

5. Standard indicator reference and typical lessons learned (Trade and Investment Promotion)

Mid-term sub-targets corresponding to models in this reference

Model name	Corresponding mid-term sub-targets
Model (1) Improvement of industrial base systems (in particular, intellectual property systems)	1-1-2 Improvement of industrial base systems (in particular, intellectual property systems)
Model (2) Improvement of industrial base systems (in particular, standards and conformity assessment systems)	1-1-2 Improvement of industrial base systems (in particular, standards and conformity assessment systems)
Model (3) Facilitation of trade procedures	2-1-2 Facilitation of trade procedures
Model (4) Improvement of access to foreign markets	2-2-1 Improvement of access to foreign markets
Model (5) Formulation and implementation of investment promotion policies	3-1-1 Formulation and implementation of investment promotion policies
Model (6) Strengthening of investment promotion functions and systems	3-2-1 Strengthening of investment promotion functions and systems

JICA standard indicator reference and typical lessons learned in technical cooperation projects (Trade and investment promotion)

Model (1) “Improvement of industrial base systems (in particular, intellectual property systems)”

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country’s government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to . . . (impact) Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the “mid-term sub-targets” from the perspectives of: 1) planning stages, and 2) management.	Examples of project purpose	Project information with good practices to refer to
1. Improvement of business environment	1-1 Improvement of related policies and systems	Number of counterfeit products detected (Examples of damage to Japanese companies)	1-1-2 Improvement of industrial base systems (in particular, intellectual property systems)	(Proposed model description) To improve intellectual property systems, and enhance operation of the systems, (Outcome) By strengthening the application examination systems, examination capacity, enforcement of intellectual property rights, and execution capacity of intellectual property offices (agencies), (Output) Thereby contributing to improvement of the investment environment such as attracting investments from companies doing business in the country concerned. (Impact) (Standard indicator examples) 1. Indicator examples of overall goal (Basic) (1) Evaluation of investors and companies regarding the business environment in terms of protection and utilization of intellectual property rights (2) Evaluation of business operators and legal professionals regarding the consistency of business-related laws enacted in accordance with reference materials on the drafting and examination process (3) Evaluation of business operators and lawyers, etc. regarding procedures under the Intellectual Property Law and other business-related laws 2. Indicator examples of project purposes (Basic) (1) Activity examples of the national intellectual property rights task force		<p>• In examining and registering intellectual property, JICA has primarily transferred know-how of Japanese Patent Office with intellectual property agencies and intellectual property offices as counterparts. JICA has accumulated many achievements and successful results to date. On the other hand, with respect to the enforcement of intellectual property, JICA has not experienced so many achievements compared to examination and registration. For the enforcement, capacities of enforcement agencies such as customs bureaus, police and courts and their partnerships must be strengthened. It is also necessary to have multiple counterparts in the partner country participate in the project and coordinate activities among agencies. The Japan side needs to secure resources accordingly. (From page 43 of “Thematic Guidelines - Trade and Investment Promotion”)</p> <p>In the cases of Vietnam and Indonesia, intellectual property agencies and intellectual property offices were involved as main counterparts, which served as the basis for strengthening the network among enforcement agencies. However, depending on the status of enforcement and challenges faced by the developing country, different counterpart agencies may be selected as the focus of the support. In providing support for enforcement in each country, it is necessary to consider effective and practical content and scope of projects, while taking into account the status of counterpart agencies in the partner country and the status of resources in Japan. (From page 43 of “Thematic Guidelines - Trade and Investment Promotion”)</p> <p>• Monitoring based on appropriate indicators Although indefinite indicators were set for part of the output and project objectives at the time of the ex-ante evaluation, they were revised to</p>	<p>To strengthen the intellectual property rights protection systems of Indonesian governmental agencies including the Directorate General of Intellectual Property Rights (DGIPR) of the Ministry of Justice and Human Rights and to promote the utilization of intellectual property rights systems, By improving the functions of enforcement-related agencies, improving the examination capacity of DGIPR, promoting the utilization of intellectual property at university and other research and educational institutions, and spreading intellectual property, Thereby contributing to increasing attractiveness of the investment environment in terms of appropriate and effective protection and utilization of intellectual property rights.</p> <p>To promote the efficient processing, administration, and information provision of intellectual property rights at the National Office Of Intellectual Property (NOIP) through utilizing the intellectual</p>	<p>1. Project for Strengthening Intellectual Property Rights Protection in Indonesia (Term of Cooperation: April 8, 2011 - April 2015)</p> <p>3. Modernization of IP information system in Viet Nam (Term of Cooperation: January 2005 - March 2009)</p>

