

13. Standard indicator reference and typical lessons learned (Urban and regional development)

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

Model name	Corresponding mid-term sub-targets
Model (1) Development of topographical maps and GIS databases (Development, update, and dissemination of basic databases and materials)	1.1) (2) Optimal infrastructure development planning based on data and scientific analysis 2.1) (1) Development of basic databases
Model (2) Land readjustment projects (Improvement of the urban living environment)	1.2) (1) Planning and institutional development to improve the living environment
Model (3) Conservation of the urban environment and strengthening of disaster risk reduction capacity	1.2) (3) Improvement of the sanitary environment 1.3) (3) Creation of a recycling-oriented society / promotion of energy-saving measures 1.3) (4) Preservation and creation of green spaces 1.4) (1) Urban development that prevents and controls damage on vulnerable people
Model (4) Strengthening of urban planning formulation and management capacity	1.5) (1) Urban development management
Model (5) Promotion of regional economic development (Economic development)	2.2) (1) Promotion of local industries 2.2) (2) Institutional development for investment promotion
Model (6) Improvement of the regional basic living field (Social development)	2.3) (1) Inclusive social infrastructure development to improve the living standards 2.5) (1) Strengthening of administrative and coordination capacity of local governments to promote regional development
Model (7) Formulation of regional development plans and strengthening of implementation capacity	2.5) (1) Strengthening of administrative and coordination capacity of local governments to promote regional development 2.5) (4) Human resources development

JICA standard indicator reference and typical lessons learned in technical cooperation projects (Urban and regional development)

Model (1) “Development, update, and dissemination of basic databases and materials”

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. Urban development 2. Regional development	1) Systematic urban development to support economic activities 2) Regional development based on a medium- to long-term development vision / growth scenario	(1) Understanding of the current land use by purpose (housing, commerce, industry, agriculture, forest, river, road, public facilities, etc.) (2) Legally controlled zones (urban planning area and district, etc.) (3) Current situation of national and public lands (4) Urbanization trend (densely built-up area, population concentration district, defective building groups, etc.) (5) Housing (number of family members, average area, height (high-rise, mid-rise, low-rise), type (independent, complex))	1.1) (2) Optimal infrastructure development planning based on data and scientific analysis 2.1) (1) Development of basic databases	(An example of logic models)* To develop a sustained system for properly developing, updating, and disseminating digital topographical maps, GIS databases, and other geographical information, (Outcome) By developing rules necessary for developing, updating, and disseminating digital topographical maps (basic state map), GIS databases, and other geographical information, and establishing technical training programs, (Output) Thereby contributing to the use of digital topographical maps, GIS databases, and other geographical information, provided by the bureau of survey, by government organizations, local governments, and private companies. (Impact)	*In the field of urban and regional development, problem solution approaches vary according to the situation of a city/area, and it is difficult to generalize the approaches. Therefore, an example is provided.		To develop a sustained system for properly creating, updating, and providing digital topographical maps (basic state map), By developing rules necessary for creating, updating, and providing digital topographical maps, establishing a system for creating and updating digital topographical maps, and establishing technical training programs, Thereby contributing to the use of digital topographical maps, provided by Republic Geodetic Authority (RGA), by government organizations, local governments, and private companies.	36. The Project for Capacity Development of Digital Basic State Mapping in Serbia (Term of Cooperation: November 2009 - October 2011)
						- Flexibility of the plan The target of this project is a technical field in which Japan has not had much experience nor provided technical cooperation. Therefore, it was difficult to plan all activities, inputs, and timeframes at the project launching stage. For example, although the progress of the project was not significantly affected in terms of results, equipment provided from the Japanese side had defects after being delivered. In addition, the development of guidelines on the provision of geographical databases was slightly delayed because the period of discussion and approval of the Kenya side could not be correctly estimated. In implementing a project in a new field, the project plan should be developed based on a flexible schedule so that impact can be reduced in case of an unanticipated situation. - Provision of National Spatial Data Infrastructure (NSDI) data As for NSDI data, only samples were created and released in the project. However, it is considered that the following advantages were created by releasing the actual map data and statistical data on the website of NSDI. 1) By incorporating the actual map data into NSDI, issues arising from its operation process could be experienced and fed back at the full-scale establishment of NSDI. 2) It is considered that users could have a clear completion image of NSDI by being provided the actual data, which made them provide appropriate feedback. (From the Reference Project 13. written on the right)	To strengthen the capacity of Survey of Kenya (SOK) for promoting GIS use, By strengthening the capacity of SOK in map digitizing, including quality control, for promoting GIS use, standardizing Spatial Data Infrastructure (SDI), and developing resources necessary for disseminating GIS, Thereby contributing to the promotion of GIS use and utilization.	13. The Project for Strengthening of Survey of Kenya for GIS Promotion (Term of Cooperation: October 2006 - October 2008)
				(Standard indicator examples) 1. Indicator examples of overall goal (Basic) (1) The fact that digital topographical maps are used by the public and private sectors			To create and use/utilize a topographic map with a scale of 1:50,000, By analyzing a satellite image and conducting field investigation in Mindanao, Philippines,	49. Topographic Mapping Project for Peace and Development in Mindanao,

				<p>(2) Results of the use of digital topographical maps (project name, plan name)</p> <p>(Supplement)</p> <p>(1) No violation is reported when information is shared through the land information system.</p> <p>(2) The land information system is used by related organizations.</p>			<p>Thereby contributing to the provision of geographical data essential for projects planned and implemented for peace and development of Mindanao.</p>	<p>Philippines of Cooperation: March 2010 - March 2014) (T/A Pro. related to ODA Loan)</p>
				<p>2.Indicator examples of project purposes (Basic)</p> <p>(1) The fact that the improvement of digital topographical maps has been started</p> <p>(2) The area of the created digital topographical maps</p> <p>(3) Increase in the number of organizations that use services of the bureau of survey</p> <p>(4) Evaluation of services of the bureau of survey by related organization</p> <p>(Supplement)</p> <p>(1) The number of counterpart organizations that have completed training and obtained a certificate</p> <p>(2) Development and implementation of information security policy</p> <p>(3) Development and implementation of information security management guidelines</p>			<p>To strengthen the information security management capacity of related organizations, By strengthening information security infrastructure for the land information system, improving skills of officials of the land restitution unit related to information security, and building an institutional framework in Colombia, Thereby contributing to the effective and safe operation of the land information system in the land restitution project.</p>	<p>42. Project on Capacity Development on Information Security Management of Land Information System for Land Restitution Policy Promotion in Colombia of Cooperation: July 2013 - June 2016)</p>
							<p>To build a development and management information system integrating geographical information and statistical information, and strengthen the capacity to use the system, By establishing the National Development Data Centre (NDDC), managing development information, training human resources for the development plans using geographical information, building a development and management information system in sectors of poverty reduction, education, and healthcare, and sophisticating the development and management information system through sharing knowledge on the system with neighboring countries, Thereby contributing to the effective and efficient development of a development plan by the government of Swaziland through operation of the development and management information system.</p>	<p>14. Capacity Building Project for Economic Development Planning through Geographic Information System in Swaziland of Cooperation: January 2007 - January 2010)</p>
							<p>To improve the technical skills of officials of the Survey of Bangladesh (SOB) through the Improvement of Digital Mapping System (IDMS) project to ensure that they can independently perform operations in the target field, and implement the IDMS project according to schedule, By developing operation rules for digital topographical maps in SOB, having SOB officials understand the theory of photo survey/aerial triangulation, having them acquire technical capacity on aerial triangulation, ortho-image creation, DEM creation, digital mapping, digital editing, GIS data building, and</p>	<p>21. Bangladesh Digital Mapping Assistance Project of Cooperation: July 2009 - September 2013)</p>

							<p>geoid model creation, having them acquire skills and capacity necessary for planning, operation management, and trouble-shooting for implementing IDMS project (creation of digital maps of the entire land with a scale of 1:25,000 and five major cities with a scale of 1:5,000), having the IDMS project and the digital maps be widely recognized, building a system for effectively promoting the project and maps, having SOB officials acquire skills to correct aged digital topographical maps by using the photogrammetry, and having them perform planning, implementation, operation, and trouble-shooting of the correction, Thereby contributing to the completion of IDMS implemented by SOB.</p>	
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JICA standard indicator reference and typical lessons learned in technical cooperation projects (Urban and regional development)

Model (2) “Improvement of the urban living environment”

