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-te
Model (1) Development of topographical maps and GIS databases (Development, update, and dissemination of basic	1.1) (2) Optimal infrastructure development planning ba
databases and materials)	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 impro
	1.2) (3) Improvement of the sanitary environment
Madal (2) Concernation of the unkern environment and strengthening of disaster right reduction concerts	1.3) (3) Creation of a recycling-oriented society / promo
Model (3) Conservation of the urban environment and strengthening of disaster risk reduction capacity	1.3) (4) Preservation and creation of green spaces
	(1.4) (1) Urban development that prevents and controls d
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
(S) Fromotion of regional economic development (Economic development)	2.2) (2) Institutional development for investment promo
	2.3) (1) Inclusive social infrastructure development to in
Model (6) Improvement of the regional basic living field (Social development)	2.5) (1) Strengthening of administrative and coordinatio
	regional development
	2.5) (1) Strengthening of administrative and coordinatio
Model (7) Formulation of regional development plans and strengthening of implementation capacity	regional development
	2.5) (4) Human resources development

# term sub-targets

based on data and scientific analysis

prove the living environment

motion of energy-saving measures

s damage on vulnerable people

notion

o improve the living standards tion capacity of local governments to promote

tion capacity of local governments to promote

## 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)"

Model (1) "Development, update, and dissemination of basic databases and materials)"										
Development strategic objective	Mid-term	Indicators at a program goal level	Mid-term	Overall goals/Project purposes and indicator	Methods/Policies for setting	Typical lessons learned	Example of project purpose (image of	Reference projects		
Development strategic objective	cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country's government	sub-target Level of thematic issue to solve in individual projects	examples To (outcome) By/through (output) Thereby contributing to (impact) Indicator examples	indicators 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.		Project information with good practices to refer to		
	<ol> <li>Systematic urban</li> <li>development to support economic activities</li> <li>Regional</li> <li>development</li> <li>based on a</li> <li>medium- to</li> <li>long-term</li> <li>development</li> </ol>	<ol> <li>Understanding of the current land use by purpose (housing, commerce, industry, agriculture, forest, river, road, public facilities, etc.)</li> <li>Legally controlled zones (urban planning area and district, etc.)</li> <li>Current situation of national and public lands</li> <li>Urbanization trend (densely built-up area, population concentration district, defective building groups, etc.)</li> <li>Housing (number of family members, average area, height (high-rise, mid-rise, low-rise), type (independent, complex))</li> </ol>	infrastructure development planning based on data and scientific analysis 2.1) (1) Development of basic databases	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.	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 map (basic state map), By developing rules necessary for creating, updating, and providin digital topographical map establishing a system for creating an updating digital topographical map and establishing technical trainin programs, Thereby contributing to the use of digital topographical maps, provide by Republic Geodetic Authorit (RGA), by government organization- local governments, and privat companies.	d Capacity os Development of Digital Basic State or Mapping in Serbia (Term of S, Cooperation: d November 2009 - S, October 2011) of of of s,		
				(Impact)		<ul> <li>Flexibility of the plan</li> <li>The target of this project is a technical field in which Japan has not had much experience non provided technical cooperation. Therefore, it was difficult to plan all activities, inputs, and timeframes at the project launching stage.</li> <li>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.</li> <li>Provision of National Spatial Data Infrastructure (NSDI) data</li> <li>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.</li> <li>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.</li> <li>It is considered that users could have a clean completion image of NSDI by being provided the actual data, which made them provide appropriate feedback.</li> <li>(From the Reference Project 13. written on the right)</li> </ul>	use, By strengthening the capacity of SOI in map digitizing, including qualit control, for promoting GIS use tstandardizing Spatial Dat Infrastructure (SDI), and developin resources necessary for disseminatin GIS, Thereby contributing to the promotio of GIS use and utilization.	S Strengthening of Survey of Kenya for GIS Promotion ry (Term of cooperation: ta October 2006 - 00 October 2008) g m		
				<ul> <li>(Standard indicator examples)</li> <li>1.Indicator examples of overall goal</li> <li>(Basic)</li> <li>(1) The fact that digital topographical maps are used by the public and private sectors</li> </ul>			To create and use/utilize a topographi map with a scale of 1:50,000, By analyzing a satellite image an conducing field investigation i Mindanao, Philippines,	Mapping Project d for Peace and		

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			(2) Results of the use of digital topographical maps (project name, plan name)	
			(Supplement)	
			(1) No violation is reported when information is shared through the land information	
			system.	
			<ul><li>(2) The land information system is used by related organizations.</li><li>2.Indicator examples of project purposes</li></ul>	
			(Basic)	
			<ul> <li>(1) The fact that the improvement of digital topographical maps has been started</li> <li>(2) The area of the created digital</li> </ul>	
			topographical maps	
			(3) Increase in the number of organizations that use services of the bureau of survey	
			(4) Evaluation of services of the bureau of survey by related organization	
			(Supplement)	
			(1) The number of counterpart organizations that have completed training and obtained a	
			certificate (2) Development and implementation of	
			information security policy	
			(3) Development and implementation of information security management guidelines	

