

2 Support Local Human Development

—Technical Cooperation Experts—



An expert in the Bach Mai Hospital Project in Viet Nam

Dispatch of Technical Cooperation Experts

■ Core of Cooperation in Human Development

For the benefit of social and economic development in developing countries, it is important to build an institution, strengthen organizations such as civil service organizations, and foster human resources who will support the institution and organizations. In particular, in order for developing countries themselves to realize future development, it is crucial to develop the human resources in the recipient country in various fields of administration.

Technical cooperation experts dispatched to developing countries transfer their skills to and advise administrators and engineers who play a central role in the development of these countries, depending on the situations, to contribute to institutional building, strengthening organizations, human resources development. Together with the acceptance of technical training participants, this program is positioned as the core of cooperation in the field of human resources development in developing countries.

■ Features of Cooperation through Dispatch of Experts

Recently, JICA has made efforts to boost the effectiveness of overall cooperation by enhancing a country- and issue-specific approach that takes into full account development issues in developing countries. In terms of dispatch of experts as well, requests from recipient countries should not only be individually examined, but also should be confirmed as to their position in the countries' development issues. When formulating expert dispatch plans, we examine the most appropriate forms of cooperation from a more comprehensive viewpoint.

A major characteristic of cooperation through dispatch of experts is that Japanese experiences, including those in estab-

lishing various institutions, in methods of providing civil services, and in developing specific techniques, can be shared with the partner government. By sharing the know-how, past experiences, and lessons that Japan has obtained instead of starting to build various institutions and administrative systems from scratch, more efficient and promising development assistance is possible.

Also, by developing and improving these Japanese experiences and adapting them to the social system, culture, and endemic features of the partner country rather than transferring the Japanese technologies and experiences as they are, they can be utilized effectively to suit the actual on-site conditions of the partner country, and thus can be diffused.

Another major characteristic of cooperation through dispatch of experts is that it enables a mobile and prompt response to meet new aid needs such as transition to a market economy and recovery from natural disasters that emerge as consequences of changes in international circumstances to developing countries where the administrative body might not be fully established in the aftermath of conflicts .

■ Dispatch of Experts in Details

In order to devise the most effective and efficient means possible for tackling priority development issues in developing countries, JICA engages in various forms of expert dispatch. It can be classified into two main types.

- 1) Dispatch of experts in technical cooperation projects for the purpose of achieving results
- 2) Dispatch of experts as advisors who provide suggestions and advice in policy making

The first type of experts provide advice and work to extend technologies in order to achieve certain objectives by strengthening the system and human resources of the partner country in a particular field or area during a limited cooperation period.

The second type experts are dispatched for the purpose of providing suggestions and advise in policy making in the core part of the partner government to promote the assistance and cooperation for the development of the country from a broader viewpoint.

In addition to the above classification, personnel from developing countries are dispatched as experts to other developing countries with the aims of transferring skills that meet the needs of individual developing countries and of promoting South-South cooperation*. This is called dispatch of third-country experts*, and is utilized in supplementing Japan's

cooperation projects and disseminating the skills that the recipient country acquired through Japanese cooperation to other developing countries.

Trends in Dispatch of Experts

Promotion of Public Participation and Strengthening of Ties with the General Public

Aid requests from developing countries have become more diverse in recent years. When dispatching experts to developing countries, it is increasingly important to obtain

Front Line

● Malaysia South-South Cooperation by the Malaysian Government

Training Programs of Civil Servants in East Timor

Dispatch of Technical Cooperation Experts

A deeper partnership

The JICA Malaysia Office promotes South-South cooperation for developing countries under partnership with the Malaysian government.

The Malaysian government offers approximately 80 original training courses called the Malaysian Technical Cooperation Programme (MTCP) every year for 130 developing countries. In addition to normal third-country training*, the JICA Malaysia Office started to send experts in South-South cooperation to the Economic Planning Unit (EPU), which has served as the reception desk for aid since the end of fiscal 2002, building a closer connection with the Malaysian government.