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. Urban development	2) Creation of a better living environment	(1) Urbanization trend (densely built-up area, population concentration district, defective building groups, etc.) (2) Housing (number of family members, average area, height (high-rise, mid-rise, low-rise), type (independent, complex)) (3) Existing regulations (for land use, construction, development, etc.) (4) With/without the City Planning Act and building standards, and their validity in terms of effectiveness (5) Development-related laws	1.2) (1) Planning and institutional development to improve the living environment	(An example of logic models)* To develop institutional and human resource bases of both public and private sectors for promoting land readjustment projects and other urban development projects, (Outcome) By issuing or approving cabinet/ministerial ordinances and other rules necessary for implementing land readjustment projects and other urban development projects, (Output) Thereby contributing to the continuous use of the land readjustment project method and other urban development projects as the most effective urban development method for sustainable society, economy, and environment. (Impact)	*In the field of urban and regional development, problem solution approaches vary according to the situation of a city/area, and it is difficult to generalize the approaches. Therefore, an example is provided.	- The effectiveness to have experience with practical solution through the pilot project In transferring technology in a land readjustment project and other practical projects closely related to the land system and land holding practice of the recipient country, it is considered a very effective process that policies and systems necessary for the project are developed while operation and resolution methods suitable for the recipient country are established through the promotion of the actual pilot project. Although the process is in progress, it enables receiving feedback from the recipient country based on its customs. Achievements made during the project towards its completion such as resolution of operational issues and implementation of tasks (including land exchange design, compensation, reconsideration of the project zone, loans from LR (land readjustment) fund, reserved land disposal, and land certificate issuance, etc.) will be referenced for the implementation of land readjustment projects in Thailand in the future. - Establishment of the effectiveness of the land readjustment method as a comprehensive urban development method and issues of the method In Thailand, there are urban planning systems similar to systems for land-use rezoning and urban planning road development of Japan. However, facial urban development methods mostly applied in Thailand are land acquisition and development approval by the private sector.	To improve institutional and human resource bases of both the public and private sectors for promoting land readjustment projects in Thailand, By issuing or approving cabinet/ministerial ordinances and other rules necessary for implementing land readjustment projects, strengthening the capacity of provincial offices of the Department of Public Works and Town & Country Planning (DPT), Ministry of Interior and local governments on the development of an M/P and implementation plan for land readjustment projects, strengthening the capacity of DPT provincial offices and local governments on the operation of land readjustment projects, promoting understanding of the private sector on land readjustment, and promoting their expansion into land readjustment projects, Thereby contributing to the continuous implementation of land readjustment projects as the most effective method among urban development methods, and improvement of the urban environment.	7. Land Readjustment Promotion Project in Thailand (Term of Cooperation: November 2005 - November 2009)
				(Standard indicator examples) 1. Indicator examples of overall goal (Basic) (1) An average of xx land readjustment projects begin physical works*1 every year. (2) The number of land readjustment projects, which were or are implemented by an organization provided in the Land Readjustment Act, increases at the post-evaluation stage compared with that at the time of completion of the project. (Supplement) (1) A comprehensive land readjustment policy is developed. (2) Measures against urban issues are developed in the government.	*1 Physical works include land exchange, land investigation, registration, and construction.	Under such circumstances, the public sector's comprehensive urban development method does not function except for the land readjustment method, and as a result, facial development has a structure that has to depend on readjustment. With recent rapid economic growth and progress of motorization in Thailand, it is considered that the readjustment method exactly meets new needs (urban planning road development, establishment of new subway lines, improvement of areas around new stations, etc.) in a timely manner. Although land readjustment districts are rapidly increasing in the entire province under the goal “One readjustment, one province project,” it is necessary to conduct sufficient investigation on residential land demand in rural areas and select project areas. - The necessity to establish government ordinances/rules and take financial measures without delay after the establishment of the law It is considered that the enactment and promulgation of the land readjustment bill in 2004 was the key to the subsequent development. However, lessons for the future are that the project was not implemented on a full scale without the establishment of government ordinances and rules, and the operation of the land readjustment fund delayed until 2013 due to delay in the development of loan standards	To improve the capacity of the Department of Public Works and Town & Country Planning (DPT), Ministry of Interior on the implementation of land readjustment projects, and improve their capacity to support other land readjustment organizations, By improving practical skills and know-how on land readjustment through OJT conducted in land readjustment projects, establishing DPT's system to support the practical operation of land readjustment organizations, and disseminating the concept of land readjustment projects to related organizations, Thereby contributing to the continuous use of the land readjustment project method as the most effective urban development method for sustainable society, economy, and environment.	31. The Project for Self-Sustainability and Dissemination of Land Readjustment System in Thailand (Term of Cooperation: July 2010 - March 2014)

						<p>despite having a system.</p> <p>- Importance of the leadership of the head and using opportunities of training in Japan</p> <p>During the period of this project, a rapid expansion of the project area and a substantial increase in the project budget were achieved thanks to the strong leadership and enthusiasm of the head of the Department of Public Works and Town & Country Planning (DPT), Ministry of Interior. This is one of the good examples of understanding and energy of the head having a positive effect on the project. The reason for this effect might be attributed to that we had key persons and heads of related organizations participate in training in Japan and had them learn and understand successful examples of Japan.</p> <p>(From the Reference Project 31. written on the right)</p>		
				<p>2.Indicator examples of project purposes (Basic)</p> <p>(1) By using manuals and guidelines developed in the project, at least xx land readjustment projects are approved.</p> <p>(2) The number of land readjustment projects, which were or are implemented by an organization provided in the Land Readjustment Act, increases at the time of completion of the project.</p> <p>(3) Stakeholders are satisfied with results of land readjustment projects.</p> <p>(4) The improved land readjustment project system is used in implementing a project.</p> <p>(5) Legal systems on land readjustment projects are improved.</p> <p>(Supplement)</p> <p>(1) A project implementation plan is created for solving urban issues.</p>		<p>- Conducting pre-training</p> <p>Returned training participants planned and conducted pre-training based on their experiences. This made it possible to effectively provide information to training participants to be dispatched and significantly contributed to the promotion of their understanding during region focus training. By conducting pre-training every year, the training content for the following year was further improved. This was the most effective input to improve the quality of training projects.</p> <p>- Activation of the network among returned training participants</p> <p>Through short term experts having high communication ability, communications with counterpart organizations on the Colombia side were smoothly kept and information could be shared throughout the year. This facilitated understanding of local needs in dispatching short term experts, smooth management of returned training participants, and holding of local seminars, and significantly contributed to the activation of activities of returned training participants.</p> <p>(From the Reference Project 10. written on the right)</p>	<p>To train human resources who can develop appropriate policies and implement projects against urban issues in Colombia and can provide instructions and advice to surrounding countries, and train human resources for urban planning and land readjustment of surrounding countries,</p> <p>By having training participants of Colombia understand the theory and practices of urban planning and land readjustment through training in Japan, using the theory and practices of urban planning and land readjustment in a manner suitable for Colombia, having returned training participants of Colombia understand the situation of urban planning and land readjustment of surrounding countries, having them support the network formation of returned training participants of surrounding countries, sharing and updating information on urban planning and land readjustment through the website, having training participants of surrounding countries understand the theory and practices of urban planning and land readjustment through training in Japan, and disseminating Colombia's knowledge on urban planning to surrounding countries,</p> <p>Thereby contributing to the comprehensive policy development and project implementation for urban planning and land readjustment in Colombia, spread of technology on urban planning and land readjustment from Colombia to surrounding countries, and appropriate policy development and project implementation against urban issues.</p>	<p>10. Urban Planning and Land Readjustment Project in Colombia (Term of Cooperation: October 2003 - March 2008)</p>
							<p>To develop institutional and technical ability to use land readjustment projects as a tool for achieving urban plans in Curitiba,</p> <p>By clarifying urban development issues and methods for solving the issues for achieving the future vision of Curitiba, having the Institute for</p>	<p>43. The Project on Capacity Development for Land Readjustment in Curitiba, Brazil (Term of Cooperation: February 2013 -</p>

							Research and Urban Planning of Curitiba (IPPUC) acquire technical ability for implementing land readjustment projects, developing a bill of Curitiba for implementing land readjustment projects, developing a plan to implement a land readjustment pilot project, establishing an organization to implement the project, compiling a paper/electronic version of "Future vision and land readjustment system of Curitiba," and providing it to citizens, other cities in Brazil, and cities in Latin America, Thereby contributing to the use of the land readjustment system as a tool for preventing urban sprawl, taking measures against illegal possession of public land, and urban redevelopment and other urban planning issues.	January 2016)
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JICA standard indicator reference and typical lessons learned in technical cooperation projects (Urban and regional development)

Model (3) “Conservation of the urban environment and strengthening of disaster risk reduction capacity”