Thereby contributing to the provision of geographical data essential for projects planned and implemented for peace and development of Mindanao.	(Term of
Thereby contributing to the effective	Capacity Development on Information Security Management of Land Information System for Land Restitution Policy Promotion in Colombia
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.	Building Project for Economic Development Planning through Geographic Information System in Swaziland (Term of Cooperation: January 2007 - January 2010)
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	Digital Mapping Assistance Project (Term of Cooperation: July 2009 - September 2013)

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-	geoid model creation, having them
	acquire skills and capacity necessary
f	for planning, operation management,
а	and trouble-shooting for
i	mplementing IDMS project (creation
C	of digital maps of the entire land with
а	a scale of 1:25,000 and five major
C	cities with a scale of 1:5,000), having
t	he IDMS project and the digital maps
ł	be widely recognized, building a
S	system for effectively promoting the
ľ	project and maps, having SOB
C	officials acquire skills to correct aged
Ċ	ligital topographical maps by using
t	he photogrammetry, and having them
ľ	perform planning, implementation,
C	operation, and trouble-shooting of the
C	correction,
]	Thereby contributing to the
c	completion of IDMS implemented by
S	SOB.

# JICA standard indicator reference and typical lessons learned in technical cooperation projects (Urban and regional development) Model (2) "Improvement of the urban living environment"

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	corresponds 2) Creation of a better living environment	(1) Urbanization trend (densely	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)	<ul> <li>problem solution approache vary according to the situation of a city/area, and i is difficult to generalize the approaches. Therefore, an example is provided.</li> <li>*1 Physical works include land exchange, land investigation, land registration, and construction.</li> </ul>	d - The effectiveness to have experience with t, practical solution through the pilot project s In transferring technology in a land readjustment e project and other practical projects closely related it to the land system and land holding practice of e the recipient country, it is considered a very n 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	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. 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 projects, establishing DPT's system to support the practical operation of land readjustment projects of land readjustment projects to related organizations,	Readjustment Promotion Project in Thailand (Term of Cooperation: November 2005 - November 2009) 31. The Project for Self-Sustainability and Dissemination of Land Readjustment System in Thailand (Term of Cooperation: July 2010 - March 2014)		
						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	continuous use of the land readjustment project method as the most effective urban development method for sustainable society, economy, and environment.			
						ordinances and rules, and the operation of the land readjustment fund delayed until 2013 due to delay in the development of loan standards				

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		despite having a system. - Importance of the leadership of the head and
		using opportunities of training in Japan
		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.
		(From the Reference Project 31. written on the
		right)
	2. Indicator examples of project purposes	- Conducting pre-training To train human resources who can 10. Urban Planning
	(Basic)	Returned training participants planned and develop appropriate policies and and Land
	(1) By using manuals and guidelines	conducted pre-training based on their implement projects against urban Readjustment
	developed in the project, at least xx land	experiences. This made it possible to effectively issues in Colombia and can provide Project in Colombia
	readjustment projects are approved.	provide information to training participants to be instructions and advice to surrounding (Term of
	(2) The number of land readjustment projects, which were or are implemented by	dispatched and significantly contributed to the countries, and train human resources Cooperation: promotion of their understanding during region for urban planning and land October 2003 -
	an organization provided in the Land	focus training. By conducting pre-training every readjustment of surrounding March 2008)
	Readjustment Act, increases at the time of	year, the training content for the following year countries,
	completion of the project.	was further improved. This was the most effective By having training participants of
	(3) Stakeholders are satisfied with results of	input to improve the quality of training projects. Colombia understand the theory and
	land readjustment projects.	- Activation of the network among returned practices of urban planning and land
	(4) The improved land readjustment project	training participants readjustment through training in
	system is used in implementing a project.	Through short term experts having high Japan, using the theory and practices
	(5) Legal systems on land readjustment	communication ability, communications with of urban planning and land
	projects are improved.	counterpart organizations on the Colombia side readjustment in a manner suitable for
		were smoothly kept and information could be Colombia, having returned training
	(Supplement)	shared throughout the year. This facilitated participants of Colombia understand
	(1) A project implementation plan is created	understanding of local needs in dispatching short the situation of urban planning and
	for solving urban issues.	term experts, smooth management of returned land readjustment of surrounding training participants, and holding of local countries, having them support the
		seminars, and significantly contributed to the network formation of returned
		activation of activities of returned training training participants of surrounding
		participants.
		(From the Reference Project 10. written on the information on urban planning and
		right) 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,
		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.
		To develop institutional and technical 43. The Project on
		ability to use land readjustment Capacity
		projects as a tool for achieving urban Development for
		plans in Curitiba, Land Readjustment
		By clarifying urban development in Curitiba, Brazil
		issues and methods for solving the (Term of issues for achieving the future vison Cooperation:
		of Curitiba, having the Institute for February 2013 -
		lat Curitiba baying the Institute tor Rebriery 2013

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Research and Urban Planning of January 2016)
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.

