**5. Document(s) to be submitted by accepted participants:**

Pre-Departure Preparation Assignment -- to be submitted by October 15, 2010:  
Before coming to Japan, only accepted participants are required to prepare a Pre-Departure Preparation Assignment (detailed information will be provided by JICA after the notification of acceptance). The Pre-Departure Preparation Assignment should be sent to JICA or the Japan International Cooperation Center **by October 15, 2010** preferably by e-mail to **Mukasa.Eriko@jica.go.jp**

**6. Conditions for Attendance:**

- (1) to observe the schedule of the program,
- (2) not to change the program subjects or extend the period of stay in Japan,
- (3) not to bring any members of their family,
- (4) to return to their home countries at the end of the program in Japan according to the travel schedule designated by JICA,
- (5) to refrain from engaging in political activities, or any form of employment for profit or gain,
- (6) to observe the rules and regulations of their place of accommodation and not to change the accommodation designated by JICA, and
- (7) to participate the whole program including a preparatory phase prior to the program in Japan. Applying organizations, after receiving notice of acceptance for their nominees, are expected to carry out the actions described in section II-9.

## IV. Administrative Arrangements

### 1. Organizer:

#### (1) JICA Tokyo

1) Contact: Mr. Itaru CHIBA (jicatic@jica.go.jp)

#### (2) JICA Evaluation Department

1) Contact: Ms. Eriko MUKASA (Mukasa.Eriko@jica.go.jp)

2) <http://www.jica.go.jp/english/operations/evaluation/>

### 2. Travel to Japan:

(1) **Air Ticket:** The cost of a round-trip ticket between an international airport designated by JICA and Japan will be borne by JICA.

(2) **Travel Insurance:** Term of Insurance: From arrival to departure in Japan. \*the traveling time outside Japan shall not be covered.

### 3. Accommodation in Japan:

JICA will arrange the following accommodations for the participants in Japan:

JICA Tokyo International Center (JICA TOKYO)

Address: 2-49-5 Nishihara, Shibuya-ku, Tokyo 151-0066, Japan

TEL: 81-3-3485-7051 FAX: 81-3-3485-7904

(where "81" is the country code for Japan, and "3" is the local area code)

If there is no vacancy at JICA TOKYO, JICA will arrange alternative accommodations for the participants. Please refer to facility guide of TIC at its URL, <http://www.jica.go.jp/english/contact/domestic/pdf/welcome.pdf>

### 4. Expenses:

The following expenses will be provided for the participants by JICA:

(1) Allowances for accommodation, living expenses, outfit, and shipping

(2) Expenses for study tours (basically in the form of train tickets).

(3) Free medical care for participants who become ill after arriving in Japan (costs related to pre-existing illness, pregnancy, or dental treatment are not included)

(4) Expenses for program implementation, including materials

For more details, please see p. 9-16 of the brochure for participants titled "KENSU-IN GUIDE BOOK," which will be given to the selected participants before (or at the time of) the pre-departure orientation.

### 5. Pre-departure Orientation:

A pre-departure orientation will be held at the respective country's JICA office (or Japanese Embassy), to provide participants with details on travel to Japan, conditions of the workshop, and other matters.

# **Japan International Cooperation Agency (JICA)**

## **Guidance Note on Evaluation of ODA Projects 2010**

This guide has been prepared by the Japan International Cooperation Agency with the objective of improving the quality of evaluation processes and results on Evaluation of ODA Projects.

### **1. Purpose of evaluation**

The aims of JICA's evaluation of ODA Projects are as follows:

- (1) To promote higher levels of efficiency and effectiveness of ODA Projects;
- (2) To fulfill our responsibility to be fully accountable for ODA Projects.

### **2. Evaluation Criteria**

In evaluation procedures, JICA uses the five evaluation criteria of the Organization for Economic Cooperation and Development's Development Assistance Committee (OECD-DAC), which are international evaluation criteria. Projects are assessed from the following standpoints: whether they are consistent with the policy of the developing country (relevance); how much shorter the time and how much lower the cost required to complete them was, compared to what was planned (efficiency); whether the effects are being realized as planned (effectiveness and impacts); and whether the effects will continue in the future (sustainability).