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. Urban development	2) Creation of a better living environment 3) Creation of low-carbon cities 4) Creation of disaster-resilient cities	1) Current situation and area of parks and green spaces 2) Types and utilization rate of parks and green spaces 3) Future plan for parks and green spaces 4) Management and operation body of parks and green spaces 5) Understanding of natural environment and distribution of rare plants and animals 6) Understanding of disaster occurrence	1.2) (3) Improvement of the sanitary environment 1.3) (3) Creation of a recycling-oriented society / promotion of energy-saving measures 1.3) (4) Preservation and creation of green spaces 1.4) (1) Urban development that prevents and controls damage on vulnerable people	(An example of logic models (1))* To reduce environmental burdens and improve urban amenities, such as green spaces and waterside, (Outcome) By managing sources of environmental burdens and implementing regulations on purpose of use, including management of distance between the sources and residence, (Output) Thereby contributing to the conservation of the urban environment. (Impact)	*In the field of urban and regional development, problem solution approaches vary according to the situation of a city/area, and it is difficult to generalize the approaches. Therefore, an example is provided.	- Importance of training in Japan Since related organizations of this project were involved in a technical cooperation project with Japan in the past, training in Japan was not scheduled at first. However, as a result of technical examinations after dispatching experts, it was determined to conduct the training in the middle of the project due to increase in the importance to understand the actual and current situation of Japan. By conducting training in Japan, difference in technology between China and Japan, current issues, and technical matters to be addressed were clarified, and the motivation towards the implementation of the project was increased. Various other effects, such as provision of an opportunity to understand manufacturing of Japan, etc., were also produced. It is clarified in implementing a technical cooperation project that there are information to be understood through documented standards and design drawings and information difficult to communicate, so-called “implicit knowledge,” such as attitudes and ideas for manufacturing and industry. Technology transfer is smoothly carried out locally by deepening such knowledge in the field, and thus, as with this project, it is required to effectively use training in Japan. - Timing of equipment procurement Due to delay in procurement procedures, the project implementation organization on the Chinese side started using provided equipment in the summer of 2008. However, the analysis of the current situation of the building environment evaluation method could be made at the beginning of the project by using equipment of the Chinese side. The provided equipment could be used in the winter of 2008-2009. It was used for measurement to confirm the “evaluation indicators and methods (draft)” created in the project. In a short term project like this project, it is very important to input equipment in a timely manner and carry out necessary procedures at an early stage. (From the Reference Project 8. written on the right)	To develop a plan on a technical standard system for housing energy saving, By creating guidelines on the design, construction, and inspection of housing energy saving and developing an evaluation method for housing energy saving, Thereby contributing to institutionalization of the technical standards for housing energy saving.	8. Project on Technical Improvement of Housing Energy Saving in the Republic of China (Term of Cooperation: June 2007 - May 2009)
				(An example of logic models (2))* To develop a building information management system in the Department of Public Works, (Outcome) By improving the building administration capacity for improving the seismic resistance of buildings in the project target area, (Output) Thereby contributing to the improvement of the seismic resistance of buildings in the entire country of ●○, particularly in areas having high risk of earthquake damage.			To find out visions for the strategy, land utilization plan, and development and improvement of laws for the conservation of ecology zone in the Guatemala metropolitan area through receiving advice from urban development experts on the introduction of a green zone for improving lives of residents in Curitiba, By enhancing knowledge of officials engaging in the ecology zone in the metropolitan area, clarifying a strategy to avoid land use which will	33. The Project on Urban Planning Capacity Development in Guatemala City (Term of Cooperation: May 2010 - March 2011)

				(Impact)			put burdens on the urban environment, suggesting a strategy to restore eco-parks and green spaces to be a place where residents can relax, comprehensively analyzing feasible areas to be developed and used as a gully green space or green space, clarifying the strategy, and clarifying a strategy to develop and improve a law specifying the ecology zone, Thereby contributing to the establishment of a system to conserve natural and cultural assets covered with forest plants in city-owned and private lands in Guatemala City through collaboration with related organizations and with the participation of residents, based on examples of Curitiba.	
				(Standard indicator examples) 1. Indicator examples of overall goal (Basic) (1) The number of provinces and cities which developed standards for seismic resilience buildings, key requirements, and the building permission system (2) The number of building permissions in the country of ●○ (Supplement) (1) The development rate of water and sewerage systems (per-capita water supply, rate of water supplied population, water supply price) (2) The rate of water resource usage (water intake price, agricultural output per m ³ of water) (3) The prevalence of the housing energy saving technology standards (4) The number of houses built in accordance with the housing energy saving technology standards			To equip functions as a comprehensive conservation, restoration, and research organization, By establishing an organization management policy of the Conservation Centre in the Grand Egyptian Museum (GEM-CC), improving knowledge and skills of staff of the center, and providing support for the development of a system to build databases for items collected at the center, Thereby contributing to the infrastructure improvement of GEM-CC as an international conservation, restoration, and research base.	48. The Project for the Conservation Centre in the Grand Egyptian Museum in Egypt (Term of Cooperation: June 2008 - March 2016) (T/A Pro. related to ODA Loan)
				2.Indicator examples of project purposes (Basic) (1) The reduction rate of air pollution (2) Per-capita green area (2) Allocation of agricultural land and urban area (3) The number of landscape guidelines applied (4) The number of officials in charge of the building permission system (5) The number of provinces and cities introducing the building information management system (6) The number of seismic resilience buildings obtaining building permission (7) Seismic resilience buildings passing the field inspection (Supplement) (1) Visit by people related to preservation and restoration of cultural assets inside/outside the country of ●○ and inquiry about methods and techniques for preservation and restoration of cultural assets (2) International research conferences and seminars held in the conservation center in the museum			To have the developed urban plan for sustainable development of the Damascus metropolitan area be approved and used by the Ministry of Local Administration and Environment (MLAE), Damascus City, and suburban provinces, and contribute to sustainable development of Damascus metropolitan area, By developing the Damascus metropolitan area master plan toward 2025, collecting suggestions for implementing the master plan, improving the development and planning capacity of implementing organizations of the recipient country on urban planning through the development of the master plan, and improving the technical capacity of implementing organizations of the recipient country on urban planning through the development of the detailed regional plan, Thereby contributing to the development of Damascus, the capital of Syria and one of the oldest cities in the world, as a comfortable, stable, and vibrant city more than ever, by	49. The Study on Urban Planning for Sustainable Development of Damascus Metropolitan Area in Syria (Term of Cooperation: August 2006 - March 2008) (Development study)

				(3) Presentation of activities by staff of the conservation center in the museum at international symposiums			using the proposed plan.	
							<p>To develop a strategic urban development master plan, based on the future vision of the Greater Cairo Region in 2027, specifying the reallocation of urban functions and the activation of a new town as the main content, identify the effectiveness of an integrated development project for urban development and core traffic infrastructure improvement in a priority development axis positioned in the strategic urban development master plan above, and suggest measures towards project implementation,</p> <p>By implementing the strategic urban development master plan, conducting pre-feasibility study (Pre-F/S) on the integrated development project for urban development and core traffic infrastructure improvement in a priority development axis, and transferring technology (on planning and supervision for study implementation),</p> <p>Thereby contributing to the realization of balanced and sustainable urban growth of the Greater Cairo Region based on an appropriate strategic urban development master plan.</p>	50. The Strategic Urban Development Master Plan Study for a Sustainable Development of the Greater Cairo Region, Egypt (Term of Cooperation: February 2007 - January 2009) (Development study)
							<p>To improve the building administration and enforcement capacity for seismic resilience in the project target area,</p> <p>By improving the organizational power of the Ministry of Public Works on building administration and enforcement capacity, improving building regulations and enforcement procedures in the project target area, and developing the Management Information System (MIS),</p> <p>Thereby contributing to the improvement of the seismic resistance of buildings in all of Indonesia, particularly in areas having high risk of earthquake damage.</p>	23. The Project on Building Administration and Enforcement Capacity Development for Seismic Resilience in Indonesia (Term of Cooperation: September 2007 - March 2011)

JICA standard indicator reference and typical lessons learned in technical cooperation projects (Urban and regional development)

Model (4) “Strengthening of urban management capacity”

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. Urban development	5) Sound urban management	(1) Urbanization trend (densely built-up area, population concentration district, defective building groups, etc.) (2) Housing (number of family members, average area, height (high-rise, mid-rise, low-rise), type (independent, complex)) (3) Urban planning (4) Other development regulations (5) Organizational structure (6) Efforts with the participation of residents	1.5 (1) Urban development management	(An example of logic models (1))* To build capacity to implement urban development based on the ●○ city urban development master plan and urban development laws and regulations, (Outcome) By appropriately making necessary coordination and collaboration among organizations related to the development of ●○ city, (Output) Thereby contributing to the promotion of urban development projects of ●○ city based on the master plan and urban development laws and regulations. (Impact)	*In the field of urban and regional development, problem solution approaches vary according to the situation of a city/area, and it is difficult to generalize the approaches. Therefore, an example is provided.	- In implementing a new urban development project, it is essential to previously understand future issues and avoid them by conducting investigation on important matters (land issues and securing of water resources, etc.) before determining the project site. - An urban development project or other large-scale project is significantly affected by the capacity of the project implementation organization. If there are overlapping authorities or unclear items among stakeholders, the project will face difficulties later. - In a reconstruction support project, resident participation, gender-equal perspective, and quality infrastructure development will significantly contribute to the restoration of resident confidence in government-related organizations. - Changes in public order, politics, and social environment surrounding a project in a conflict-affected country have a serious impact on the effectiveness, efficiency, and sustainability of the project. However, these external factors do not always interfere with the importance of the project. So it is greatly significant to implement a project in a conflict-affected country. Under the strong leadership of the chief expert, Japanese experts worked together to implement this project in cooperation with the Afghanistan side in a difficult time. This led to confidence in Japan and a very high evaluation of the project from the Afghanistan side. In implementing a project in a conflict-affected country, it is necessary to have a long term perspective without being caught up in the effectiveness only during the project period. (From the Reference Project 37. written on the right)	To build capacity to implement urban development based on the Kabul metropolitan area development master plan, By strengthening the implementation system for new urban development, improving capacity to implement an infrastructure development project in a new city, strengthening the implementation system for the urban development plan of Kabul City, improving capacity to implement and operate the urban development project in Kabul City, and appropriately coordinating among organizations related to development of the Kabul metropolitan area, Thereby contributing to the promotion of the urban development project of the Kabul metropolitan area based on the Kabul metropolitan area development master plan.	37. Project on Promotion of Kabul Metropolitan Area Development in Afghanistan (Term of Cooperation: May 2010 - May 2015)
				(An example of logic models (2))* To develop an urban development method meeting socioeconomic requirements of the country of ●○, and develop a training system for human resources who use the method, (Outcome) By establishing a training system for urban planning and development, (Output) Thereby contributing to the training of government officials engaging in urban development, such as land readjustment in urban areas. (Impact)		- In this project, it is impossible to improve the law and organization without the cooperation of various stakeholders. In implementing a project requiring involvement of many stakeholders like this project, it is important to establish an effective promotion system to involve a wide range of stakeholders before launching the project. (From the Reference Project 32. written on the right)	To develop capacity to implement urban improvement and development projects at a regional level necessary for achieving urban redevelopment to be conducted based on the Ulaanbaatar urban master plan, By creating a plan for the structure of the urban development related system, developing a bill, an amendment, and a detailed enforcement regulations (project implementation guidelines) plan for the urban development related law, developing a technical manual plan for implementing an urban development project, clarifying the organization and responsibility for urban development implemented based on the bill, amendment, detailed enforcement regulations plan, and technical manual plan for the urban development related law, and improving the capacity of officials engaging in the operation of the law,	32. The Project on Capacity Development in Urban Development Sector in Mongolia (Term of Cooperation: June 2010 - May 2013)