#### 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"

Model (3) "Conservation of the urban environment and strengthening of disaster risk reduction capacity"											
Development strategic objective	Mid-term	Indicators at a program goal level	Mid-term	Overall goals/Project purposes and indicator	Methods/Policies for setting	Typical lessons learned	Example of project purpose (image of	Reference projects			
Development strategic objective	to which the cooperation program corresponds	Connection with the target years or indicators in sector/regional development plans by the recipient country's government	solve in individual projects	By/through (output) Thereby contributing to (impact) Indicator examples		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.	projects) Examples of project purpose	Project information with good practices to refer to			
1. Urban development	better living environment	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	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	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)	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.	<ul> <li>Importance of training in Japan</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>Timing of equipment procurement</li> <li>Due to delay in procurement procedures, the project implementation 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 "evaluatior indicators and methods (draft)" created in the yroject, it is very important to input equipment in a timely manner and carry out necessary procedures at ar early stage.</li> <li>(From the Reference Project 8. written on the right)</li> </ul>	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.	Technical Improvement or Housing Energy Saving in the Republic of China (Term or 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 •o, 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	Urban Plannin Capacity Development i Guatemala City (Term co Cooperation: Ma 2010 - March 2011			

Image: Constraint of the second sec				
<ul> <li>Lindicator examples of provinges and cities within descriptions within the particular stratements on the building permissions and the building permissions and the country of ero</li> <li>(Supplement)</li> <li>(1) The number of building permissions are provided as a stratement of the country of ero</li> <li>(Supplement)</li> <li>(2) The number of provided permissions and the country of ero</li> <li>(3) The number of building permissions are provided as a stratement of the country of ero</li> <li>(3) The the of water suppled permission and ero of water supple permission and ero of water suppled permission and ero of water supple permission and ero of water and ero of water and ero of water supple permission and ero of water supple permission and ero of water and ero of water and ero of water and ero of water and ero of</li></ul>			(Impact)	
<ul> <li>I. Indicator examples of provinges and cities with the developed - standards for sectors with the developed - with t</li></ul>				
<ul> <li>I. Indicator examples of proving and cities</li> <li>(Dissi)</li> <li>(1) The number of proving and cities</li> <li>(2) The number of proving examples of proving and cities</li> <li>(3) The number of building premissions in the country of =:</li> <li>(3) Optimized premission (a country of =:</li> <li>(3) Optimized premission (a country of =:</li> <li>(4) Other and (a country of =:</li> <li>(5) Optimized premission (a country of =:</li> <li>(6) Other devices (optimized premission (a country of =:</li> <li>(7) The number of building premission (a country of =:</li> <li>(8) Other and (a country of =:</li> <li>(9) The devices (optimized premission (a country of =:</li> <li>(9) The devices (optimized premission (a country of =:</li> <li>(9) The devices (optimized premission (a country of =:</li> <li>(9) The optimized premission (a country op</li></ul>				
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<ul> <li>(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</li> <li>(2) International research conferences and seminars held in the conservation center in</li> </ul>				
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preservation and restoration of cultural assets (2) International research conferences and seminars held in the conservation center in			about methods and techniques for	
(2) International research conferences and seminars held in the conservation center in			preservation and restoration of cultural	
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comprehensive conservation, restoration, and research organization, By establishing an organization management policy of the	Egyptian Museum in Egypt (Term of Cooperation: June 2008 - March 2016)
Environment (MLAE), Damascus City, and suburban provinces, and contribute to sustainable development	Urban Planning for Sustainable Development of Damascus Metropolitan Area in Syria (Term of Cooperation: August 2006 - March 2008) (Development

		(3) Presentation of activities by staff of the conservation center in the museum at international symposiums		
		conservation center in the museum at		
		international symposiums		
	I		l	

	using the proposed plan.	
	using the proposed plan.	
,	To develop a strategic urban	50. The Strategic
	development master plan, based on	
	the future vision of the Greater Cairo	
	Region in 2027, specifying the	
1	reallocation of urban functions and	
	the activation of a new town as the	<u>^</u>
1	main content, identify the	Region, Egypt
	effectiveness of an integrated	(Term of
	development project for urban	Cooperation:
•		February 2007 -
		January 2009)
	priority development axis positioned	
	in the strategic urban development	study)
	master plan above, and suggest	
	measures towards project	
	implementation,	
	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),	
	Thereby contributing to the	
1	realization of balanced and	
	sustainable urban growth of the	
	Greater Cairo Region based on an	
	appropriate strategic urban	
	development master plan.	
		23. The Project on
	administration and enforcement	Building
	capacity for seismic resilience in the	Administration and Enforcement
	project target area, 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),	March 2011)
	Thereby contributing to the	-
:	improvement of the seismic resistance	
	of buildings in all of Indonesia,	
	particularly in areas having high risk	
	of earthquake damage.	