				<p>on the integral strengthening of examination, enforcement, and utilization</p> <p>(2) Satisfaction evaluation by users (companies and individuals) involved in the integral strengthening of examination, enforcement, and utilization of intellectual property administration services in the country of ○●</p> <p>(3) Changes in the number of applications for and registrations of patents, designs, and trademarks</p> <p>(4) Evaluation by applicants, right holders, and lawyers, etc. on procedures for acquiring and executing intellectual property rights</p> <p>(5) Evaluation by employees of the Ministry of Justice and Human Rights on the drafting and examination process</p>	<p>specific objectives as a result of the survey for project consultation team. In addition, data on many indicators used to check the expression of project effects was not collected during the project and not at the ex-post evaluation. The number of applications and the term of examination had already increased and become prolonged during the project. Therefore, it is considered that measures should have been examined during the project based on indicators for such increase and prolongation. It is desirable to select indicators with data that can be continuously collected and to consider establishing a monitoring system, after confirming which indicators will have data collected by related agencies during the project planning stage for the purpose of organization management. (From the Reference Project 3. written on the right)</p> <p>• Consideration of a contingency plan Due to the lack of experience of local vendors that developed the system, experts' expected deliverables were not produced according to plan. In addition, communication on the technical specifications of the system between NOIP's counterpart, the dispatched expert, and the local vendor was difficult. As a result, IP Sea's user interface could not satisfy the examiners by the completion of the project, compared with the existing search system. Accordingly, a limitation was imposed that the system would be used after completion of the project. It is desirable to examine feasible measures at the planning stage and to provide monitoring if technical differences and communication limitations are expected between the counterpart, the dispatched expert, and the local vendor when implementing a project to develop a system. (From the Reference Project 3. written on the right)</p>	<p>property rights information system, By improving and using equipment and facilities necessary for the intellectual property rights information system, making the search system available to perform intellectual property rights substantive examination tasks, providing intellectual property rights information to the public through the Internet, enabling the reception of electronic IP applications, and appropriately operating and administrating the intellectual property rights information system, Thereby contributing to the appropriate administration and protection of intellectual property rights in Vietnam</p> <p>To improve the operation and enforcement of legal systems including establishment of the enforcement of intellectual property rights and the promotion and dissemination of those systems, By effectively and appropriately implementing intellectual property rights enforcement, promoting and disseminating systems related to intellectual property rights, improving the service capacity of intellectual property rights administration, and promoting the improvement of examinations and formal examination manuals, etc., Thereby contributing to the reduction of damage caused by counterfeit products, the promotion of fair business activities, and improvement of the investment environment through implementing effective intellectual property rights administration.</p>	<p>4. Industrial Property Rights Administration in Indonesia Phase 1 (Term of Cooperation: February 2005 - July 2007)</p>
					<p>• Confirmation of the governmental agencies necessary for the operation of legal systems At the time of the ex-ante evaluation, the actual state of the development of laws and regulations on electronic applications was checked as it was recognized as an important external condition. However, the establishment of a public certification authority necessary for electronic applications was not recognized as an important external condition. Although the development of laws and regulations on</p>	<p>To promote patent administration processing at the Intellectual Property Office (IPO) of the Philippines, By improving the project organization and operations systems, developing human resources who can analyze the present state of patent administration processing and offer improvement measures, introducing appropriate equipment, properly maintaining and administrating such equipment, establishing and utilizing a bibliographic</p>	<p>6. Modernization of Industrial Property Administration in the Philippines (Term of Cooperation: May 1999 - March 2007)</p>

					<p>electronic applications was implemented during the term of this project, the electronic application was not realized as a result of the delay in the establishment of a public certification authority. It is considered necessary to appropriately identify the various risks to effective expression and take the necessary measures for effective expression at the planning stage as well as during implementation of the project. Even if the development of laws and regulations is set as an external condition, it is desirable to check in advance the need for and prospect of the establishment of a governmental agency necessary for operation of the legal system in addition to setting the development of laws and regulations as an external condition. It is also desirable to fully understand any risk factors for expression of the project effects due to a failure to establish the public certification authority, such as impacts on the project and measures during the project, etc. (From the Reference Project 3. written on the right)</p>	<p>database, establishing and utilizing a literature database, and developing human resources who can operate the patent administration processing system, Thereby contributing to the early provision of industrial property rights in the Philippines more precisely.</p>	
						<p>To improve the efficiency of application processing administration at the National Office Of Intellectual Property (NOIP), By establishing and strengthening the Project Management Unit (PMU), introducing, maintaining, and administrating necessary equipment, strengthening business analysis functions, strengthening design and installation capacities of IPAS (Industrial Property Administration System), strengthening operation and administration capacities of IPAS, and smoothly utilizing IPAS in daily operations, Thereby contributing to the prompt and accurate provision of industrial property rights at NOIP.</p>	7. Modernization of Industrial Property Administration Project in Vietnam (Term of Cooperation: April 2000 - June 2004)
						<p>To enhance the legal consistency of intellectual property rights systems and strengthen systems to protect intellectual property rights, By improving the quality of intellectual property examination, improving processing predictability for intellectual property cases, improving the executing and enforcement systems at enforcement agencies, and supporting the development of procedures to enhance consistency in drafting and examining the Intellectual Property Law and other business-related laws in Indonesia, Thereby contributing to the improvement of legal consistency and enforcement procedures related to the Intellectual Property Law and other business-related laws.</p>	New Project in Indonesia Project on Intellectual Property Rights Protection and Legal Consistency for Improving Business Environment (Term of Cooperation: December 2015 - December 2020)