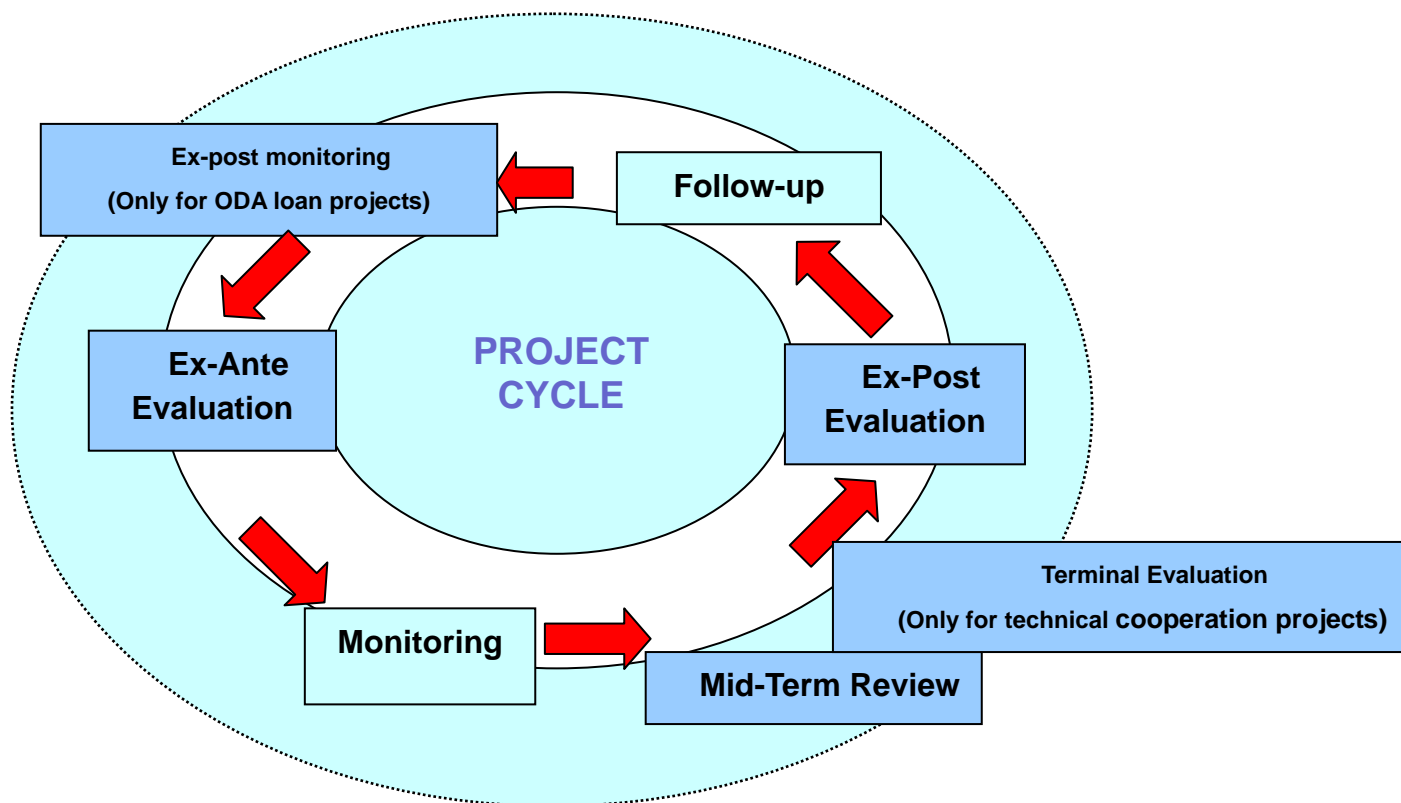
The Five DAC Evaluation Criteria

Item	Content
<b>Relevance</b>	Examine the relevance of project objectives and plans both at appraisal and at present, taking into consideration changes in background factors and presumed conditions
<b>Efficiency</b>	Compare plans for outputs, terms and costs with the results and analyze the efficiency of project implementation
<b>Effectiveness</b>	Compare planned and actual figures using operational and effect indicators and internal rates of return (IRR) to examine the extent to which project objectives have been achieved
<b>Impact</b>	Examine the direct and indirect effects of the project set as an overall goal from macro-economic, social and environmental perspectives
<b>Sustainability</b>	Examine the medium and long-term sustainability of project effects, and consider what countermeasures are required to resolve them if problems exist

### **3. Evaluation system**

(1) JICA undertakes "Ex-Ante Evaluations" during the preparatory stages of projects and "Ex-Post Evaluations" until third year after project completion. With a view to enhancing the consistency of its evaluation system, JICA undertakes "Mid-Term Reviews" which are

conducted five years after the conclusion of a loan agreement (for ODA loan projects) and at mid-point of a project (for technical cooperation projects), “Terminal Evaluations” which are conducted six months prior to technical cooperation project termination, and “Ex-Post Monitoring” which are conducted seven years after project completion.



(2) Evaluation system for each project stage

(a) Ex-ante evaluation

Ex-Ante Evaluations are undertaken for all projects that are involved in loan agreements, with a view to ensuring full accountability and transparency and to facilitating the effective and efficient implementation of ODA projects. Ex-ante evaluations verify the necessity and relevance of JICA assistance and set evaluation indicators. They are published in the form of “Ex-Ante Evaluation Reports”

(b) Mid-term Review

Mid-term reviews for ODA loan projects are conducted five years after conclusion of the loan agreement and prior to the Ex-Post Evaluations that are undertaken until third year after project completion. Mid-term reviews for technical cooperation projects are conducted at mid-point of a project.

