

# Technical Cooperation

## Customized Cooperation for Enhancing the Problem-Solving Capabilities of Developing Countries

### Responding to Diverse and Multifaceted Needs

The needs of developing countries are becoming increasingly diverse and multifaceted. In addition to agricultural development and the development of the social infrastructure covering such areas as water supply and healthcare improvements, in recent years, these needs have extended to support for formulating measures against climate change, transitioning to a market economy, and developing legal systems as well as peacebuilding and reconstruction assistance in Afghanistan, Sudan and elsewhere. While some of the needs can be met by improving situations through financial cooperation for constructing facilities and providing equipment, there is also the need to pursue cooperation focused on enhancing problem-solving capabilities of developing countries for ensuring their self-reliant development and sustainable development outcomes.

To respond to such wide-ranging needs, JICA's Technical Cooperation supports human resource development, research and development, technology dissemination and the development of institutional frameworks essential for the development of economies and societies in developing countries by dispatching experts, accepting training participants and/or providing equipment.

Additionally, to enable developing countries to engage in economic activities while realizing a stable society through their self-efforts, it is important that developing countries nurture a sense of ownership. Those principal objectives of Technical Cooperation, enhancing problem-solving capabilities and a sense of ownership are properly attained by customizing the content of cooperation for responding to broad-ranging issues together with developing countries.

### Effectively Combining a Variety of Cooperation Tools

#### (1) Dispatch of Experts

Japanese experts are dispatched to developing countries to disseminate necessary technologies and knowledge to partner country government officials and engineers (counterparts). At the same time, they cooperate with these counterparts in developing and spreading technologies and institutions suited to the conditions in those countries as well as conducting awareness-raising activities. Giving consideration to a partner country's regional characteristics, historical background and language, when appropriate, JICA dispatches experts from third countries (countries other than Japan

or the partner country) rather than experts from Japan in order to deliver services more efficiently.

#### (2) Acceptance of Training Participants

JICA invites competent personnel in developing countries, who have significant responsibility in social and economic development, to Japan as training participants. They participate in training programs in Japan (see page 144, Training and Dialogue Programs in Japan, for details) and obtain knowledge and technologies needed in their home countries. JICA also organizes training programs in partner countries or in third countries.

#### (3) Provision of Equipment

Equipment needed by experts for implementing effective cooperation is provided to partner countries.

#### (4) Technical Cooperation Projects

Technical Cooperation projects, which optimally combine the "Dispatch of Experts," "Acceptance of Training Participants" and/or "Provision of Equipment" are the core operations of JICA's Technical Cooperation. Even more reliable project outcomes can be obtained through systematic and comprehensive project operation and implementation from planning to implementation and evaluation.

To raise a sense of ownership of developing countries, many Technical Cooperation projects adopt "participatory" methods, whereby local people in each project's target area participate in planning, operation management and evaluation activities. JICA also collaborates with private enterprises, universities, NGOs and other organizations to utilize their cumulative experience, knowledge and know-how in projects in order to address more-complex and high-level issues.

### Technical Cooperation Projects—An Integrated Implementation Process

#### 1) Project Identification and Formulation

JICA identifies and formulates projects through discussion with the government of the partner country, information gathering by JICA's overseas offices and preparatory surveys.

#### 2) Request and Approval

Based on a request from the partner country, the Ministry of Foreign Affairs of Japan, other related ministries and JICA discuss on whether or not to approve the project. The approved project is reported to the partner country by the Japanese government and note verbales are exchanged by diplomatic missions abroad.

### 3) Examination/Ex-Ante Evaluation

In order to clarify details and expected outcomes of the project and comprehensively examine the appropriateness of implementation, ex-ante evaluation is conducted based on five evaluation criteria such as relevance, effectiveness, efficiency, impact and sustainability.

### 4) Project Implementation/Mid-Term Review/Terminal Evaluation

JICA and the government organization of the partner country sign a Record of Discussions (R/D) regarding project implementation, details of activities and necessary measures.

Evaluation indicators set in ex-ante evaluation are used as the basis of the mid-term review conducted at a certain point from the project inception and terminal evaluation conducted a half year prior to the project completion. Each result of evaluation is used as recommendations for improving the project.

### 5) Follow Up/Ex-Post Evaluation

In case unexpected problems emerge, Follow-up Cooperation is provided when necessary.

Ex-post evaluation is carried out several years after the project completion. Evaluation results are used as lessons learned for formulating and implementing similar projects.

### (5) Technical Cooperation for Development Planning

While supporting developing countries' policymaking and public works plans, JICA transfers technologies, including survey/analysis methods and planning methods to counterparts in the partner country. The following four features are the main contents of cooperation.

- 1) Master plans (M/P) and policy support studies (fiscal reforms, establishment of legal systems, etc.) to support policymaking and the planning of public projects
- 2) Emergency support studies (rehabilitation and reconstruction of basic infrastructure that has been damaged by natural disasters, conflicts or other factors)
- 3) Feasibility studies (F/S) for projects which will be realized by the developing country governments or other donor
- 4) Other studies (topographic mapping, groundwater surveys, etc.)

Following the completion of this cooperation, based on the results of Technical Cooperation for development planning, developing countries will 1) formulate plans for sector/regional development or rehabilitation/reconstruction by utilizing recommendations; 2) implement plans (project) by raising funds from international organizations and others; and/or 3) carry out the recommended organizational/institutional reforms.

## Case Study

### Overcoming Social Disorder to Complete Rehabilitation Stage Assistance

### Timor-Leste: Capacity Development Project for Water Supply System

Timor-Leste independence was formalized in 2002. Most of the then-existing urban water supply system was built when the country was under the rule of Portugal or Indonesia and had become obsolete. Japan had been taking the lead to provide support for reconstruction and rehabilitation of these facilities for the past 10 years.

Timor-Leste is focusing on improving access to basic social services in order to reduce poverty, with the target to expand the water supply to reach 80% of the urban population by 2020 (later accelerated to 2015). JICA is now carrying out a Technical Cooperation project to complete rehabilitation stage assistance and enable Timor-Leste to proceed to the development stage. Although activities were temporarily suspended due to the deterioration of public security over the course of cooperation, the project is realizing tangible results.

Specifically, JICA is providing technical assistance to the National Directorate of Water and Sanitation Services on operation and maintenance of water treatment plants

based on the experience and knowledge of government services in Japan, as follows:

- 1) Management improvement: Establishment of a management structure at the headquarters and instilling a sense of responsibility and commitment among operation staff; establishment of an employment structure in order to achieve 24-7 operation of the plant
- 2) Technical training: Training of engineering staff for operation and maintenance of the water treatment plant and establishment of standard work procedures

- 3) Improvement of procurement procedures and management of materials: Improvement of complicated procurement operations and promotion of systematic/planned management of materials for the water treatment plant
- 4) Improvement of personnel systems and performance evaluation: Providing recommendations to improve rigid personnel structures and to create a system of linking performance evaluations to salaries



A neatly operated and maintained sedimentation tank before (left) and after (right) the project