**JICA standard indicator reference and typical lessons learned in technical cooperation projects (Trade and investment promotion)
Model (2) “Improvement of industrial base systems (in particular, standards and conformity assessment systems)”**

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country’s government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to . . . (impact) Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the “mid-term sub-targets” from the perspectives of: 1) planning stages, and 2) management.	Examples of project purpose	Project information with good practices to refer to
1. Improvement of business environment	1-1 Improvement of related policies and systems	(1) Number of reported TBT (Technical barriers to trade)	1-1-2 Improvement of industrial base systems (in particular, standards and conformity assessment systems)	<p>(Proposed model description) To improve standards and conformity assessment systems, and enhance operation of the systems, (Outcome) By providing technical guidance and support to build and strengthen the systems necessary for standardization, (Output) Thereby contributing to strengthening the international competitiveness of industrial products manufactured in the country. (Impact)</p> <p>(Standard indicator examples) 1. Indicator examples of overall goal (1) Amount of trade (imports and exports, trade balance, current-account balance) (2) Trade structure (breakdown of export destinations and origins of import, by country and by product)</p> <p>2. Indicator examples of project purposes (1) Number of standards and specifications developed (2) Number of standards and specifications certified (3) Number of product test cases</p>		<p>• JICA has implemented cooperation projects in the introduction of the National Measurement Standards System as the basis for measuring things precisely in Thailand and Malaysia. Since this system covers numerous measurement items, the size of the project tends to be large, involving many experts for guidance and many equipment and facilities to be maintained. Therefore, attention needs to be paid to properly select items to be preferentially maintained from many measurement items, perform measurement after the maintenance, and build a maintenance and management system. If not, there is a risk that inputs provided by cooperation cannot be used effectively and continuously. On the other hand, by providing support taking a certain period of time, many measurement standards systems have taken root and produced results as the basis for promoting the manufacturing industry.</p> <p>Standardization and conformity assessment systems to be the target of support is determined depending on which performance of what product is measured by the system and the market needs for production and trade in the partner country and (surrounding) regions including Japan. Systems that are consistent with the policy needs of the partner country are often selected as the target of support, such as systems for domestic consumer protection like safety standards for electric appliances and systems contributing to domestic energy policies like energy-saving performance evaluation of electric appliances. On the other hand, in the case of products actively traded in the region, support may be provided to make the domestic standards and conformity assessment system be recognized as the level permitted by international mutual recognition to promote the development of the domestic export industry and the regional economy. In addition, it is sometimes the case that standards and conformity assessment systems to appropriately evaluate Japan’s excellent technologies are selected as the target of</p>	<p>To enable the National Institute of Metrology of Thailand (NIMT) to set and maintain the national measurement standards with internationally approved accuracy, By strengthening NIMT’s operational administration system for the project, appropriately operating, administrating, and maintaining NIMT’s measurement standards equipment, improving the counterpart’s technical skills (NIMT employees), improving the accuracy of NIMT’s measurement standards, and appropriately supplying the national measurement standards used by NIMT, Thereby contributing to strengthening the national measurement systems in Thailand.</p> <p>To improve the testing capacity at the Standards and Industrial Research Institute of Malaysia (SIRIM) on IEC335 (Standard number for household and similar electrical appliances) and IEC598 (Standard number for lighting) in order to become a CB Testing Laboratory (CBTL) and a National Certification Body (NCB) positioned in the IECEE-CB Scheme, By enabling SIRIM to conduct IEC335 and IEC598 product tests, having SIRIM staff understand test procedures for parts and insulators applicable to IEC335 and IEC598, and having SIRIM staff understand much more about the outline of the IECEE-CB Scheme, Thereby contributing to SIRIM becoming a member of the IECEE-CB Scheme for IEC certification bodies.</p>	<p>3. The Project on Technical Strengthening of National Institute of Metrology (Thailand) Phase 2 (Term of Cooperation: October 2004 - October 2007)</p> <p>1. Project for Improving the Capacity of International Standards Testing of Electrical Appliances in Malaysia (Term of Cooperation: January 2005 - March 2009)</p>

					<p>support, aiming for mutual benefits between the partner country and Japan. In conducting cooperation in this field, it is important to fully confirm which fields should be targeted for cooperation, the needs and significance of partner countries, surrounding regions, and Japanese companies, and formulate and implement operations. In implementing technical cooperation projects in this field, it is not always easy to secure resources in Japan as specialists with knowledge exist only in specific administrative agencies and concerned institutions. Therefore, it is necessary to consider whether or not domestic resources can be secured to implement a project. (From page 47 of “Thematic Guidelines - Trade and Investment Promotion”)</p>	<p>To strengthen the operational structure of standards and conformity assessment systems at the Directorate for Standards Metrology and Quality (STAMEQ) and other related agencies in the electrical and electronic fields, By strengthening capacity to develop standards and conformity assessment policies in the electrical and electronic fields, improving capacity to create standards and specifications in the electrical and electronic fields, improving certification capacity, improving conformity assessment capacity in the electrical and electronic fields, and improving testing capacity in the electrical and electronic fields, Thereby contributing to improving the quality of electrical and electronic products manufactured in Vietnam and ensuring consumer safety.</p>	<p>4. Project on Strengthening the System and Operation on Standards and Conformance in Vietnam (Term of Cooperation: November 2009 - April 2013)</p>
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JICA standard indicator reference and typical lessons learned in technical cooperation projects (Trade and investment promotion)