“Mid-Term Reviews focus on the relevance and effectiveness of project plans. “Mid-Term Reviews” strengthens the monitoring of the implementation stage.

(c) Ex-post Evaluation

Ex-post evaluations are conducted for all projects until third year after project completion in principle, so as to ensure full accountability and enhance the effectiveness and efficiency of ODA Projects. Ex-Post Evaluations assess the Relevance, Effectiveness, Efficiency, Impacts, and Sustainability of each project on the basis of international criteria. Evaluation results, lessons learned and recommendations are shared extensively with the recipient countries, and are used to improve development projects.

(d) Terminal Evaluation (only for technical cooperation projects)

Terminal evaluations are conducted about six months prior to project termination. The purpose is to examine the attainability of project outcome, efficiency and sustainability, so that JICA can draw up the project plan of the remaining period with the recipient's government and decide the prospects of terminating the project and/or necessary follow-ups in the future.

(e) Ex-post Monitoring (only for ODA loan projects)

Ex-post monitoring assesses the effectiveness, impact and sustainability of a project seven years after project completion. Following up on projects after an appreciable amount of time has passed is expected to encourage recipient countries to apply the lessons learned and the recommendations outlined in the ex-post evaluation report, prepare statistical data, and establish their own mechanisms of monitoring.

**The five DAC evaluation criteria assessed in each evaluation**

	<b>Evaluation Criteria</b>	<b>Ex-ante</b>	<b>Mid-term (ODA Loan)</b>	<b>Mid-term (Technical Cooperation)</b>	<b>Terminal (Technical Cooperation)</b>	<b>Ex-post</b>	<b>Ex-post Monitoring (ODA Loan)</b>
1	<b>Relevance:</b>	○	○	○	○	○	
2	<b>Efficiency:</b>	○	(○)*	○	○	○	
3	<b>Effectiveness:</b>	○	○	○	○	○	○
4	<b>Impact:</b>	○		(○)	○	○	○
5	<b>Sustainability:</b>	○		○	○	○	○

\* The "Efficiency" of Mid-Term Review for ODA loan projects can be reviewed as reference during the project execution.