							Thereby contributing to the implementation of the urban development project of Ulaanbaatar City, and promotion of land use and living environment improvement proposed in the city's urban master plan.		
				(Standard indicator examples) 1.Indicator examples of overall goal (Basic) (1) Land readjustment projects and urban redevelopment projects are implemented in ●○ city by ●○ city government. (2) The urban development master plan of ●○ city is created by the year xx. (3) The urban development project is promoted and percentages increase (by xx% for the number of housing units, yy% for the developed area, and zz% for the number of project districts) compared with those at the time of launching the project. (4) The number of projects implemented based on the implementation plan of ●○ city master plan (5) The number of supplied housing units where utility facilities (water and sewerage) are equipped (6) The number of city redevelopment projects implemented by using the practical handbook for city redevelopment (7) By the year ▲△, ■□% of personnel related to urban development are trained. (8) Satisfaction of training participants and their superiors with training (9) Of people who have taken training at the city planning training center of the country of ●○, xx or more people receive a certificate.				To improve the capacity of related officials on the plan formulation and project implementation related to urban development, By creating the Ulaanbaatar (UB) MP2020 implementation plan in sub-project 1 and providing support for promoting urban redevelopment projects in sub-project 2 in UB, Thereby contributing to the improvement of urban function and living environment in UB.	47. Project for Improvement of Capacity for Implementation of Ulaanbaatar Master Plan in Mongolia (Term of Cooperation: September 2014 - December 2018)
				(Supplement) (1) The number of urban development plans evaluated based on the development permission rule (2) The proportion of land use conforming to the detailed space plan and the area of green spaces, etc. (3) The number of city infrastructure development projects and urban development projects (implemented based on the space plan) (4) The fact that ●○ city uses the participatory urban development guidelines, created in the project, for the development and implementation of urban plans (5) A comprehensive policy is developed. (6) A comprehensive land readjustment project is implemented. (7) Third country training can be implemented.				To improve urban development and management capacity in the Mamminasata Metropolitan Area, By improving the urban development process of the Mamminasata Metropolitan Area Development Cooperation Board (MMDCB), South Sulawesi Province, Indonesia (Term of Cooperation: April 2009 - April 2012) towards implementation of a project benefit for the entire area, developing tools necessary for urban development and management, and developing training programs, curricula, and syllabi for staff members related to the development of the Mamminasata Metropolitan Area, Thereby contributing to the improvement of urban infrastructure and urban environment in the Mamminasata Metropolitan Area.	22. Enhancement of Urban Development Management in the Mamminasata Metropolitan Area, South Sulawesi Province, Indonesia (Term of Cooperation: April 2009 - April 2012)
				2.Indicator examples of project purposes (Basic) (1) Officials of ●○ city can develop and manage urban plans according to the ●○ city master plan (e.g. implementation of zoning and urban development suggested in the master plan). (2) At the completion of the project, a schedule to implement the created bill is				To improve the capacity of officials in charge of urban planning of the Ministry of Local Administration, Damascus District, and Rural Damascus on the development and implementation of urban plans, By having counterpart organizations recognize issues and actual situation of the project in the field of urban	28. Project for Urban Planning and Development in Damascus Metropolitan Area, Syria (Term of Cooperation: September 2009 -

			<p>specified.</p> <p>(3) Government officials manage and operate urban development projects by using the technical manual created.</p> <p>(4) Development of an implementation plan for ●○ city master plan</p> <p>(5) Improvement of the capacity of major related departments and bureaus of ●○ city as well as ministries and agencies involved with the project (The capacity is analyzed based on self-assessment of officials)</p> <p>(6) An effective method to promote urban development is developed in the country of ●○.</p> <p>(7) Effective training materials are created for disseminating and using the developed method.</p> <p>(8) Effective training programs are created for disseminating the developed method.</p> <p>(9) Necessary instructors, who have acquired the developed method, are trained.</p> <p>(10) A plan for full-scale implementation of training projects (including securing budget)</p> <p>(11) Establishment of a training system organically combining training instructors, facilities, and courses (curricula, syllabi, and materials)</p>			<p>planning, determining the project implementation policy, having officials of the Ministry of Local Administration, Damascus District, and Rural Damascus acquire knowledge on the urban planning method and participatory planning method, having them acquire the urban planning method (present survey and analysis capacity necessary for the plan development) and participatory planning method, improving their capacity on project monitoring and evaluation, and collecting and sharing experience and knowledge of the pilot project, Thereby contributing to the development and implementation of urban plans using the participatory method in Damascus District and Rural Damascus.</p>	August 2012)
			<p>(Supplement)</p> <p>(1) Concerning the space design, the creation and approval process, and the development permission system are improved and operated.</p> <p>(2) Urban development and management tools (database, etc.) are developed and operated. A method to analyze local situations is improved by using the database.</p> <p>(3) Items and methods to examine a project implementation system are established.</p> <p>(4) Training for related officials of ●○ city is systematically conducted in the field of urban development and management.</p> <p>(5) The number of officials in charge of urban planning who have taken training on urban planning method and participatory development method, and the certification results of the training</p> <p>(6) Evaluation result of the pilot project in the target community (changes in awareness and environment before and after the pilot project according to the questionnaire survey for the target community)</p> <p>(7) Measures against urban issues are created in government organizations.</p> <p>(8) A project implementation plan is developed for solving urban issues.</p> <p>(9) Officials of the urban development committee office can develop and manage urban plans for urban development (e.g. development of a realistic development plan, development of tender documents, tender management, contract with private companies, implementation and operation of a development project, etc.)</p>			<p>To strengthen the urban planning and development management capacity of Lilongwe City, By creating Lilongwe City urban plan, creating a detailed land use plan in specific districts, suggesting a method to use the new land use plan and development management guidelines developed by the Ministry of Land, Housing, and Urban Development, developing new development guidelines of Lilongwe City for appropriate urban planning and development management based on Lilongwe City urban planning master plan, suggesting and trying improvement measures for efficient procedures of the Lilongwe City Council for planning collaboration and development permission, and improving urban planning-related knowledge of Lilongwe City officials, Thereby contributing to the promotion of urban planning and development management based on the Lilongwe City urban planning master plan.</p>	40. Project for Urban Plan and Development Management in Malawi (Term of Cooperation: November 2012 - March 2015)
						<p>To improve the urban development management capacity of officials of Vientiane, the capital of Laos, in charge of urban development, By improving capacity to analyze and</p>	44. The Project for Urban Development Management in Laos (Term of

						<p>improve issues on legal systems related to urban development, improving capacity to collect basic information on urban development (land use plan drawing), improving the planning formulation capacity (of specific districts and historical areas) related to urban development, improving the management and implementation capacity (of historical areas) related to urban development, and improving capacity to implement direct control projects related to urban development (urban landscape improvement projects in historical areas),</p> <p>Thereby contributing to the implementation of urban development conforming to the Vientiane urban development master plan.</p>	Cooperation: September 2013 - September 2016)	
						<p>The factor for success of this project is the ownership on the Thai side. It is reflected in the allocation of sufficient budget and appropriate personnel on the Thai side, and their leading role in implementing the project. (From the Reference Project 6. written on the right)</p>	<p>To develop an urban development method meeting the social and economic requirements of Thailand, and build a system to train human resources who will use the method, By establishing a general training system on urban planning and development, conducting instructor training on urban planning and development, promoting the land readjustment pilot project, and developing support systems necessary for implementing land readjustment projects,</p> <p>Thereby contributing to the training of official of local governments (including Bangkok Metropolitan Administration (BMA), City Council, and Tambon Administrative Organizations (TAOs)), government organizations (including Department of Public Works and Town & Country Planning (DPT) and National Housing Authority (NHA)), and other public officials related to urban development (particularly to land readjustment in an urban area).</p>	6. Development of the Method of Urban Development in Thailand (Term of Cooperation: June 1999 - May 2005)
						<p>- Lessons in project management It took a considerable amount of time for obtaining approval of the Vietnamese government concerning the implementation and budget of the project. This significantly affected the launch and progress of the project and the dispatch plan of Japanese experts. At the time of the survey on the detailed plan formulation, it is necessary to carefully check and specify procedures required in the government of the recipient country for launching a project.</p> <p>- Confirming systems suitable for the actual situation Although education of local government officials is important, it is also important to confirm systems and laws on practical plans targeting actual cities (e.g. urban plans according to the actual urban development and the plan for Hai Duong City, etc.) and to examine the validity of the systems and laws. The legislation of laws and regulations related to the matters above will lead to further dissemination and use of project achievements.</p>	<p>To enable the Vietnam Urban Planning Training Center to conduct training on urban planning formulation and management based on the new urban planning method, By creating the urban planning formulation manual (improving the urban planning formulation method), creating an urban plan of a local model city as a case study (examining the urban planning formulation manual), fostering training instructors, developing training programs (curricula, syllabi, training materials, procedures), suggesting a new urban planning management method (management tool), and establishing the Vietnam Urban Planning Training Center,</p> <p>Thereby contributing to the acquisition of knowledge on the new urban planning formulation by officials of the People's Committees</p>	26. Urban Planning Formulation and Management Capacity Development Project in Vietnam (Term of Cooperation: March 2009 - May 2012)