Model (3) “Facilitation of trade procedures”

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country’s government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to . . . (impact) Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the “mid-term sub-targets” from the perspectives of: 1) planning stages, and 2) management.	Examples of project purpose	Project information with good practices to refer to
2. Improvement of systems for trade promotion	2-1 Reduction of trade obstacles	(1) Amount of trade (imports and exports, trade balance, current-account balance) (2) Trade structure (breakdown of export destinations and origins of import, by country and by product)	2-1-2 Facilitation of trade procedures	(Proposed model description) To promote the efficiency of trade procedures administration in the country of ○●, (Outcome) By integrating, abolishing, and simplifying trade-related laws, improving the database of trade-related laws and the maintenance system used to update and renew the database, improving import and export procedures and trade promotion systems, and promoting public-private dialogues between trade-related ministries/agencies and exporters/importers, (Output) Thereby contributing to the facilitation of trade in the country of ○●. (Impact) (Standard indicator examples) 1. Indicator examples of overall goal (Basic) (1) Amount of trade (imports and exports, trade balance, current-account balance) (2) Trade structure (breakdown of export destinations and origins of import, by country and by product) (3) Satisfaction of importers and exporters with trade procedures in the country of ○● (4) “Trading Across Borders” indicator from the Doing Business Survey by World Bank/IFC (5) Annual number of applicants for trade procedures		• Cargo import and export procedures involve a number of ministries and agencies. Therefore, when trying to simplify and streamline import and export procedures, it often takes a lot of time to coordinate ministries and agencies concerned. To improve this situation, it is necessary to (1) confirm the partner country’s policy efforts for streamlining trade procedures (e.g., ASEAN single window plan, etc.) and (2) select appropriate ministries and agencies that can serve as the focal point as the counterparts for the project. (From page 58 of “Thematic Guidelines - Trade and Investment Promotion”)	To promote the efficiency of trade procedures administration in Indonesia, By summarizing feasible proposals on the integration, abolishment, and simplification of trade-related laws, establishing a system to monitor achievement status, improving the database and maintenance system used to update and renew the database, improving trade-related procedures, improving trade promotion systems, and promoting public-private dialogues between trade-related ministries/agencies and exporters/importers, Thereby contributing to the facilitation of trade in Indonesia. To improve trade-related laws, systems, and procedures applied especially at Tanjung Priok Port, By strengthening project operation and administration, simplifying and classifying trade-related laws, systems, and procedures by improving their effectiveness and efficiency and establishing an NSW system, improving the quality of development of human resources involved in trade-related laws, systems, and procedures, improving trade-related laws, systems, and procedures through better coordination and collaboration among related ministries and agencies, and improving the transparency of trade-related laws, systems, and procedures through achieving the items above, Thereby contributing to improvement of the business environment for trade procedure systems. To enhance the transparency and predictability of tariff classification and customs valuation, By strengthening control functions for tariff classification (tangible and intangible systems necessary to support the unified application of tariff classification in	2. Project on Capacity Development for Trade-related Administration in Indonesia (Term of Cooperation: July 2009 - July 2012) 1. Project for Administration Improvement of Trade Related Regulations, Systems and Procedures in Indonesia (Term of Cooperation: October 2005 - January 2008) 3. The Project for Enhancing the Transparency and Predictability of Tariff Classification and Customs Valuation in Thailand (Term of

				<p>2. Indicator examples of project purposes (Basic)</p> <p>(1) Time and expense required for trade procedures</p> <p>(2) Number of documents and volume of information on trade procedures provided by importers and exporters</p>			<p>customs in Thailand), Thereby contributing to the efficiency and modernization of customs procedures to facilitate trade.</p> <p>To promote the smooth operation, maintenance, and administration of export, import, and port-related information processing systems and the customs intelligence database system, By improving laws and regulations when introducing the systems, and developing human resources and systems in the General Department of Vietnam Customs, Thereby contributing to efficient and prompt customs procedures.</p>	<p>Cooperation: October 2012 - October 2015)</p> <p>4. Project for Promoting E-customs in Thailand (Term of Cooperation: April 2012 - March 2015)</p>
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JICA standard indicator reference and typical lessons learned in technical cooperation projects (Trade and investment promotion)

Model (4) “Improvement of access to foreign markets”