**4. Rating for Ex-Post Evaluations**

(1) JICA assigns four levels of rating to projects, A (highly satisfactory), B (satisfactory), C (moderately satisfactory), and D (unsatisfactory). In assigning ratings, projects are first

evaluated individually for their (1) relevance, (2) effectiveness (impacts), (3) efficiency, and (4) sustainability, based on the "Rating Method" set forth in Appendix 1 attached hereto. These evaluation results are then inserted in the "Rating Flowchart" set forth in Appendix 2 attached hereto, and the overall rating is assigned. The ratings not only express the evaluation results in an easily intelligible manner, but are also devices that all related parties can understand and utilize the remedial measures based on the result of quantitative and qualitative evaluation of development projects for making projects improve.

In addition, JICA has been trying to apply rating system to technical cooperation projects in the same way since FY 2008.

## **5. Ex-post Evaluation processes**

(1) Ex-post Evaluations are undertaken by Independent Evaluators

Independent evaluators, who are experts in development projects or evaluation, are chosen through competition by public announcement, confer with the government of the developing country and the executing agency, collect information from beneficiaries, and conduct project inspection, etc. After conferring with JICA, the independent evaluators conduct the final evaluation and rating.

(2) The main Ex-Post Evaluation Processes are the following:

(a) Independent evaluator draws up questionnaire and sends it to executing agency and other organizations concerned.

(b) Organizations concerned prepare answer to the questionnaire and send it back to the independent evaluator.

(c) Independent evaluator conducts the project site survey and interview with executing agencies, operation and maintenance agencies concerned and beneficiaries of the project, if necessary.

(d) Independent evaluator draws up draft evaluation report including rating.

(e) Independent evaluator and JICA provide feedback on the result of evaluation to the organizations concerned.

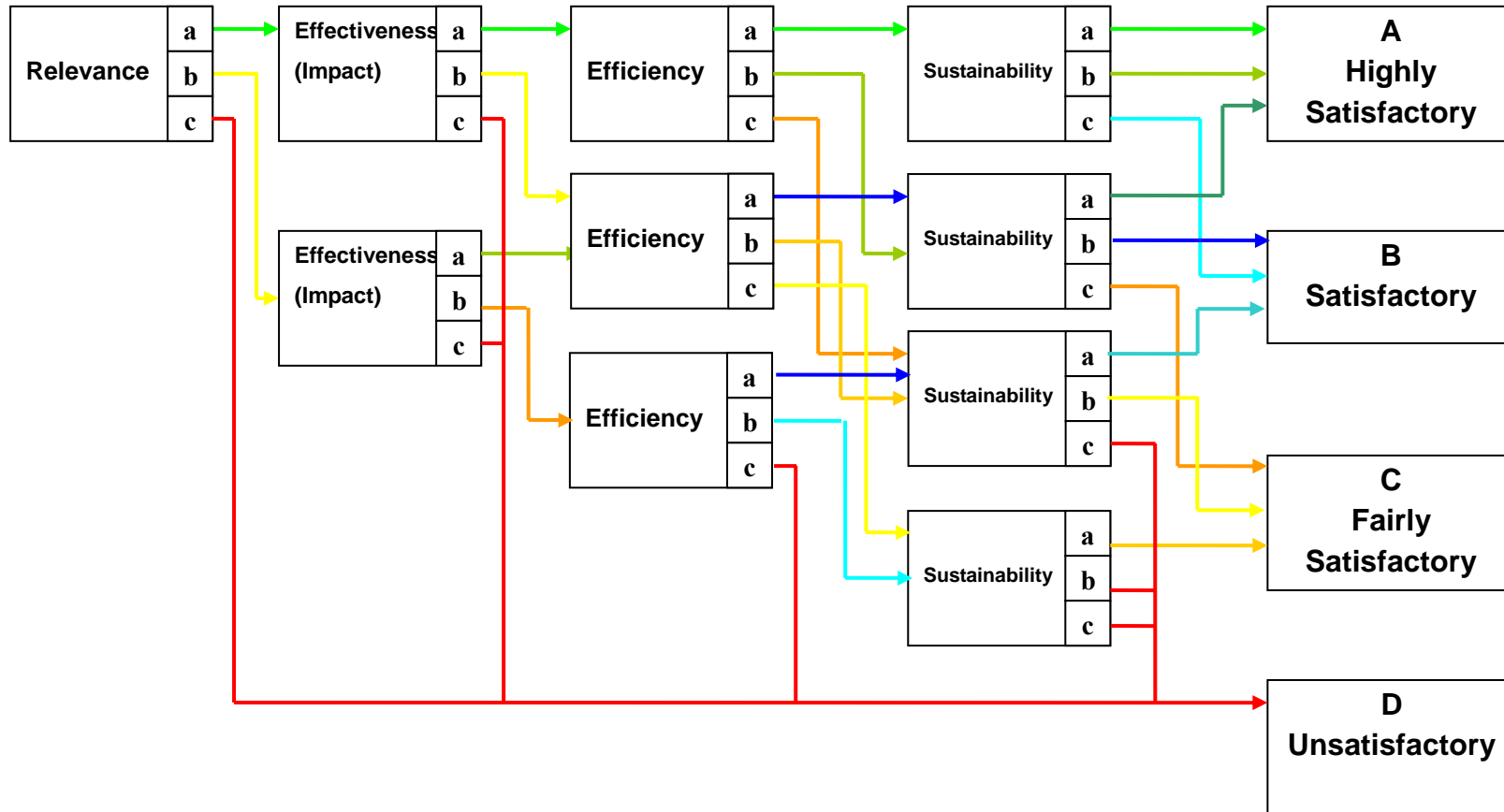
(f) Independent evaluator finalizes evaluation report.