						(From the Reference Project 26. written on the right)	in major medium cities through the Vietnam Urban Planning Training Center.	
						<p>- Conducting pre-training Returned training participants planned and conducted pre-training based on their experiences. This made it possible to effectively provide information to training participants to be dispatched and significantly contributed to the promotion of their understanding during region focus training. By conducting pre-training every year, the training content for the following year was further improved. This was the most effective input to improve the quality of training projects.</p> <p>- Activation of the network among returned training participants Through short term experts having high communication ability, communications with counterpart organizations on the Colombia side were smoothly kept and information could be shared throughout the year. This facilitated understanding of local needs in dispatching short term experts, smooth management of returned training participants, and holding of local seminars, and significantly contributed to the activation of activities of returned training participants.</p> <p>(From the Reference Project 10. written on the right)</p>	<p>To train human resources who can develop appropriate policies and implement projects against urban issues in Colombia and can provide instructions and advice to surrounding countries, and train human resources for urban planning and land readjustment of surrounding countries, By having training participants of Colombia understand the theory and practices of urban planning and land readjustment through training in Japan, using the theory and practices of urban planning and land readjustment in a manner suitable for Colombia, having returned training participants of Colombia understand the situation of urban planning and land readjustment of surrounding countries, having them support the network formation of returned training participants of surrounding countries, sharing and updating information on urban planning and land readjustment through the website, having training participants of surrounding countries understand the theory and practices of urban planning and land readjustment through training in Japan, and disseminating knowledge of Colombia on urban planning to surrounding countries, Thereby contributing to the comprehensive policy development and project implementation for urban planning and land readjustment in Colombia, spread of technology on urban planning and land readjustment from Colombia to surrounding countries, and fostering human resources in enabling appropriate policy development and project implementation against urban issues.</p>	10. Urban Planning and Land Readjustment Project in Colombia (Term of Cooperation: October 2003 - March 2008)
							<p>To build capacity to implement urban development based on the Kabul metropolitan area development master plan, By strengthening the implementation system for new urban development, improving capacity to implement an infrastructure development project in a new city, strengthening the implementation system for the urban development plan of Kabul City, improving capacity to implement and operate the urban development project in Kabul City, and appropriately coordinating among organizations related to development of the Kabul metropolitan area, Thereby contributing to the promotion of the urban development project of the Kabul metropolitan area based on the Kabul metropolitan area development master plan.</p>	37. Project on Promotion of Kabul Metropolitan Area Development in Afghanistan (Term of Cooperation: May 2010 - May 2015)

							<p>To improve the capacity of related officials on the plan formulation and project implementation related to urban development, By creating the Ulaanbaatar (UB) MP2020 implementation plan in sub-project 1 and providing support for promoting urban redevelopment projects in sub-project 2 in UB, Thereby contributing to the improvement of urban function and living environment in UB.</p>	<p>47. Project for Improvement of Capacity for Implementation of Ulaanbaatar Master Plan in Mongolia (Term of Cooperation: September 2014 - December 2018)</p>
							<p>To establish a human resource development system on energy-saving, By examining the legal position of practical training for qualified energy managers and consultants at the policy level, strengthening the capacity of counterpart organizations on energy data management and statistical analysis, and increasing knowledge of related stakeholders on energy-saving policies/systems and related technology of Vietnam and Japan, Thereby contributing to the promotion of energy management at designated companies and plants for achieving the targets under the energy-saving law.</p>	<p>40. Establishment of Energy Management Training Center (Stage 1) in Vietnam (Term of Cooperation: July 2011 - September 2012)</p>

JICA standard indicator reference and typical lessons learned in technical cooperation projects (Urban and regional development)

Model (5) “Promotion of regional economic development (Economic development)”

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. Regional development	2) Regional economic development and investment promotion	(1) Industrial situation (numbers of industries, businesses, employees, and the amount of industrial shipment by industry) (2) Commercial situation (scale and distribution of shopping areas, amount of commercial sales, distribution of large shops, trading area, shopping trend) (3) Situation of the tourism industry (tourism facilities, situation of tourism resources, changes in the number of tourists) (5) Situation of the agriculture, forestry and fisheries industry (number of farmers, main agricultural products and markets)	2.2) (1) Promotion of local industries (2) Institutional development for investment promotion	(An example of logic models)* To establish a sustainable system to be developed for regional promotion through tourism development, eco-tourism, and the One Village One Product (OVOP) movement, (Outcome) By having central and local organizations in charge of regional development acquire capacity to develop regional development plans by using the participatory regional development method, (Output) Thereby contributing to the increase in incomes of residents and creation of employment in the region of ●○. (Impact)	*In the field of urban and regional development, problem solution approaches vary according to the situation of a city/area, and it is difficult to generalize the approaches. Therefore, an example is provided.		To understand the idea of participatory local development of Japan, promote the participatory approach in DOKAP region, and have administrative officials of the central and local governments learn the participatory development method, By having central and local organizations in charge of regional development acquire capacity to develop regional development plans by using the participatory regional development method, Thereby contributing to the promotion of regional development in the DOKAP region.	12. Human Resource Development for Participatory Local Development in DOKAP Region, Turkey (Term of Cooperation: April 2005 - March 2009)
				(Standard indicator examples) 1.Indicator examples of overall goal (Basic) (1) Increase in incomes in the region of ●○ (2) The number of employees in the tourism industry in the region of ●○ (3) Tourism revenue in the tourism industry in the region of ●○ (4) Activation of communities in the region of ●○ (5) The number of tourists throughout the year (6) The number of tourists in the off-season (7) Money spent per tourist (8) The amount of sales and the number of employees in tourism-related companies (7) The number and proportion of employees working in their hometowns (8) Per-capita income (9) A collaboration system among government, related organizations, and residents continuously functions after the completion of the project towards regional promotion using eco-tourism, and activities are carried out by them.		- Strong leadership The main reason for the high evaluation of achievements of this project was that the strong leadership of the Mayor of Kazanlak was consistently shown from the beginning of the project. The cooperative relationship between counterpart organizations on the Bulgaria side and stakeholders having various opinions could not be built without the leadership of the Mayor. - Importance of ownership This project was implemented by short-term experts and local staff, without allocating long-term experts. At the beginning of the project, it was pointed out that the project would be delayed for a period when Japanese experts were absent. However, on the contrary, counterpart organizations on the Bulgaria side proactively carried out activities together with local staff members of the project team, and steadily achieved results even without Japanese experts. This is considered as evidence that an approach respecting the ownership of the Bulgaria side was effective. (From the Reference Project 17. written on the right)	To produce the synergy of five tourism development strategies (1. Tourism area strategy, 2. Tourism event strategy, 3. Specialty strategy, 4. Service and human resource development strategy, 5. Infrastructure development strategy), increase tourists throughout the year, and lengthen the tourism season, By establishing and operating an organization for promoting regional development through tourism development, training human resources who promote Kazanlak tourism and provide services satisfying the tourism needs, developing infrastructures for visiting, staying, and sightseeing in Kazanlak, promoting tourist site formulation using the regional characteristics of Kazanlak, planning and holding events in response to the tourist site formulation, having Kazanlak become an area visited by many people in all seasons, producing specialty products using the nature, tradition, history, and other regional characteristics of Kazanlak, satisfying the needs of tourists, and improving services and hospitality with an increase in the customer orientation of people engaging in tourism-related business, Thereby contributing to the promotion of economic development through regional development measures focusing on tourism development, improvement of the living standards of people in the Kazanlak area, creation of a model of regional development measures focusing on tourism development, and promotion of nationwide development of low	17. Kazanlak Area Revitalization Project in Bulgaria (Term of Cooperation: October 2004 - September 2007)