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country’s government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to . . . (impact) Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the “mid-term sub-targets” from the perspectives of: 1) planning stages, and 2) management.	Examples of project purpose	Project information with good practices to refer to
2. Improvement of systems for trade promotion	2-2 Strengthening of international competitiveness	(1) Amount of trade (imports and exports, trade balance, current-account balance) (2) Trade structure (breakdown of export destinations and origins of import, by country and by product)	2-2-1 Improvement of access to foreign markets	(Proposed model description) To improve trade practices and marketing capacities of local companies, (Outcome) By strengthening the practical trade promotion knowledge of employees of trade promotion agencies and the training implementation capacity of companies, (Output) Thereby contributing to the improvement of local companies’ access to foreign markets and an increase in business matching opportunities (Impact) (Standard indicator examples) 1. Indicator examples of overall goal (Basic) (1) Actual export values of the local export companies which use the services of the trade promotion agencies		• Cooperation between the central government and provincial government working toward decentralization The integration of a strong leadership of the provincial government and detailed support of the central government led this project to a successful conclusion. In this project, expenses for the land, facilities of the building, RETPC personnel, and RETPC’s activities were borne by the provincial government, and part of the expenses for dispatching staff to support RETPC and their activities were borne by the central government. A key factor for the success of this project was that the project was implemented with the close cooperation between the governments. (From the Reference Project 1. written on the right) • Effectiveness of service integration on trade training and trade information/promotion With the situation where many countries had promoted decentralization, there are not many governmental agencies, like Regional Export Training and Promotion Centers (RETPC) that integrate trade training services with trade promotion services, and provide services that create a synergy effect. It is considered that there are many things to be learned from this project. (From the Reference Project 1. written on the right)	To improve export-related services at the National Agency for Export Development (NAFED), By promoting reorganization of NAFED, improving NAFED’s export information services for export SMEs, improving NAFED’s export promotion services for export SMEs, improving NAFED’s product development services (brand/design promotion) for export SMEs, and strengthening the networking and collaboration functions with export promotion organizations in Indonesia, Thereby contributing to an increase in the number of export SMEs using NAFED’s services and their actual export values. To encourage model Regional Export Training and Promotion Centers (RETPC) in Surabaya, Medan, Makassar, and Banjarmasin to provide trade training services, and trade information and promotion services to regional SMEs, By establishing a project operation and implementation system to provide trade training services, and trade information and promotion services at each RETPC in cooperation with the project team, having RETPC’s C/P acquire proficiency in the operation and administration of trade training services, having RETPC’s C/P and the project team’s C/P acquire proficiency in the use of IT for trade training services (including remote training), having RETPC’s C/P and the project team’s C/P acquire proficiency in the operation and administration of trade information and promotion services (permanent exhibition, mini resource center, offline information transmission), having RETPC’s C/P and the project team’s C/P acquire proficiency in the use of IT (virtual exhibitions, online business matching, etc.) for trade information and promotion services, and having the project team’s C/P acquire the know-how to repeat RETPC’s capacity development program in other regions, Thereby contributing to the promotion of SMEs’ exports in regions where RETPC	2. Project on Service Improvement of NAFED in Indonesia (Term of Cooperation: May 2010 - May 2015) 1. Project for Establishment and Capacity Building of Regional Export Training and Promotion Centers in Indonesia (Term of Cooperation: July 2002 - June 2006)

				<p>2. Indicator examples of project purposes (Basic)</p> <p>(1) Satisfaction level of the local companies which use the services of trade promotion organizations such as export information services, export promotion services, and product development services, etc.</p> <p>(2) Number of customers who continuously and repeatedly use the services of trade promotion organizations</p> <p>(3) Number of local export companies that use the services of trade promotion organizations</p>	<p>• PDM development process</p> <p>Revisions to this project were made because it was recognized that the activities originally provided were not always appropriate, with reference to activities of the Egyptian Export Promotion Center (EEPC). Intensive discussions and coordination took place at the ex-ante evaluation stage. However, when implementing a project to strengthen the functions of an organization or agency that is newly established, it is considered appropriate to coordinate and determine PDM by taking a certain period of time immediately after the launch of the project to understand the organizational functions. (From the Reference Project 6. written on the right)</p>	<p>has been established.</p> <p>To strengthen functions for trade promotion at the Department of Production and Trade Promotion (DPTP), By strengthening collaboration between trade promotion-related agencies, establishing a cycle (formation, implementation, review, and feedback) for the trade promotion implementation plan, reinforcing knowledge and practical skills in regard to trade promotion for the private sector and DPTP employees, strengthening functions to collect and provide information on trade promotion, and strengthening effective business matching functions for trade promotion, Thereby contributing to the provision of effective services for trade promotion in Laos from DPTP to the private sector.</p>	<p>3. Project on Support to Trade Promotion in Laos (Term of Cooperation: March 2009 - March 2012)</p>
					<p>• Cooperation with related organizations</p> <p>In this project, collaboration with JETRO and other organizations was carried out smoothly and the project activities made a significant impact. On the other hand, input from other organizations was not specified in PDM and such input was not clearly positioned as part of the project. In terms of identifying the causal relationship of outputs, it is necessary to consider the PDM positioning of input from other organizations, when implementing a similar project. (From the Reference Project 6. written on the right)</p>	<p>To help the Training Center for Development of Foreign Trade and Investment continuously provide high quality services in regard to export and investment training, business consulting support to companies, and exhibitions/events, By strengthening functions for trade and investment training, information provision, business consultation, and exhibitions/events, Thereby contributing to an increase in the number of exporters and export amount as well as the number of investments and investment amount in the Dominican Republic.</p> <p>To establish a support system at the Egyptian Export Promotion Center (EEPC) for the Export Council (EC) and the business community, By improving EEPC's organizational structure, improving EEPC employees' skills through joint activities with EC, and strengthening organizational collaboration between EEPC and EC, Thereby contributing to the sufficient functionality of EEPC's support system for the business community in Egypt.</p> <p>To help the Foreign Trade Training Center (FTTC) prepare for full-scale operation, By improving the project implementation system, providing necessary equipment,</p>	<p>4. Project for Reinforcement of the Training Center for Development of Foreign Trade and Investment of the Dominican Republic (Term of Cooperation: July 2008 - June 2011)</p> <p>6. The Egyptian Export Promotion Center (EEPC) Project (Term of Cooperation: November 2006 - November 2010)</p> <p>5. Project for Foreign Trade Training Center in Egypt Phase 1 (Term of Cooperation: August</p>