#### JICA standard indicator reference and typical lessons learned in technical cooperation projects (Urban and regional development) Model (4) "Strengthening of urban management capacity"

				lodel (4) "Strengthening of urba		ty"		
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		<ol> <li>Urbanization trend (densely built-up area, population concentration district, defective building groups, etc.)</li> <li>Housing (number of family members, average area, height (high-rise, mid-rise, low-rise), type (independent, complex))</li> <li>Urban planning</li> <li>Other development regulations</li> <li>Organizational structure</li> <li>Efforts with the participation of residents</li> </ol>	development management	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)	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.	<ul> <li>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.</li> <li>In a reconstruction support project, residem participation, gender-equal perspective, and quality infrastructure development will significantly contribute to the restoration or resident confidence in government-related organizations.</li> <li>Changes in public order, politics, and social environment surrounding a project in a conflict-affected country have a serious impact or the effectiveness, efficiency, and sustainability of the project. However, these external factors do not always interfere with the importance of the project in a conflict-affected country. Under the strong leadership of the chief expert, Japanesse experts worked together to implement this project in 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)</li> </ul>	development based on the Kabul metropolitan area development master plan, By strengthening the implementation system for new urban development improving capacity to implement ar infrastructure development project ir a new city, strengthening the implementation system for the urbar 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.	Promotion of Kabul Metropolitan Area Development in Afghanistan (Term of Cooperation: May 2010 - May 2015)
				<ul> <li>(An example of logic models (2))*</li> <li>To develop an urban development method meeting socioeconomic requirements of the country of ●o, and develop a training system for human resources who use the method,</li> <li>(Outcome)</li> <li>By establishing a training system for urban planning and development,</li> <li>(Output)</li> <li>Thereby contributing to the training of government officials engaging in urban development, such as land readjustment in urban areas.</li> <li>(Impact)</li> </ul>		- 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 ar effective promotion system to involve a wide range of stakeholders before launching the project. (From the Reference Project 32. written on the right)	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.	Capacity Development in Urban Development Sector in Mongolia (Term of Cooperation: June 2010 - May 2013)

 	 1			1
		(Standard indicator examples)		
		1.Indicator examples of overall goal		
		(Basic)		
		(1) Land readjustment projects and urban		
		redevelopment projects are implemented in		
		• $\circ$ city by • $\circ$ city government.		
		(2) The urban development master plan of		
		$\bullet \circ$ 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 $\bullet \circ$ 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 $\blacktriangle \triangle$ , $\blacksquare \square \%$ of personnel		
		related to urban development are trained.		
		(8) Satisfaction of training participants and their superiors with training		
		(0) Of mean le who have taken training at the		
		(9) Of people who have taken training at the		
		city planning training center of the country		
		of $\bullet \circ$ , xx or more people receive a certificate.		
		(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 $\bullet \circ$ 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.		
		2.Indicator examples of project purposes		
		(Basic)		
		(1) Officials of $\bullet \circ$ city can develop and		
		manage urban plans according to the $\bullet \circ$	ļ	
		city master plan (e.g. implementation of		
		zoning and urban development suggested in		
		the master plan).		
		(2) At the completion of the project, a		
		(2) At the completion of the project, a schedule to implement the created bill is		

By improving the urban development Mamminasata process of the Mamminasata Metropolitan Area,		
officials on the plan formulation and project implementation related to Capacity for urban development, sub-project 1 and providing support (Term of for promoting urban redevelopment projects in sub-project 2 in UB, Thereby contributing to the December 2014 - Thereby contributing to the December 2018)         To improve urban development and living environment in UB.       22. Enhancement of management capacity in the Urban Development Mamminasata Metropolitan Area, By improving the urban development Mamminasata Metropolitan Area, Metropolitan Area Development South Sulawesi Cooperation Board (MMDCB), Province, Indonesi provinces, districts, cities, and Cooperation capacity of MMDCB 2009 - April 2012)         towards implementation of a project benefit for the entire area, developing tools necessary for urban 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, Thereby contributing to the improvement of urban infrastructure and urban environment in the Mamminasata Metropolitan Area, Thereby contributing to the improvement of urban infrastructure and urban environment in the Mamminasata Metropolitan Area, Thereby contributing to the improvement of urban infrastructure and urban environment in the Mamminasata Metropolitan Area, Thereby contributing to the improvement of urban infrastructure and urban environment in the Mamminasata Metropolitan Area, Thereby contributing to the improvement of urban plans, Syria By having counterpart organizations (Term of recognize issues and actual situation Cooperation:	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.	
managementcapacityinthe Urban DevelopmentMamminasata Metropolitan Area, By improving the urban development process of the Mamminasata Metropolitan Area Development Cooperation Board (MMDCB), provinces, districts, cities, and counties, strengthening the coordination capacity of MMDCB 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.2009 - April 2012)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 ministry of urban plans, By having counterpart organizations (Term of Cooperation: April 2009 - April 2012)	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	Improvement of Capacity for Implementation of Ulaanbaatar Master Plan in Mongolia (Term of Cooperation: September 2014 - December 2018)
charge of urban planning of the Urban Planning and Ministry of Local Administration, Development in Damascus District, and Rural Damascus Damascus on the development and Metropolitan Area, implementation of urban plans, Syria By having counterpart organizations (Term of recognize issues and actual situation Cooperation:	management capacity in the Mamminasata Metropolitan Area, By improving the urban development process of the Mamminasata Metropolitan Area Development Cooperation Board (MMDCB), provinces, districts, cities, and counties, strengthening the coordination capacity of MMDCB 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	Urban Development Management in the Mamminasata Metropolitan Area, South Sulawesi Province, Indonesia (Term of Cooperation: April 2009 - April 2012)
DamascusDistrict,andRuralDamascusDamascusonthe developmentandMetropolitanArea,Implementation of urban plans,SyriaSyriaSyriaBy having counterpart organizations(Term of recognize issues and actual situation Cooperation:	To improve the capacity of officials in charge of urban planning of the	Urban Planning and
By having counterpart organizations (Term of recognize issues and actual situation Cooperation:	Damascus District, and Rural Damascus on the development and	Damascus Metropolitan Area,
	By having counterpart organizations recognize issues and actual situation	(Term of Cooperation:

(i) Construction default integer and by the probability of the pro						
sperial when d-solutional projects by           are given in the index of many parts           bit of the index of				specified.		
sperial when d-solutional projects by           are given in the index of many parts           bit of the index of				(3) Government officials manage and		
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includ.       (6) E. Hicks terming programs are created for disseminating the developed method.         is operating the developed method.       (7) operating the developed method.         is operating the developed method.       (7) operating the developed method.         is operating the developed method.       (7) operating the developed method.         is operating the developed method.       (7) operating the developed method.         is operating the developed method.       (7) operating the developed method.         is operating the operating the developed method.       (7) operating the operating the developed method.         is operating the operating the operating the operating the developed method.       (7) operating the operating						
(6)       FRGive training programs are created         are discontinuing the developed method.       (0)         Necessary instruction, who have         acquired the developed method, are trained.         (1)       Necessary instruction, who have         acquired the developed method, are trained.         (2)       Necessary instruction, with the developed method.         (3)       Necessary instruction, straining system         (4)       (11)         (5)       Necessary instruction, straining system         (6)       (11)         (6)       (12)         (7)       Concerning the space design, the         (8)       (12)         (12)       Ubit development         (2)       Ubit development         (2)       Ubit development         (3)       Items and methods been         (4)       Training for related inclush of * 10 (10)         (3)       Items and methods been         (4)       Training for related inclush of * 10 (10)         (3)       Items and methods been         (4)       Training for related inclush of * 10 (10)         (4)       Training for related inclush of * 10 (10)         (4)       Training for related incliclush of * 10 (10)         (						
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Image: Interpretent in the consequence of the conseconsequence of the consequence of the consequ				(8) Effective training programs are created		
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developed for solving urban issues. (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						
(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						
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				(0) Officials of the unitary $1 - 1$		
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						
development of a realistic development plan, development of tender documents, tender management, contract with private companies, implementation and operation						
plan, development of tender documents, tender management, contract with private companies, implementation and operation						
plan, development of tender documents, tender management, contract with private companies, implementation and operation						
tender management, contract with private companies, implementation and operation						
companies, implementation and operation						
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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.	August 2012)
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 master plan.	Urban Plan and Development in Malawi (Term of Cooperation: November 2012 - March 2015)
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	Urban Development Management in Laos

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

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

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To improve the capacity of related	
officials on the plan formulation and	Improvement of
project implementation related to	Capacity for
urban development,	Implementation of
By creating the Ulaanbaatar (UB)	Ulaanbaatar Master
MP2020 implementation plan in	Plan in Mongolia
sub-project 1 and providing support	
for promoting urban redevelopment	
	September 2014 -
Thereby contributing to the	December 2018)
improvement of urban function and	
living environment in UB.	
To establish a human resource	40. Establishment
development system on	of Energy
energy-saving,	Management
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.	

#### 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)"

				omotion of regional economic dev		uevelopment)		
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	Connection with the target years or indicators in sector/regional development plans by the recipient country's government	Level of thematic issue to	To (outcome)	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
de	corresponds 2) Regional economic	(1) Industrial situation (numbers of industries, businesses, employees, and the amount of	s 2.2) (1) Promotion of local industries (2.2) (2) Institutional development for investment promotion	•	*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.	- 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)	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. 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, 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	12.       Human         Resource       Development       for         Participatory       Local         Development       in         DOKAP       Region,         Turkey       (Term       of         Cooperation:       April         2005 - March 2009)       (Term       of         17.       Kazanlak       Area         Revitalization       Project in Bulgaria       (Term         Term       of       Cooperation:         October       2004       -         September       2007)       -

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

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One Village One Product (OVOP)		-	February
movement,	2018)		
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.			