				(Supplement) (1) The number of tourism and regional promotion models developed (2) Types and the number of times of promotional activities for disseminating the tourism and regional promotion models (3) Incentives by the central government (including support of other donors) for disseminating the tourism and regional promotion models (4) The number of local governments which apply the tourism and regional promotion models			development areas. To establish a sustainable system for tourism development activities, By developing a tourism development action plan towards formulation of an "International Tourism Corridor" in southern Herzegovina connecting tourist sites in southern Herzegovina with tourist sites in neighboring countries, and building a system for promoting the plan, Thereby contributing to the increase in tourism revenue and creation of job opportunities in southern Herzegovina.	38. Project for Herzegovina International Tourism Corridor Development and Environmental Conservation in Bosnia and Herzegovina (Term of Cooperation: July 2012 - November 2015)	
				2.Indicator examples of project purposes (Basic) (1) The number of groups and organizations participating in the tourism industry in the region of ●○ (2) Types and the number of times of tourism promotion activities by public and private stakeholders in the region of ●○ (3) Activities and operational situation of public-private organizations for tourism promotion in the region of ●○ (4) The number of eco-tourism and regional promotion projects implemented through collaboration among government organizations, umbrella organizations, and organizations implementing the model project (5) A half or more of the organizations implementing the eco-tourism model project have capacity to continuously manage and operate the project. (6) Activation level of OVOP pilot villages and communities (7) Achievement of the OVOP pilot project (contribution to villages and communities) (8) Accumulation of know-how and experience on OVOP community empowerment			- The basis in implementing technical cooperation projects, including this project, is that stakeholders of the recipient country participate in the project with ownership. Higher results would have been achieved if there were high independence and commitment. - In implementing a project in a country having a complex administrative organization, it is necessary to determine roles of related government organizations before launching the project, and to have them steadily perform the roles during the project. - As for PDM, it is necessary to make necessary revisions according to the project implementation stage and activities, as well as for both the Japanese and recipient country sides to share and understand the content of PDM. (From the Reference Project 18. written on the right)	To train human resources and strengthen organizational capacity for promoting regional development through eco-tourism by government and residents in the target area, By having stakeholders understand the purpose of eco-tourism as regional development measures as well as knowledge and technology on eco-tourism, establishing a cooperation system between the public and private sectors for jointly promoting eco-tourism, training organizations and human resources capable of developing strategies and supporting project implementation for promoting eco-tourism, training human resources capable of participating in major fields of eco-tourism (development of local agricultural products, conservation and use of guest houses and historical/cultural assets, sports activities), and creating guidelines of the regional development model focusing on eco-tourism, Thereby contributing to the establishment of a system enabling government and residents to continuously operate the organization system formulated in the project.	18. The Project for Sustainable Regional Development through Eco-Tourism in Bosnia and Herzegovina (Term of Cooperation: January 2007 - December 2009)
				(Supplement) (1) Tourist site information can be obtained easily. (2) Options for accommodations in tourist sites become diversified and reservations can be made easily. (3) Options for activities in tourist sites increase and tourists can enjoy various activities. (4) Options for souvenirs in tourist sites increase and tourists can purchase good souvenirs. (5) A participatory system which achieves items (1)-(4) above is established and implemented. (6) A wide variety of personnel engaging in the tourism industry are trained and their level increases.			To activate communities through the One Village One Product (OVOP) movement and establish a sustainable system to be developed for regional development, By establishing systems (manpower, budget, capacity, network, etc.) to implement Phase 2 project (full-scale cooperation phase), sufficiently operating the implementation system to promote community empowerment, activating the pilot community through OVOP movement, and verifying the effectiveness of the method to activate communities through OVOP movement, Thereby contributing to the promotion of social economy in harmony with the environment in Issyk-Kul Oblast.	19. Community empowerment in Issyk-Kul Oblast, Kyrgyz (Term of Cooperation: November 2006 - July 2011)	
							To, as a strategy of regional development policy in Colombia, establish a regional development model providing a benefit to the public based on the principle of the	41. OVOP Colombia Project in (Term of Cooperation: March	

							<p>One Village One Product (OVOP) movement, By strengthening the capacity of stakeholders participating in the OVOP movement under the principle of the OVOP movement, developing a system and method for implementing the OVOP movement through providing support to 12 initiatives, improving capacity to create a business plan for OVOP initiatives, and developing strategies for expanding OVOP initiatives across the country, Thereby contributing to the strengthening of the cohesion and financial independence of communities subject to the initiatives towards regional revitalization for the peace of Colombia.</p>	2014 - February 2018)
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JICA standard indicator reference and typical lessons learned in technical cooperation projects (Urban and regional development)

Model (6) “Improvement of the regional basic living field (Social development)”

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. Regional development	3) Inclusive and effective infrastructure development including social infrastructure 5) Institutional development and capacity building for regional development	(1) Situation of communities (2) Educational facilities (3) Administrative service facilities (4) Community facilities (5) Firefighting facilities (6) Other public facilities (medical and welfare facilities)	2.3) (1) Inclusive social infrastructure development to improve the living standards 2.5) (1) Strengthening of administrative and coordination capacity of local governments to promote regional development	(An example of logic models)* To develop a system and environment to implement social infrastructure development projects, (Outcome) By developing a method to implement social infrastructure development projects through the implementation of a pilot project on the project process from the plan development to the project implementation, (Output) Thereby contributing to the expansion and development of independent networks of community residents and improvement of their living environment. (Impact)	*In the field of urban and regional development, problem solution approaches vary according to the situation of a city/area, and it is difficult to generalize the approaches. Therefore, an example is provided.	- The effectiveness of community-led regional development through Cluster CDC (community development council) Community-led regional development through Cluster CDC is beneficial and effective as a method to respond to one or more needs of CDC. - Integration of communities through the implementation of sub-projects, and improvement of public order through the integration of public order through the integration of communities achieved the improvement of public order in the target area. It can be said that these were realized by dialogues and cooperation among residents in neighboring communities facilitated by implementing the sub-projects, and the improvement of resident capacity to solve common issues outside the sub-projects. - The effectiveness of the Provincial Coordination Committee (PCC) The establishment of the PCC promoted information sharing with the government of Afghanistan, other donors related to regional development, and local NGOs, and increased interest in this project. - The importance of human resource development In implementing sub-projects, it is important to simultaneously develop human resources who implement, manage, and operate the project. (From the Reference Project 11. written on the right)	To establish a community-led Cluster CDC (community development council) regional development model (IRDP (Inter-communal rural development project) model), By clarifying a method to formulate Cluster CDC for implementing regional development projects through the planning and implementation of sub-projects, improving the capacity of Cluster CDC to plan and implement community-led development projects through the planning and implementation of sub-projects, verifying the effectiveness of Cluster CDC through the monitoring and evaluation of sub-projects, and collecting lessons, Thereby contributing to the improvement of lives of residents in the target area and use of the community-led Cluster CDC regional development model (IRDP model).	11. Inter-Communal Rural Development Project in Afghanistan (Term of Cooperation: November 2005 - October 2010)
				(Standard indicator examples) 1. Indicator examples of overall goal (Basic) (1) By the year ●○, a half or more of the residents are satisfied with access to social services and socioeconomic infrastructure. (2) By the year ●○, vulnerable households are reduced in the target area. (3) Agricultural production increases. (4) Travel time to the community center is reduced. (5) The capacity of schools and hospitals improves. (6) The number of communities formulating a network (7) The number of times of dialogues and opinion exchanges with communities		- Collaboration with national programs From the beginning of the project, collaboration and coordination with the National Solidarity Programme (NSP), a national program, have been promoted by the JICA office and its project. Especially in NSP-II assistance by the Japan Social Development Fund (JSDF), a virtuous cycle has been created. For example, the Inter-communal Rural Development Project (IRDP) learns from the experience of NSP through long-term discussion and meeting, and knowledge of IRDP activities are used in NSP-II. These are important in terms of ripple effect of the project and information collection. - Collaboration with individual experts and other JICA projects Local training and training in Japan were jointly held with individual experts and JICA projects carrying out activities at the same period in the Ministry of Rural Rehabilitation and Development (MRRD). In addition, information was exchanged by participating in the Joint Coordination Committee (JCC) for the projects. It is considered that these made the relationship between MRRD and JICA closer, and improved capacity to respond to common issues. - Inclusive approach targeting the policy level as well as the resident level By having a local sub-project site and	To improve the entire settlement development capacity of the Community Department for Community Development (DFCD), National Capital District Commission (NCDC), and settlement leaders, By establishing and maintaining an organizational structure for implementing and operating this project, having DFCD and NCDC officials and settlement leaders take an effective approach for settlement development, improving the planning formulation capacity of DFCD and NCDC officials, improving project implementation, monitoring, and evaluation skills of DFCD and NCDC officials, having settlement leaders demonstrate leadership, including accountability, in communities, and having project stakeholders share knowledge and information on community development, Thereby contributing to the use of the Integrated Community Development Project (ICDP) method in community development initiatives.	9. The Integrated Community Development Project for the Settlement Areas in National Capital District, Papua New Guinea (Term of Cooperation: March 2005 - March 2007)