					<p>properly administrating, operating, and maintaining such equipment, collecting and analyzing detailed information on training needs, planning, implementing, and evaluating the training program, and creating various plans for full-scale operation of FTTC based on the results of a needs survey and a training program evaluation, Thereby contributing to the launch of full-scale FTTC operation.</p> <p>To strengthen the export trade capacity of SME exporters in Kenya through effective and efficient trade training, By developing the trade training plan, curriculum, and the trade training manual, implementing trade training for SME exporters, and improving the skills of the Export Promotion Council (EPC), Department of Trade and Industry employees through development of the trade training plan and the implementation of trade training, Thereby contributing to an increase in exports and the export ratio of SMEs in Kenya.</p> <p>To strengthen the capacities of SMEs and their counterparts through implementation of the trade training program, By improving the quality of the trade training program, implementing the program, strengthening the support systems for SMEs and SME networks, and strengthening the capacity of counterpart organizations to support the SMEs, Thereby contributing to strengthening the competitiveness of SMEs in Kenya.</p>	<p>2002 - July 2004)</p> <p>7. Trade Training Programme for Small and Medium Enterprises (SME) Exporters in Kenya (Term of Cooperation: February 2007 - February 2010)</p> <p>8. Trade Training Programme for Small and Medium Enterprises (SME) Exporters in Kenya Phase 2 (Term of Cooperation: August 2010 - December 2012)</p>
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JICA standard indicator reference and typical lessons learned in technical cooperation projects (Trade and investment promotion)

Model (5) “Formulation and implementation of investment promotion policies”

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country’s government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to . . . (impact) Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the “mid-term sub-targets” from the perspectives of: 1) planning stages, and 2) management.	Examples of project purpose	Project information with good practices to refer to
3. Improvement of systems for investment promotion	3-1 Improvement of investment policies and systems	(1) The increase/decrease of the amount of direct investment received (2) The increase/decrease of the amount of foreign direct investment received (3) The increase/decrease of the number of foreign direct investments received (4) Number of foreign companies in operation (5) Foreign companies in operation by country (6) Number of employees of foreign investment companies (7) The amount of foreign direct investment received - The ratio of fixed asset formation (8) Foreign direct investment - GDP ratio	3-1-1 Formulation and implementation of investment promotion policies	(Proposed model description) To improve the economic and business environments, which in turn increases foreign direct investment and domestic investment, (Outcome) By improving policies, laws, systems, regulations, and administrative services on investment promotion, (Output) Thereby contributing to an increase in foreign direct investment and domestic investment. (Impact) (Standard indicator examples) 1. Indicator examples of overall goal (Basic) (1) Number and amount of foreign direct investments (FDI) (2) Number and amount of domestic investments		<ul style="list-style-type: none"> Although requests from developing countries for the dispatch of investment promotion advisors have been increasing in recent years, different professional knowledge is required for “giving advice on overall investment policies” and “investment promotion” (just like the Sub-target 3-2-1). As for the former role, Japanese administrative officers (from the Ministry of Economy, Trade and Industry, etc.) are main human resources as experts under the title of investment policy advisors or investment promotion policy advisors. With regard to the latter role, former trading company employees with business experience in investment promotion and similar business persons can be candidates for human resources under the title of investment development/promotion advisors. It is not necessarily easy, in both cases, to secure human resources with expertise that meets the needs of partner countries, and it is necessary to pay attention to this fact in developing and adopting projects. Moreover, in the latter case, it is necessary to find out the needs of partner countries carefully because dispatched experts are positioned differently in the governments of developing countries, like investment promotion organizations independent from the central government ministries and agencies. (From page 70 of “Thematic Guidelines - Trade and Investment Promotion”) Importance of experiences in Asian countries Although Japanese experts have an advantage that they transfer the Japanese experience related to the economic and industrial policies, Southeast Asian experts received experience and knowledge about Japan and Western countries, and have the experience to adapt to different environments. In addition, it is considered meaningful to use human resources who experienced the economic growth of Southeast Asian countries in the 1970s. In that respect, it is effective for African countries to learn from the experience of Southeast Asian countries as well as Japan. (From the Reference Project 2. written on the right) Effectiveness of capacity building through investment promotion missions When developing capacity for investment 	<p>To improve the economic and business environments, which in turn increases foreign direct investment and domestic investment, By creating a structure to monitor the implementation status of action agendas and ToH (Triangle of Hope) related projects (establishing a steering committee), improving policies, laws, systems, regulations, and administrative services on investment promotion, appropriately providing and disclosing necessary information to investors, and developing an implementation plan on the administration management infrastructure, Thereby contributing to an increase in foreign direct investment and domestic investment in the target sectors as defined in the 12 policy recommendations of the action plan, and a corresponding increase in employment opportunities and wealth in those sectors.</p> <p>To develop a favorable environment for investors, By developing the organization and capacity of the Zambia Development Agency (ZDA), strengthening ZDA’s information function, building relationships with the private sector, and providing policy recommendations and advice on improvements to the investment environment, Thereby contributing to the promotion of foreign direct investment from home and abroad.</p> <p>To strengthen systems for the effective management and promotion of foreign direct investment cases in the Foreign</p>	<p>2. Project for Developing Investment Promotion Environments Through South-South Cooperation in Zambia (Term of Cooperation: July 2006 - March 2009)</p> <p>3. Zambia Investment Promotion Project - Triangle of Hope (ZIPP-ToH) (Term of Cooperation: August 2009 - August 2012)</p> <p>1. Strengthening of FDI Promotion in Vietnam (Term of Cooperation:</p>