#### 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)"

				mprovement of the regional basic		evelopment)"		
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	indicators in sector/regional development plans by the recipient country's government	Level of thematic issue to solve in individual projects	To (outcome)	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 numero	Project information with good practices to refer to
2. Regional development	3) Inclusive and effective infrastructure development including social infrastructure	and welfare facilities)	social infrastructure development to improve the living standards (2.5) (1) Strengthening of administrative and coordination capacity of local governments to promote regional development	To develop a system and environment to implement social infrastructure development projects, (Outcome) By developing a method to implement social	regional development problem solution approaches vary according to the situation of a city/area, and i is difficult to generalize the approaches. Therefore, an example is provided.	Community-led regional development through t 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 The implementation of sub-projects achieved the integration of communities, and 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	CDC (community development council) regional development mode (IRDP (Inter-communal rura 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 Cluste CDC to plan and implement community-led development projects through the planning and implementation of sub-projects verifying the effectiveness of Cluste 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 regiona development model (IRDP model).	t Rural Development l Project in l Afghanistan (Term of e Cooperation: g November 2005 - s October 2010) d , r t s d , r t s d e n e
				<ul> <li>(Standard indicator examples)</li> <li>1. Indicator examples of overall goal</li> <li>(Basic)</li> <li>(1) By the year ●o, a half or more of the residents are satisfied with access to social services and socioeconomic infrastructure.</li> <li>(2) By the year ●o, vulnerable households are reduced in the target area.</li> <li>(3) Agricultural production increases.</li> <li>(4) Travel time to the community center is reduced.</li> <li>(5) The capacity of schools and hospitals improves.</li> <li>(6) The number of communities formulating a network</li> <li>(7) The number of times of dialogues and opinion exchanges with communities</li> </ul>		<ul> <li>Collaboration with national programs</li> <li>From the beginning of the project, collaboration and coordination with the National Solidarity</li> <li>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.</li> <li>Collaboration with individual experts and other JICA projects</li> <li>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</li> </ul>	Department for Community Development (DFCD), Nationa 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 settlemen development, improving the planning formulation capacity of DFCD and NCDC officials, improving projec 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 or community development, Thereby contributing to the use of the Integrated Community Development Project (ICDP) method in community development initiatives.	e Community Development Project for the , Settlement Areas ir National Capital District, Papua New r Guinea s (Term of Cooperation: March 2005 - March 2007) t t t t t t