Meanwhile, JICA started training civil servants at the National Institute of Public Administration (INAP) in order to nurture human resources for the civil service in East Timor in cooperation with the National Institute of Public Administration Malaysia (INTAN) in April 2003. In this training program, two INTAN instructors are sent to carry out two training courses in local areas, each course lasting for two weeks for a total of 4 weeks of training (Training Needs Analysis and Training Methodology) to

a total of 50 participants, including INAP instructors and officers in charge of development of human resources at each ministry.

Expected results from adopting local language

Each donor* currently provides numerous training courses in the field of development of human resources of civil servants in East Timor. However, since most training courses are provided in English or Portuguese, much of the training content remains uncovered. Since JICA provides this training in Malay, a language similar to Indonesian and which is used widely in East Timor, more effective results are expected.

Based on monitoring and evaluation of the training course, implementation of follow-up programs are under consideration so that the results can be spread nationwide after the completion of the training course. The follow-up programs include (1) mobile training, which involves dispatch of training participants, (2) practical training such as on-the-job training at INTAN in Malaysia for participants who achieved high results in the training course, and (3) remote training



Civil servants training through South-South cooperation

using the connection between the JICA-Net installed at INTAN and the DDLC of World Bank in Deli.

In addition to East Timor, JICA provides active cooperation to ASEAN countries, Islamic countries in Central Asia, and Afghanistan where Japan takes the initiative in providing aid for post-conflict reconstruction. In fiscal 2003, South-South cooperation is being promoted by strengthening the cooperative relationship with Malaysia, a less developed country, and further promoting four new projects, including support in the field of health and medical care for Cambodia, Laos, Myanmar, and Viet Nam (CLMV), all new members of ASEAN, and a training program on the construction of highways in Afghanistan. (JICA Malaysia Office)

cooperation from a wide range of sources, including the general public and local government in addition to central ministries and agencies. A broad range of public participation in international cooperation allows for the utilization of Japan's know-how in international cooperation, and helps to energize Japanese society itself.

With this background, various cooperation modalities involving citizens were merged and united as the JICA Partnership Program to promote further participation of the general public. JICA Partnership Program is divided into the three types of projects described below. Through these projects, we promote dispatch of experts with the participation of citizens.

- 1) Projects in the field of social development that need detailed responses are entrusted to NGOs and other organizations.
- 2) Small-scale projects are implemented in collaboration with relatively small NGOs.
- 3) When a proposal for the dispatch of experts and the acceptance of technical training participants is presented by a local municipality, JICA dispatches experts and accepts training participants as a JICA based project. This allows for the utilization of know-how and experiences of a Japan's local municipality in developing countries.

In order to expand collaboration with NGOs and local governments from a grass-roots level to the core part of administration in developing countries, in fiscal 2002, JICA started to work on proposal-type technical cooperation projects as a program to promote public participation in international cooperation. This is a new modality that specifies country and field of cooperation based on development issues in developing countries, and utilizes the experiences and know-how of the private sector in forming and carrying out technical cooperation projects together with JICA.

In response to the diversifying needs of developing countries, starting in fiscal 2001 JICA increased the allowance for technical fees in relation to dispatched experts to actively pursue the use of private sector human resources so that advanced technology accumulated in the private sector can be actively utilized.

In this way, JICA expands the ongoing registry system for expert applicants and facilitates the employment of human resources from the private sector through publicizing available posts of experts. In this way, we hope to direct the experiences and the knowledge of more and more people to social and economic development in the developing world.

■ Responses to New Needs

1. Strengthening Support for Economic Policy and Good Governance

There has been an increase in the demand for Japanese cooperation involving intellectual support for financial and monetary policy and legal systems. Cooperation in these fields is provided in some countries. From the viewpoint of support for good governance*, JICA sends policy advisors to a central government organization responsible for policy formulation in order to provide vigorous support for institution-building and policy-making in various areas.