					<p>collaborating with MRRD and NSP, this project could carry out activities with a broader perspective not only from the policy level of a national project but also from the resident level. This has created a virtuous cycle which can reflect specific solutions to resident issues in the policy, and solve more resident issues through the policy. In future cooperation, it is desirable to establish a cooperation system in consideration of the roles and capacity of provincial and district governments.</p> <p>- Formulation of a technical cooperation project containing infrastructure components</p> <p>In general, technical cooperation projects will solve issues of a country and residents through technology transfer to counterpart organizations, and the solution will produce a certain level of continuity and development after the completion of the project. Based on this, it is considered that there was a firm intention towards emergency assistance and infrastructure construction in the concept at the time of project formulation, and components of technology transfer, which were the basis of the project, were relatively weak. Therefore, there is room for improvement in the input timing for model building to be a component of technology transfer which will compile the entire project achievements. In implementing a project formulated with the same intention as this project, it is important to pay attention to the balance of components between infrastructure construction and technical cooperation.</p> <p>(From the Reference Project 11. written on the right)</p>		
				<p>2.Indicator examples of project purposes</p> <p>(1) Officials of counterpart organizations can plan and manage projects by using the participatory development method.</p> <p>(2) Officials of counterpart organizations can use skills and knowledge they acquired for community development.</p> <p>(3) Community leaders can effectively communicate with and transfer information to officials of counterpart organizations and residents.</p> <p>(4) The project implementation capacity of construction companies improves.</p> <p>(5) The number of activated communities</p> <p>(6) The number of discussions with communities by communities, local government, local government-related personnel, and JICA experts</p>		<p>To develop a system and environment to implement community-level projects on development of basic infrastructures necessary for improving the living environment of returnees and receiving community residents in Behsud and Surkhrod Districts, Nangarhar Province, Afghanistan (Term of Cooperation: July 2010 - August 2013)</p> <p>By understanding the actual situation and development needs of Behsud and Surkhrod Districts, Nangarhar Province, selecting the pilot project with the participation of regional communities, developing an implementation plan, developing a system to implement community-led projects on basic community infrastructure development, developing a system for community-level projects on basic community infrastructure development implemented by local business operators, and establishing a community-level system to maintain and manage basic infrastructure, thereby contributing to the improvement of the living environment of returnees and receiving community residents in Nangarhar Province.</p>	<p>34. The Community Development Project for Returnees and Receiving Communities in Nangarhar Province, Afghanistan (Term of Cooperation: July 2010 - August 2013)</p>
					<p>- Setting counterpart organizations and technology transfer target</p> <p>In this project, the relationship between the Afghanistan side and the Japanese side was good. A satisfactory relationship was established when</p>	<p>To strengthen the relationship among residents in conflict-affected communes, By confirming procedures for planning and implementing social</p>	<p>45. Project on the reinforcement of communities for promoting social cohesion in Greater</p>

					<p>the project was considered a simple construction project or provision of alternative services from the Japanese side. However, when the project was considered a project for technology transfer, it was necessary to jointly operate and monitor the project with counterpart organizations or personnel/organizations to be transferred technology. The Afghanistan side is required to strategically allocate personnel to the project. (From the Reference Project 11. written on the right)</p>	<p>infrastructure development projects in Abobo Commune and Yopougon Commune, and developing a method to implement social infrastructure development projects through a pilot project on the project process from the plan development to the project implementation, Thereby contributing to the promotion of social integration in conflict-affected communes.</p>	<p>Abidjan, Cote d'Ivoire (Term of Cooperation: July 2013 - June 2016)</p>
					<p>- The success of community-level basic infrastructure development was achieved by careful pre-training conducted by national staff and the management system utilizing the pre-training to frequently provide specific instructions. This contributed to the quality assurance of the construction of infrastructure facilities.</p> <p>- As, from the beginning, this project was implemented for the purpose of improving the living environment of returnees and receiving community residents, visible output (or infrastructure development) was urgently necessary for supporting beneficiaries. The environment of returnees and receiving community residents had no technical capacity or system to implement a grant aid project, and was not sufficient to implement this project as a grant aid project. Therefore, we developed capacity of communities while implementing a pilot project for a technical cooperation project for urgent infrastructure development. For this reason, the presence and involvement of counterpart organizations left some ambiguities as to the target of technology transfer. When this project was strictly evaluated as a technical cooperation project, it was difficult to fairly evaluate its achievements. If the development of visible output is required for a project, like this project, it is necessary to consider and sufficiently examine the combination of schemes according to the original purpose of the project (e.g. operation of technical cooperation for development planning (former urgent development study), etc.) at the project formulation stage.</p> <p>- On the other hand, there are countries, like Afghanistan, where we have no choice but to depend on local work, because Japanese companies cannot implement a project, even a grant aid project, due to security restrictions. In addition, like this project, there are areas in reconstruction countries having such security restrictions where the environment for local work is not developed due to insufficient technical capacity of local construction companies. In implementing a project focusing on infrastructure development in a reconstruction country, it is desirable to implement the project through grant aid if the country has an environment where a grant aid project can be implemented. However, if it takes time to develop such an environment, the project often has to be formulated with a scheme of technical cooperation project, due to the necessity to urgently implement the project. In implementing a project having special elements at the project formulation stage, like this project, an evaluation has to be made according to the situation of the project. In such case, there is a choice, including whether or not to make an</p>	<p>To improve the self-sustainable capacity of residents and activate community activities, By strengthening the self-sustainable capacity of residents and communities for reconstruction and livelihood improvement, improving the reconstruction and administration capacity of local government officials, updating the Urgent Reconstruction and Rehabilitation Plan (URRP) for Banda Aceh City, making policy recommendations on community activation, and carrying out public relations activities and an awareness-raising campaign, Thereby contributing to the expansion and development of a self-sustainable network in the project target area.</p>	<p>20. The Project on Self-Sustainable Community Empowerment Network Formulation in Nanggroe Aceh Darussalam (NAD) Province, Indonesia (Term of Cooperation: March 2007 - March 2009)</p>

					<p>evaluation, to prioritize an evaluation to be made according to the situation and purpose of the project while making a regular evaluation according to JICA guidelines. For example, the effect of the project is not evaluated by using the five criteria but by using other methods such as social impact survey, etc. In making an evaluation of reconstruction countries in the future, the "guidelines for evaluation of a project in conflict-affected countries and areas" should be fully referred to.</p> <p>(From the Reference Project 34. written on the right)</p>		
					<p>- It was determined that the project implementation organization would be dissolved after a certain period for providing reconstruction support. After the dissolution, the achievement of this project was scheduled to be transferred to local governments and other organizations that continuously exist. Although an operation transfer agreement was made with local governments, as a result, governments other than Banda Aceh City had issues on the sustainability of the project achievement. Lessons learned from this project were that it is necessary to fully involve organizations to take over the project activities into the decision making process of the government of the recipient country during the term of the project, and carefully create a system with a view to operation transfer while reflecting intentions of the organizations.</p> <p>- As lessons in implementing a project, like this project, that has to provide support to a tentative organization for the purpose of supporting reconstruction, it is necessary to sufficiently consider the operation transfer after the dissolution of the tentative organization as well as project activities and implementation system before implementing the project, in order to secure the sustainability of the project.</p> <p>- According to the result of the beneficiary survey analysis, the effectiveness of the cooperative relationship within the group in ACE (Activity for Community Empowerment) project and the network with other ACE groups was clarified. Although there were many people who had lost their families and business partners due to the tsunami disaster, it is considered that the possibility of cooperation was expanded and incomes were increased by formulating a group and building a network by residents during the project with their new partners. However, as lessons learned from the results, in building and expanding a network as part of a project, it is essential to find out an effective network and, for government, NGO, and other organizations, to create a system to build, expand, and maintain the network. If not, the network is unlikely to expand sufficiently.</p> <p>(From the Reference Project 20. written on the right)</p>	<p>To promote economic and social activities necessary for rebuilding safe communities in the project target area where residents can have stable lives, By improving capacity necessary for promoting economic activities of community residents and administrative officials, realizing social activities through collaboration projects and cooperative relationships among community residents, and strengthening capacity and systems necessary for ensuring safety at the community level,</p> <p>Thereby contributing to the rebuilding of safe communities in the project target area where residents can have stable lives.</p>	<p>2. Keeping Peace and Strengthening Integration in Post-conflict Areas in Indonesia (Term of Cooperation: June 2006 - December 2007)</p>

JICA standard indicator reference and typical lessons learned in technical cooperation projects (Urban and regional development)

Model (7) “Capacity development in regional development”

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. Regional development	5) Institutional development and capacity building for regional development	(1) Situation of community activities of resident organizations, etc. (2) Efforts with resident participation (3) Provincial and district development plan and regional development plan	2.5) Strengthening of administrative and coordination capacity of local governments to promote regional development 2.5) (4) Human resources development	(1) (An example of logic models)* To strengthen the capacity of stakeholders related to regional development (local governments, communities, NGOs, etc.) and develop a collaboration mechanism, (Outcome) By understanding the planning and implementation process through training, and strengthening the project implementation and operation capacity through collaboration among stakeholders, (Output) Thereby contributing to the promotion of regional development led by local organizations. (Impact)	*In the field of urban and regional development, problem solution approaches vary according to the situation of a city/area, and it is difficult to generalize the approaches. Therefore, an example is provided.	- Characteristics of Sulawesi Capacity Development Project (CDP): “Project without introducing any project” Setting “Project without introducing any project” as the project implementation principle, it is guessed that the project particularly focused on the following matters: 1) Consultation>Input of physical resources: In order to efficiently and effectively use resources in a timely manner, CDP focused on training and consultation for social preparation and development before and during resource input. It also adopted an approach that resources necessary for implementing pilot activities (PA) were intentionally borne by the Indonesian side. 2) Self-help effort>Assistance: At levels of resident, district, and province, CDP adopted a policy to focus on and bring out self-help efforts first. The pilot project was implemented only when the policy requirements were satisfied. 3) Capacity strengthening>Provision of incentives: In relation to the matters above, with the trend of decentralization in recent years, it was understood as a precondition for CDP that laws and systems for project planning and implementation established through Musrenbang and other bottom-up processes did not always function in terms of effectiveness. It is recognized that lack of the capacity of stakeholders related to the promotion of resident participatory regional development was a cause of it. Therefore, capacity building training was emphasized rather than provision of incentives and resources. 4) Comprehensive thinking>Sectoral thinking: CF (community facilitator) training and activities during CDP promoted understanding of communities from the comprehensive and resident perspectives, and facilitated seeking a solution by identifying qualities of communities/residents and priority issues to be addressed. 5) Experimental learning approach>Blue print approach: CDP aimed to build the capacity of stakeholders to flexibly deal with changing situations and issues rather than to build capacity to perform designated tasks. (From the Reference Project 25. written on the right)	To strengthen the capacity of stakeholders related to regional development in six provinces in Sulawesi and develop a collaboration mechanism, By understanding the planning and implementation process through training, strengthening the planning capacity of stakeholders, strengthening the project implementation and operation capacity through collaboration among stakeholders institutionalized through experience in pilot activities (PA), developing an information exchange network inside and outside the provinces, and sharing knowledge and experience, Thereby contributing to the promotion of regional development led by local organizations through dissemination of the collaboration mechanism among stakeholders in six provinces in Sulawesi.	25. Sulawesi Capacity Development Project in Indonesia (Term of Cooperation: September 2007 - September 2012)
				(Standard indicator examples) 1.Indicator examples of overall goal (Basic) (1) The degree of improvement of social and economic situation of the project target area (improvement of roads and other social infrastructure facilities, effects of seed bank and other livelihood improvement activities)			To establish an efficient and effective implementation system for regional development in Kambia and Port Loko Districts, By clarifying regional development issues in Kambia and Port Loko Districts, creating an efficient and effective regional development model	35. Capacity Development for Comprehensive District Developments in the Northern Region of Sierra Leone