			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.	
			- Formulation of a technical cooperation project	
			containing infrastructure components	
			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 amangana	
			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.	
			(From the Reference Project 11. written on the	
			right)	
		2. Indicator examples of project purposes	To develop a system and environment 34.	
		(1) Officials of counterpart organizations can	to implement community-level Dev	evelopment
		plan and manage projects by using the	projects on development of basic Pro	oject for
		participatory development method.	infrastructures necessary for Ret	
		(2) Officials of counterpart organizations can	improving the living environment of Rec	
		(=)		ceiving
		use skills and knowledge they acquired for		
		use skills and knowledge they acquired for	returnees and receiving community Cor	ommunities in
		community development.	returnees and receiving community Cor residents in Behsud and Surkhrod Nar	ommunities in Ingarhar
		community development. (3) Community leaders can effectively	returnees and receiving community Cor residents in Behsud and Surkhrod Nar Districts, Nangarhar Province, Pro	ommunities in angarhar ovince,
		community development. (3) Community leaders can effectively communicate with and transfer information	returnees and receiving community Cor residents in Behsud and Surkhrod Nar Districts, Nangarhar Province, Pro By understanding the actual situation Afg	ommunities in ingarhar ovince, ghanistan
		community development. (3) Community leaders can effectively communicate with and transfer information to officials of counterpart organizations and	returnees and receiving community Cor residents in Behsud and Surkhrod Nar Districts, Nangarhar Province, Pro By understanding the actual situation Afg and development needs of Behsud and (Te	ommunities in ingarhar ovince, ghanistan erm of
		community development. (3) Community leaders can effectively communicate with and transfer information to officials of counterpart organizations and residents.	returnees and receiving community Cor residents in Behsud and Surkhrod Nar Districts, Nangarhar Province, Pro By understanding the actual situation Afg and development needs of Behsud and (Te Surkhrod Districts, Nangarhar Coo	ommunities in angarhar ovince, ghanistan erm of opperation: July
		<ul> <li>community development.</li> <li>(3) Community leaders can effectively communicate with and transfer information to officials of counterpart organizations and residents.</li> <li>(4) The project implementation capacity of</li> </ul>	returnees and receiving community Cor residents in Behsud and Surkhrod Nar Districts, Nangarhar Province, Pro By understanding the actual situation Afg and development needs of Behsud and (Te Surkhrod Districts, Nangarhar Coo Province, selecting the pilot project 201	ommunities in angarhar ovince, ghanistan erm of opperation: July 10 - August
		<ul> <li>community development.</li> <li>(3) Community leaders can effectively communicate with and transfer information to officials of counterpart organizations and residents.</li> <li>(4) The project implementation capacity of construction companies improves.</li> </ul>	returnees and receiving community Cor residents in Behsud and Surkhrod Nar Districts, Nangarhar Province, Pro By understanding the actual situation Afg and development needs of Behsud and (Te Surkhrod Districts, Nangarhar Coo Province, selecting the pilot project 201 with the participation of regional 201	ommunities in angarhar ovince, ghanistan erm of opperation: July 10 - August
		<ul> <li>community development.</li> <li>(3) Community leaders can effectively communicate with and transfer information to officials of counterpart organizations and residents.</li> <li>(4) The project implementation capacity of construction companies improves.</li> <li>(5) The number of activated communities</li> </ul>	returnees and receiving community Cor residents in Behsud and Surkhrod Nar Districts, Nangarhar Province, Pro By understanding the actual situation Afg and development needs of Behsud and (Te Surkhrod Districts, Nangarhar Coo Province, selecting the pilot project 201 with the participation of regional 201 communities, developing an	ommunities in angarhar ovince, ghanistan erm of opperation: July 10 - August
		<ul> <li>community development.</li> <li>(3) Community leaders can effectively communicate with and transfer information to officials of counterpart organizations and residents.</li> <li>(4) The project implementation capacity of construction companies improves.</li> <li>(5) The number of activated communities</li> <li>(6) The number of discussions with</li> </ul>	returnees and receiving community Cor residents in Behsud and Surkhrod Nar Districts, Nangarhar Province, Pro By understanding the actual situation Afg and development needs of Behsud and (Te Surkhrod Districts, Nangarhar Coo Province, selecting the pilot project 201 with the participation of regional 201 communities, developing an implementation plan, developing a	ommunities in angarhar ovince, ghanistan erm of opperation: July 10 - August
		<ul> <li>community development.</li> <li>(3) Community leaders can effectively communicate with and transfer information to officials of counterpart organizations and residents.</li> <li>(4) The project implementation capacity of construction companies improves.</li> <li>(5) The number of activated communities</li> <li>(6) The number of discussions with communities by communities, local</li> </ul>	returnees and receiving community Cor residents in Behsud and Surkhrod Nar Districts, Nangarhar Province, Pro By understanding the actual situation Afg and development needs of Behsud and (Te Surkhrod Districts, Nangarhar Coo Province, selecting the pilot project 201 with the participation of regional 201 communities, developing an	ommunities in angarhar ovince, ghanistan erm of opperation: July 10 - August
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		<ul> <li>community development.</li> <li>(3) Community leaders can effectively communicate with and transfer information to officials of counterpart organizations and residents.</li> <li>(4) The project implementation capacity of construction companies improves.</li> <li>(5) The number of activated communities</li> <li>(6) The number of discussions with communities by communities, local government, local government-related</li> </ul>	<ul> <li>returnees and receiving community Corresidents in Behsud and Surkhrod Nar Districts, Nangarhar Province, Pro By understanding the actual situation Afg and development needs of Behsud and (Te Surkhrod Districts, Nangarhar Coc Province, selecting the pilot project 201 with the participation of regional 201 communities, developing an implementation plan, developing a system to implement community-led projects on basic community infrastructure development, developing a system for 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 returnees and receiving community residents in Nangarhar Province.</li> <li>Setting counterpart organizations and To strengthen the relationship among 45.</li> </ul>	ommunities in angarhar ovince, ghanistan erm of poperation: July 10 - August 13)
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	the project was considered a simple construction infrastructure development projects in Abidjan, Con-
	project or provision of alternative services from Abobo Commune and Yopougon d'Ivoire
	the Japanese side. However, when the project was Commune, and developing a method (Term
	considered a project for technology transfer, it to implement social infrastructure Cooperation: Jul
	was necessary to jointly operate and monitor the development projects through a pilot 2013 - June 2016)
	project with counterpart organizations or project on the project process from
	personnel/organizations to be transferred the plan development to the project
	technology. The Afghanistan side is required to implementation,
	strategically allocate personnel to the project. Thereby contributing to the promotion
	(From the Reference Project 11. written on the of social integration in
	right) conflict-affected communes.
	- The success of community-level basic To improve the self-sustainable 20. The Project of
	infrastructure development was achieved by capacity of residents and activate Self-Sustainable
	careful pre-training conducted by national staff community activities, Community
	and the management system utilizing the By strengthening the self-sustainable Empowerment
	pre-training to frequently provide specific capacity of residents and communities Network
	instructions. This contributed to the quality for reconstruction and livelihood Formulation
	assurance of the construction of infrastructure improvement, improving the Nanggroe Ace
	facilities. reconstruction and administration Darussalam (NAD
	- As, from the beginning, this project was capacity of local government officials, Province, Indonesi
	implemented for the purpose of improving the updating the Urgent Reconstruction (Term
	living environment of returnees and receiving and Rehabilitation Plan (URRP) for Cooperation: Marc
	community residents, visible output (or Banda Aceh City, making policy 2007 - March 2009
	infrastructure development) was urgently recommendations on community
	necessary for supporting beneficiaries. The activation, and carrying out public
	environment of returnees and receiving relations activities and an
	community residents had no technical capacity or awareness-raising campaign,
	system to implement a grant aid project, and was Thereby contributing to the expansion
	not sufficient to implement this project as a grant and development of a self-sustainable
	aid project. Therefore, we developed capacity of network in the project target area.
	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.
	- 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
	enores, mensuing mensuing mane of new of mane un