(g) Evaluation report is made public on the JICA website.

(h) JICA monitors the whole process of evaluation.

Appendix-1: Rating Method (FY2009 ex-post evaluation)

# Overall Rating



Note: "Impact" is included in "Effectiveness" for the purposes of ratings.

# Rating Method (ex-post evaluation)

No	Item	Points	Criteria	Notes
(1)	<i>Relevance</i>	Evaluate the relevance to development needs at appraisal and at present, and consistency with development policies.	Consistency with needs/policies a Partial problem in consistency with needs/policies b Serious problem in consistency with needs/policies c	
(2)	<i>Effectiveness (impact)</i>	Compare planned and actual figures to measure the effectiveness.	80% or more of the original plan a 50% or more, but less than 80% of the original plan b Less than 50% of the original plan c	Consider multiple indicators to measure the effectiveness of the project, based on the major effectiveness indicator
(3)	<i>Efficiency</i>	Evaluate based on the input (project period and cost) which is required to achieve the project output (constructed facilities and/or procured equipment and materials.) Based on the results of each comparison, rate the overall efficiency of the project.	<p><u>1. Output</u> (Output) For reference purpose only.</p> <p><u>2. Project Period</u> (Project Period) 100% or less of the original plan a 3 points More than 100%, but 150% or less of the original plan b 2 points More than 150% of the original plan c 1 point</p> <p><u>3. Cost (Total project cost in foreign currency)</u> (input) 100% or less of the original plan a 3 points More than 100%, but 150% or less of the original plan b 2 points More than 150% of the original plan c 1 point</p> <p><u>4. Overall Efficiency</u> Rate the overall efficiency based on the sub-ratings of "Project Period" and "Cost". ◆ "aa" (6 points) Overall efficiency "a" ◆ "ab, ba, ac, ca, or bb" (4 ~ 5 points) Overall efficiency "b" ◆ "bc, cb, or cc" (2 ~ 3 points) Overall efficiency "c"</p>	If there is a change in output, the rating for project period and cost would take the change into consideration.
(4)	<i>Sustainability</i>	Evaluate the sustainability based on the financial aspects, consider technical capacity and operations & management system	Highly sustainability a No major problem b Major concern at evaluation c	Rate "c" for projects with liabilities exceeding assets, chronically in the red, with severe budget shortages, etc.
(5)	<i>Overall Rating</i>	Perform an overall rating	Refer to flowchart on previous page.	