Specifically, in the field of financial and monetary assistance, economic analysis techniques are transferred to and Japanese experiences in tax systems are shared with developing countries. JICA assists Indonesia with analysis of economy models and development of capital market, Laos with economic policy for its transition to a market economy, and Viet Nam, Cambodia, China and Uzbekistan with tax systems.

In the field of modernization of legal systems, cooperation is provided in Viet Nam and Cambodia for the purpose of establishing a judicial system. Especially in Viet Nam, since cooperation provided since 1996 received favorable acceptance from the recipient government, the second phase of cooperation, which includes drafting a bill, commenced in 1999.

2. Support for Post-conflict Reconstruction

East Timor achieved independence in May 2002 after governance by the United Nations Transitional Administration in East Timor (UNTAET) following a period of extreme turmoil. From the perspective of creating a foundation for national management, Japan has provided cooperation to East Timor since January 2000 with emphasis on supporting human development and institution-building required for nation-building, agriculture and rural development for a stable food supply, and building and maintenance of infrastructure* facilities that form the basis of social life. JICA plans to continue its support mainly for these areas to contribute to the development of East Timor.

In addition, since March 2002 full-scale support has been conducted in Afghanistan, which inaugurated an interim regime in December 2001. Experts have been already dispatched in the fields of education, health and medical care, and gender* issue.

3. Support for South-South Cooperation

Support for South-South cooperation (whereby less developed countries assist other developing countries) is provided

through the dispatch of highly qualified persons as third-country experts. South-South cooperation has taken root in recent years, and not only the countries accepting third-country experts, but also those sending experts have been showing great interest in this form of cooperation modality.

This scheme's advantage is that skills and knowledge appropriate to the recipient countries are transferred smoothly by experts from countries with similarities in natural environments, languages, technical levels, and cultures. Furthermore, dispatching an expert from a neighboring country to address common issues on a regional level across borders may lead to information sharing by way of the dispatched expert and net-



An expert in electronics in East Timor

work building of human resources on the regional level. The modality has been favorably rated by all the countries concerned. In fiscal 2002, which saw a great number of requests for receiving and sending experts, we sent 106 third-country experts to Asia, Latin America, and Africa.

● Thailand Assistance Project for Improving Basic Municipal Development Planning Capacity

Support Rural Development through a Project with Resident Participation

Dispatch of Technical Cooperation Experts

Koura Town in Shiga Prefecture as a model

In Thailand, driven by democratization, the decentralization of power has become a major goal and local municipalities need to formulate their own development plans. In cooperation with the Ministry of Interior, Department of Local Administrations Promotion, JICA has assisted development planning with the participation of residents in the local government of Prachinburi province in the Prachantakham region of eastern Thailand, and has also been attempting to set this process as a model case.

The project refers to Koura Town in Shiga Prefecture, Japan, where residents participate in town development. By introducing the actions being carried out in Koura Town, a development plan that meets the true needs of a village in Thailand has been made.

Resident-centered municipality development planning

In the project, the staff of the Thai

municipality were invited to Koura Town. Together with local residents and NPOs, not to mention Koura Town hall staff, they walked around the town to draw up a community check map that display resources and problems and exchange opinions about the future image of the town. Training for development planning with resident participation is implemented in this way.

Subsequently, the administrative planning staff of Koura Town was sent to Thailand as experts. Together with the staff of the Thai municipality who received training in Koura Town, they implemented the same fieldwork that was carried out in Koura Town, but this time involving the village residents. Such activities have been repeatedly carried out in order to incorporate the future image of Thai villages into the development plan of the municipality.

Through these activities, the Thai staff learned the basic policy of the staff of the Koura Town government; in other words, residents must contribute to their own villages, and the municipality should



Village development through residents' participation

be willing to resolve problems in cooperation with residents. They have fully recognized the importance of residents' initiative in developing towns.

The experiences and know-how in town development of the local government staff and citizens of Koura Town led to the interaction between Japan and Thailand at the grass-roots level, and greatly contributed to municipality development planning in Thailand.

As for the Japanese local government, such interaction provides a good opportunity for residents to be proud of their own town and helps energize the whole town.

(JICA Thailand Office)