			<p>2. Indicator examples of project purposes (Basic) (1) Satisfaction of investors and customers with investment services and the policy environment (2) Doing Business indicator (Note: An indicator for the business environment of domestic SMEs.)</p>	<p>promotion, it is highly effective to gain practical experience of investment through investment promotion missions in addition to knowledge and technology transfer by training. (From the Reference Project 3. written on the right)</p> <ul style="list-style-type: none"> • Diversified investment in non-traditional fields In this project, private investments in education, medical, and other non-traditional fields were promoted to diversify investments. Promoting diversification of the industrial structure is effective in promoting the diversification of the industrial and economic structure of the country. (From the Reference Project 3. written on the right) • Utilization of the Policy Framework for Investment (PFI) of the Organisation for Economic Co-operation and Development (OECD) Prior to the implementation of capacity development activities, this project conducted a survey based on OECD's PFI which is a benchmark for international investment policy. It is considered that PFI was very useful for reviewing the investment promotion activities of the Zambia Development Agency (ZDA). PFI can be used effectively when implementing capacity building projects for any other investment promotion organizations in the future. (From the Reference Project 3. written on the right) 	<p>Investment Agency and investment-related organizations in model areas, By having staff involved in foreign direct investment acquire the appropriate knowledge and skills for investment management and promotion, Thereby contributing to implementation of the information management method and human resource development which were introduced in the project and the effective implementation of foreign investment management and promotion in Vietnam.</p>	<p>August 2007 - August 2010)</p>
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JICA standard indicator reference and typical lessons learned in technical cooperation projects (Trade and investment promotion)

Model (6) “Strengthening of investment promotion functions and systems”