		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.
		(From the Reference Project 34. written on the
		right)
		- It was determined that the project To promote economic and social 2. Keeping Peace
		implementation organization would be dissolved activities necessary for rebuilding safe and Strengthening
		after a certain period for providing reconstruction communities in the project target area Integration in
		support. After the dissolution, the achievement of where residents can have stable lives, Post-conflict Areas
		this project was scheduled to be transferred to By improving capacity necessary for in Indonesia
		local governments and other organizations that promoting economic activities of (Term of
		continuously exist. Although an operation transfer community residents and Cooperation: June
		agreement was made with local governments, as a administrative officials, realizing 2006 - December
		result, governments other than Banda Aceh City social activities through collaboration 2007)
		had issues on the sustainability of the project projects and cooperative relationships
		achievement. Lessons learned from this project among community residents, and
		were that it is necessary to fully involve strengthening capacity and systems
		organizations to take over the project activities necessary for ensuring safety at the
		into the decision making process of the community level,
		government of the recipient country during the Thereby contributing to the rebuilding
		term of the project, and carefully create a system of safe communities in the project
		with a view to operation transfer while reflecting target area where residents can have
		intentions of the organizations. stable lives.
		- 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.
		- 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.
		(From the Reference Project 20. written on the
		right)

## JICA standard indicator reference and typical lessons learned in technical cooperation projects (Urban and regional development) Model (7) "Capacity development in regional development"

			Ν	lodel (7) "Capacity development i		nt"		
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	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	activities of resident organizations, etc. (2) Efforts with resident participation (3) Provincial and district	Strengthening of administrative and coordination capacity of local governments to promote 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.	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 or training and consultation for social preparation and development before and during resources 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 ou 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 residen 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 prin 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	t 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, t Thereby contributing to the promotion so fregional development led by local sorganizations through dissemination of the collaboration mechanism among f stakeholders in six provinces in Sulawesi.	n Development n Project in Indonesia d (Term of n Cooperation: g September 2007 - g September 2012) n n f g g g g g g g g g g g g g
				<ul> <li>(Standard indicator examples)</li> <li>1.Indicator examples of overall goal</li> <li>(Basic)</li> <li>(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)</li> </ul>		right)	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 mode	Development for Comprehensive District Developments in the Northern Region of Sierra

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	cooperation and trusting relationships between database, understanding the actual
	residents and local administration. As a result, situation of the two model areas, having
	activities of resident groups have been communities understand and prioritize
	continuously carried out and expanded after the key issues and potential in cooperation
	completion of the project while receiving with other stakeholders, formulating a necessary technical support from local community development plan, having
	administration. This led to the creation of an the center promote and support the
	impact. On the other hand, in implementation of the community
	regional or rural development project run jointly development plan, sending information
	with a university and research institute as and results/achievements of the center
	counterpart organizations, like activities of this inside and outside Sokoine University
	project carried out in Morogoro district, there of Agriculture, and conducting
	are cases when the project activities are carried monitoring and evaluation,
	out by providing support directly to the target Thereby contributing to the
	group (residents) without sufficiently involving improvement of living standards of
	local administration. In such a case, the farmers in the model areas and
	independence and development of resident application of SUA method by SUA
	activities may be inhibited after the completion rural development center and other
	of the project due to the lack of sufficient organizations to other areas. 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.
	- The meaning of involvement of higher educational institutes (universities and research
	institutes (universities and research
	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
	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.
	(From the Reference Project 15. written on the
	right)
	- It is necessary to enhance understanding and To improve the capacity of Local 4.

small-scale water facilities) is implemented as a area, training human resourn way of training, it is necessory to set a sufficient groundwater development, preparation period to develop a plagnese expert human resources to provide inst dispatch plan so that counterpart organizations can maximize the training and practice which maintain and manage sm opportunities. - As with Davao Integrated Development impact can be improved procedures for pr supporting LGU clusters that have stably Thereby contributing to LGU in functioned over a long period and using a Region to be able to provide network among member LGUs. The services using the improved procedures. well. (From the Reference Project 4. written on the right)
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