				<p>(2) Increase in the number of regional development programs/projects (including those through funds from the central government and donors) planned through utilizing local resources and characteristics</p> <p>(3) Status of creation of regional development plans throughout the country</p> <p>(4) Status of implementation of regional development projects throughout the country</p> <p>(5) Community resident satisfaction with administration services</p> <p>(Supplement)</p> <p>(1) Utilization of the regional development handbook in the central ministries and agencies (if the handbook is created in the project)</p>			<p>through pilot activities in Kambia and Port Loko Districts, and training human resources for regional development in the Ministry for Internal Affairs, Local Government and Rural Development, Kambia District Council, Port Loko District Council, Ward Council, and communities,</p> <p>Thereby contributing to the promotion of the regional development model established through this project throughout Sierra Leone, and improvement of the social and economic situation of Kambia and Port Loko Districts by implementing regional development projects with regional development budgets (including funds of other donors) and implementing such projects by communities in Sierra Leone.</p>	<p>(Term of Cooperation: November 2009 - October 2015)</p>
			<p>2.Indicator examples of project purposes (Basic)</p> <p>(1) The number of developed collaboration mechanisms among stakeholders for regional development</p> <p>(2) Status of creation of regional development plans in the project target area</p> <p>(3) Status of implementation of regional development projects in the project target area</p> <p>(4) A collaboration system with local governments, communities, and NGOs is established in the project target area.</p> <p>(5) A collaboration system between local governments and the central ministries and agencies (Ministry of Education, Ministry of Health, Ministry of Public Work, etc.) is established in the project target area.</p> <p>(Supplement)</p> <p>(1) Utilization of the regional development handbook in creating a regional development plan and implementing a regional development project in the project target area (if the handbook is created in the project)</p> <p>(2) Status of development of regional development plans and monitoring of regional development projects by the central ministries and agencies</p>		<p>In developing a plan for a project to establish a local government system, it is necessary to examine the use of existing framework to the extent possible. As for the implementation system and role sharing after the completion of the project, it is necessary to take the best possible measures to avoid change in political administration and other political impacts.</p> <p>- In implementing a system development project, it is necessary to clarify the concept of the system, certainly share the recognition among stakeholders from the beginning of the project, and set specific and objective indicators for the project achievement and goal.</p> <p>- In implementing pilot projects in a system development project, it is essential to establish a clear understanding of stakeholders on the positioning of the pilot projects (how the pilot projects contribute to the achievement of the project goal) and examine the number, content, method, and timing of the pilot projects based on the positioning. It is also necessary to record the process of the pilot projects and suggest a system reflecting recommendations and lessons learned from the projects.</p> <p>- In planning a community-level development project, it is essential to thoroughly examine technical and financial feasibility and the operation and management capacity of stakeholders. In order to secure the independence and development of the project, it is necessary to use and strengthen the cooperative relationship with town administration, resident organizations, and NGOs established through the project implementation.</p> <p>(From the Reference Project 3. written on the right)</p>	<p>To strengthen regional development administration and establish a local development mechanism (LDM) which continuously and effectively uses development resources through collaboration with residents and NGOs, By strengthening the planning and coordination function of the Planning and Development Agency of the Provincial Government, formulating administration method and procedures for implementing development projects at the town level, accumulating experience and know-how on the implementation of regional development projects, and establishing Knowledge Management Bank (KMB) for sharing information on the method, procedures, know-how, and experience of development projects, Thereby contributing to the establishment of decentralization and promotion of socio-economic development in rural areas in Cebu.</p>	<p>3. The Cebu Socio-Economic Empowerment and Development Project in the Philippines (Term of Cooperation: March 1999 - February 2004)</p>	
						<p>- Considerations in operating a project implemented with a university and research institute as counterpart organizations</p> <p>In order to build a system where local administration continuously provides support to residents for understanding regional issues and developing the process of an activity plan, an approach to provide backup support through Sokoine University of Agriculture Centre for Sustainable Rural Development (SCSRD) was adopted in the project activities carried out in Mbinga district. This made it possible to build</p>	<p>To develop a sustainable rural development method (SUA method) in the two model areas (Matengo Mountains and Uluguru Mountains) through the capacity building of Sokoine University of Agriculture Centre for Sustainable Rural Development (SCSRD), By establishing and properly operating SCSRD, researching experience of similar rural development inside and outside Tanzania, establishing a</p>	<p>15. Sokoine University of Agriculture Centre for Sustainable Rural Development (SCSRD) in Tanzania (Term of Cooperation: May 1999 - April 2004)</p>

					<p>cooperation and trusting relationships between residents and local administration. As a result, activities of resident groups have been continuously carried out and expanded after the completion of the project while receiving necessary technical support from local administration. This led to the creation of an impact. On the other hand, in implementing a regional or rural development project run jointly with a university and research institute as counterpart organizations, like activities of this project carried out in Morogoro district, there are cases when the project activities are carried out by providing support directly to the target group (residents) without sufficiently involving local administration. In such a case, the independence and development of resident activities may be inhibited after the completion of the project due to the lack of sufficient cooperative relationship between residents and local administration and sufficient understanding of local administration on the project activities and approach. In implementing a rural development strategy worked out with a university and research institute as counterpart organizations, it is necessary to fully involve administration organizations (promoters, technical instructors, etc.) having jurisdiction over the area to be developed, and to adopt an approach and operation form with a view to strengthening the capacity of the organizations.</p> <p>- The meaning of involvement of higher educational institutes (universities and research institutes) in a rural development project</p> <p>One of the roles of university, research institute, and other higher educational institutes is to develop and introduce improvement technology (agricultural methods, variety improvement, small-scale infrastructure facilities, etc.) applicable to rural development which values resources and traditional technology in the target area, based on experience and lessons in other areas. This project developed and introduced improvement technology for improved varieties (fish, bees, and coffee), vanilla, mini hydro-mill, and so on. With the involvement of SCSRD as a counterpart organization, its interdisciplinary study and research function made it possible to develop improvement technology which can improve existing traditional methods and effectively use local resources, and introduce the technology to local residents. In general, agricultural promotion activities by the government tend to unilaterally introduce advanced technology without considering local traditional technology and resources. However, through a university or research institute, like SCSRD, familiar with regional and rural development methods, a technical development and promotion approach in consideration of local potential can be suggested. As a result, in terms of development of locally applicable technology and technology transfer related to the participatory promotion process, a ripple effect on the capacity building of local administration is expected in addition to the capacity improvement of residents.</p> <p>(From the Reference Project 15. written on the right)</p>	<p>database, understanding the actual situation of the two model areas, having communities understand and prioritize key issues and potential in cooperation with other stakeholders, formulating a community development plan, having the center promote and support the implementation of the community development plan, sending information and results/achievements of the center inside and outside Sokoine University of Agriculture, and conducting monitoring and evaluation, Thereby contributing to the improvement of living standards of farmers in the model areas and application of SUA method by SUA rural development center and other organizations to other areas.</p>	
					- It is necessary to enhance understanding and	To improve the capacity of Local 4.	Local

					<p>interests of decision makers of government organizations (head and local assembly members) by incorporating components targeting the decision makers into activities.</p> <p>- If a pilot project (project to construct small-scale water facilities) is implemented as a way of training, it is necessary to set a sufficient preparation period to develop a Japanese expert dispatch plan so that counterpart organizations can maximize the training and practice opportunities.</p> <p>- As with Davao Integrated Development Program (DIDP), development impact can be spread to a geographically wide area by supporting LGU clusters that have stably functioned over a long period and using a network among member LGUs. The stabilization of the region can be expected as well.</p> <p>(From the Reference Project 4. written on the right)</p>	<p>Government Unit (LGU) in Davao Region on the provision of water services,</p> <p>By analyzing the current status of small-scale water supply projects in the area, training human resources for groundwater development, training human resources to provide instructions and support to resident organizations which maintain and manage small-scale water supply facilities, and systematically institutionalizing improved procedures for providing water services,</p> <p>Thereby contributing to LGU in Davao Region to be able to provide water services using the improved procedures and based on the guidelines.</p>	<p>Governance and Rural Empowerment Project for Davao Region in the Philippines (Term of Cooperation: August 2007 - July 2010)</p>
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