Project Name: \_\_\_\_\_ (Overall Rating)

Outline of Loan Agreement

Loan Amount/Loan Disbursed Amount: \_\_\_\_\_ yen, Loan Agreement: Date, Final Disbursement Date: Date

Project Outline The objective of this project was to
---

Consultants:

Contractors:

	Ex-Ante Evaluation (Appraisal)	Ex-Post Evaluation	Analysis of Variance, etc.
Relevance:			
Efficiency:  Output: (reference) Project period: Project Cost:	-Output-  -Project Period-  -Project Cost-	-Output-  -Project Period  -Project Cost	
Effectiveness:		(Performance Indicator will be selected)	
Impact (rating for impact is included in effectiveness)			
Sustainability:		Analysis including financial aspect, technical capacity and operation & maintenance system	
Lessons Learned/ Recommendations	N.A.	-Recommendations to - -Lessons Learned-	
Rating	N.A.	<ul style="list-style-type: none"> <li>• Relevance:</li> <li>• Effectiveness:</li> <li>• Efficiency:</li> <li>• Sustainability:</li> <li>• Overall:</li> </ul>	

## ***For Your Reference***

### **JICA and Capacity Development**

The key concept underpinning JICA operations since its establishment in 1974 has been the conviction that “capacity development” is central to the socioeconomic development of any country, regardless of the specific operational scheme one may be undertaking, i.e. expert assignments, development projects, development study projects, training programs, JOCV programs, etc.

Within this wide range of programs, Training Programs have long occupied an important place in JICA operations. Conducted in Japan, they provide partner countries with opportunities to acquire practical knowledge accumulated in Japanese society. Participants dispatched by partner countries might find useful knowledge and re-create their own knowledge for enhancement of their own capacity or that of the organization and society to which they belong.

About 460 pre-organized programs cover a wide range of professional fields, ranging from education, health, infrastructure, energy, trade and finance, to agriculture, rural development, gender mainstreaming, and environmental protection. A variety of programs and are being customized to address the specific needs of different target organizations, such as policy-making organizations, service provision organizations, as well as research and academic institutions. Some programs are organized to target a certain group of countries with similar developmental challenges.

### **Japanese Development Experience**

Japan was the first non-Western country to successfully modernize its society and industrialize its economy. At the core of this process, which started more than 140 years ago, was the “*adopt and adapt*” concept by which a wide range of appropriate skills and knowledge have been imported from developed countries; these skills and knowledge have been adapted and/or improved using local skills, knowledge and initiatives. They finally became internalized in Japanese society to suit its local needs and conditions.

From engineering technology to production management methods, most of the know-how that has enabled Japan to become what it is today has emanated from this “*adoption and adaptation*” process, which, of course, has been accompanied by countless failures and errors behind the success stories. We presume that such experiences, both successful and unsuccessful, will be useful to our partners who are trying to address the challenges currently faced by developing countries.

However, it is rather challenging to share with our partners this whole body of Japan’s developmental experience. This difficulty has to do, in part, with the challenge of explaining a body of “tacit knowledge,” a type of knowledge that cannot fully be expressed in words or numbers. Adding to this difficulty are the social and cultural systems of Japan that vastly differ from those of other Western industrialized countries, and hence still remain unfamiliar to many partner countries. Simply stated, coming to Japan might be one way of overcoming such a cultural gap.

JICA, therefore, would like to invite as many leaders of partner countries as possible to come and visit us, to mingle with the Japanese people, and witness the advantages as well as the disadvantages of Japanese systems, so that integration of their findings might help them reach their developmental objectives.



***CORRESPONDENCE***

For enquiries and further information, please contact the JICA office or the Embassy of Japan. Further, address correspondence to:

**JICA Tokyo International Center (JICA TOKYO)**  
**Address: 2-49-5 Nishihara, Shibuya-ku, Tokyo 151-0066, Japan**  
TEL: +81-3-3485-7051 FAX: +81-3-3485-7904