Development strategic objective	Mid-term objective	Indicators at a program goal level	Mid-term sub-target	Overall goals/Project purposes and indicator examples	Methods/Policies for setting indicators	Typical lessons learned	Example of project purpose (image of projects)	Reference projects
Development strategic objective	Development thematic issue level to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country’s government	Level of thematic issue to solve in individual projects	To . . . (outcome) By/through . . . (output) Thereby contributing to . . . (impact) Indicator examples	Ways of thinking, points to remember, and important points in setting indicators	Write in lessons and risks to be necessarily used or reflected in implementing projects corresponding to the “mid-term sub-targets” from the perspectives of: 1) planning stages, and 2) management.	Examples of project purpose	Project information with good practices to refer to
3. Improvement of systems for investment promotion	3-2 Strengthening of investment promotion functions	(1) The increase/decrease of the amount of direct investment received (2) The increase/decrease of the amount of foreign direct investment received (3) The increase/decrease of the number of foreign direct investments received (4) Number of foreign companies in operation (5) Foreign companies in operation by country (6) Number of employees of foreign investment companies (7) The amount of foreign direct investment received - The ratio of fixed asset formation (8) Foreign direct investment - GDP ratio	3-2-1 Strengthening of investment promotion functions and systems	(Proposed model description) To help investment promotion organizations continuously provide high quality services in regard to investment training, business consulting support to companies, and exhibitions/events, (Outcome) By strengthening the planning and operation capacity of investment promotion organizations, (Output) Thereby contributing to an increase in the number and amount of investments by companies to which the investment promotion organizations provided services. (Impact)		<p>• The function and system to promote investment into developing countries are, as mentioned above, strengthened by implementing specific and practical investment promotion activities in line with advice from experts. Therefore, mainly in Southeast Asia, etc., visible results are sometimes produced, such as realization of specific foreign direct investment by Japanese companies, etc. On the other hand, in attracting investment, not only investment promotion activities but also investment environments including market attractiveness of the target countries, quality of local labor capacity, all kinds of legal systems, and security issues, etc. (items of the Mid-term objective 3-1) are major determining factors, and it is necessary to keep in mind that such visible results cannot be produced soon especially in regions and countries in which Japanese companies are not interested in so much. (From page 77 of “Thematic Guidelines - Trade and Investment Promotion”)</p> <p>In addition to visible results during the cooperation period, it goes without saying that it is important to continue to strengthen the function and system for investment promotion, and it is also important to place emphasis on technology transfer factors, such as strengthening of counterparts’ capacity and organizational operation improvement. In recent years, technology transfers and policy proposals based on Technical Cooperation Projects and Technical Cooperation for Development Planning have been increasing; specifically, JICA has been providing support through the “Foreign Investment Environment Development project” in Vietnam, the “Project on Enhancing the Investment-related Service of Council for the Development of Cambodia (CDC),” and the “Zambia Investment Promotion Project-Triangle of Hope (ZIPP-ToH).” And cases of cooperation based on Technical Cooperation for Development Planning (former development study) include the “Study on Improvement of Investment Policy” in the Republic of Indonesia and the “Study on the Institutional</p>	<p>To help the Training Center for Development of Foreign Trade and Investment provide continuously high quality services in regard to export and investment training, business consulting support to companies, and exhibitions/events, By strengthening functions for trade and investment training, information provision, business consultation, and exhibitions/events, Thereby contributing to an increase in the number of exporters and export amount as well as the number of investments and investment amount in the Dominican Republic.</p> <p>To strengthen investigation and coordination regarding investment promotion, By developing an action plan to improve the investment environment in Mongolia, carrying out analysis to improve the functions of the Foreign Investment and Foreign Trade Agency (FIFTA) regarding the provision of investment services, and improving the working plan for FIFTA’s investment services in cooperation with related organizations, Thereby contributing to the improvement of investment promotion services for the private sector.</p> <p>To strengthen the systems and capacity of the Investment Promotion Agency to attract investments from Japanese-affiliated companies, By improving investment information tools for Japanese-affiliated companies, examining</p>	<p>2. Project for Reinforcement of the Training Center for Development of Foreign Trade and Investment of the Dominican Republic (Term of Cooperation: July 2008 - June 2011)</p> <p>1. Capacity Development for Promoting Foreign Direct Investment in Mongolia (Term of Cooperation: November 2010 - May 2013)</p> <p>3. Project for Improvement of Investment Promotion Capacity in Macedonia (Term of Cooperation: August 2008 - July</p>

					<p>Strengthening of Investment Promotion” in Cambodia. (From page 77 of “Thematic Guidelines - Trade and Investment Promotion”)</p>	<p>an investment promotion seminar for Japanese-affiliated companies to be carried out by the Investment Promotion Agency, and implementing the seminar if it is determined to be appropriate, Thereby contributing to deepening the understanding of Japanese-affiliated companies regarding Macedonia’s investment potential through improving the systems and capacity of the Investment Promotion Agency to attract investment from Japanese-affiliated companies. To enhance the capacity of the Council for the Development of Cambodia (CDC) that provides investment promotion services, By improving CDC’s services to provide necessary information and data to investors, and improving CDC’s public relations activities, consultation services, and policy recommendations, Thereby contributing to an increase in foreign direct investment (FDI) in Cambodia.</p>	<p>2009)</p>
			<p>2. Indicator examples of project purposes (Basic) (1) Satisfaction with information (seminars, investment potential information, investment missions, etc.) and consultations provided by investment promotion organizations (2) Satisfaction with administrative procedures (one-stop service) and after-investment services of investment promotion organizations (3) Number of policy recommendations (4) Investor satisfaction with investment promotion and facilitation services provided by investment promotion organizations (5) Number of days required for the acquisition of investment certificates and licenses</p>			<p>To enhance the capacity of the Investment Promotion Centre (CPI) for investment promotion and facilitation, By 1) improving CPI’s investment promotion activities, 2) improving the effectiveness of and facilitating CPI’s operations related to support for the acquisition of investment certificates and licenses, and investment monitoring, and 3) supporting and coordinating the Strategic Plan for the Promotion of Private Investment (PEPIP) implemented by CPI in Maputo, the capital of Mozambique, Thereby contributing to an increase in foreign direct investment and domestic investment in Mozambique.</p>	<p>4. Enhancing the Investment-related Service of Council for the Development of Cambodia (CDC) (Term of Cooperation: December 2010 - March 2013)</p> <p>New Project in Mozambique Project for Enhancing Capacity of Investment Promotion and Facilitation (Term of Cooperation: March 2016 - March 2020)</p>