Approaches for Systematic Planning of Development Projects

Urban and Regional Development

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Japan International Cooperation Agency

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Japan International Cooperation Agency
Since FY2002, the Japan International Cooperation Agency (JICA) has referred to scheme types such as Project-Type Technical Cooperation, Individual Expert Team Dispatch, and Research Cooperation collectively as Technical Cooperation Projects. However, since there is a possibility of confusion with the original names of scheme types, this report also uses the current term Technical Cooperation Projects with reference to projects that started prior to FY2001 for consistency.

Similarly, collaborative projects with other entities such as NGOs have been collectively referred to as JICA Partnership Programs since FY2002, and this report, therefore, uses the term Partnership Program with reference to projects that started prior to FY2001 for consistency.

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Foreword

Developing countries are facing a range of development issues, which are becoming more diverse and complex. In order to adequately address these issues, the Japan International Cooperation Agency (JICA) has been strengthening its country-specific and issue-specific approaches. As part of such efforts, JICA reorganized its headquarters in 2004 for more effective and efficient operations. In particular, JICA established thematic departments, which are designed to accumulate knowledge and expertise in each sector or on certain development issues and thus enhance the capacity to deliver technical assistance to developing countries. Further, as part of concrete efforts to enhance its capacity to deal with development issues, JICA is undertaking issue-specific Project Request Surveys, and producing Country Programs, Thematic Guidelines and Knowledge Site (web database storing information and knowledge on JICA’s activities). Still, wide differences remain within JICA on how to place development issues and program approaches in the proper context. In order to plan and implement cooperation activities that appropriately and accurately address the important issues for a particular country, it is necessary to identify the aspects that JICA should focus on, based on a basic understanding of the full scope of each development issue and effective approaches to addressing it, and in accordance with the situation of each country.

This study was conducted as part of efforts to strengthen the above mentioned issue-specific approaches, and is Phase Ⅵ of a program of study, following on from the three phases conducted since 2001. The first three phases covered 11 development issues (Basic Education, Anti-HIV/AIDS Measures, Rural Development, Promotion of Small and Medium Enterprises, Poverty Reduction, Trade and Investment Promotion, Higher Education, Information and Communication Technology, Water Resources, Reproductive Health, Agricultural and Rural Development). Phase Ⅵ has focused on the four issues of “Urban and Regional Development,” “Transportation,” “Water Pollution,” and “Air Pollution.” It has systematically analyzed each development issue, identified effective approaches to achieving the development objectives, and also suggested priorities and considerations for JICA’s future activities. We sincerely hope that reflecting the findings of this study in JICA’s Thematic Guidelines, and further strengthening issue-specific approaches will lead to more effective planning and implementation in future technical cooperation.

In conducting the study and preparing this report, a task force was set up comprising JICA staff, senior advisors, associate experts, technical support staff, and consultants. A considerable number of JICA staff members, as well as external experts, further contributed by offering valuable comments on the draft report. I would like to take this opportunity to acknowledge the efforts and contribution of all of these individuals.

October 2005

TAGUCHI Toru
Director General
Institute for International Cooperation
Japan International Cooperation Agency
Approaches for Systematic Planning of Development Projects
< Urban and Regional Development >

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1. Background and Purpose of Study

This study is part of phase Ⅰ of the study on Approaches for Systematic Planning of Development Projects launched in FY2001. The study was designed to enhance country-specific approaches by strengthening issue-specific approaches. In phases Ⅱ to Ⅳ, 11 development issues were systematically analyzed and the effective approaches for them were identified. Furthermore, the study reviewed JICA’s activities based on Development Objectives Charts and the findings were summarized as reports “Approaches for Systematic Planning of Development Projects.”

In response to many requests for similar systematization of other issues as well, four issues were selected for the phase Ⅴ study as a result of coordination within JICA’s departments concerned: “Urban and Regional Development,” “Transportation,” “Water Pollution,” and “Air Pollution.” This report focuses on “Urban and Regional Development.”

The findings of the study are expected to be constructive in the following ways:
- To serve as basic information for formulating and revising Development Objective Matrices for JICA Country Programs;
- To serve as basic information for project formulation studies, and project and program formulation;
- To serve as basic information for program evaluations and country-specific evaluations;
- To serve as materials when JICA staff, study missions or experts explain JICA’s views on development issues to recipient countries and other donors in the consultation process; and
- To be stored in the JICA Thematic Database and shared within JICA with respect to views and approaches to development issues.

2. Organization of This Report

This report comprises three chapters. As a preliminary step to considering effective approaches, Chapter 1 presents the basic ideas on the development issues, summarizing the current status, definitions, international trends in assistance, and trends in Japan’s assistance. Chapter 2 provides an overall view of the possible components involved in urban and regional development on the basis of Development Objectives Charts, and describes effective approaches and points for consideration, and JICA’s activities. Chapter 3 focuses on JICA’s priorities and considerations in relation to future cooperation efforts in urban and regional development. As reference materials, the appendices describe the major activities of JICA and other donors, the state of urban and regional development by region, and Basic Check List for the project formulation.

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2 As the findings of the study are intended for use in developing JICA’s Thematic Guidelines, the organization of this report is designed to be consistent with the standard organization of future Thematic Guidelines.
3. Structure of the Development Objectives Chart

This study has come up with a Development Objectives Chart as shown below for each development issue, and each chart presents a comprehensive set of basic approaches to the issue. The chart is designated to serve as a tool for gaining a crosscutting overview of each development issue and then exploring the policies, directions and components of JICA’s activities.

<table>
<thead>
<tr>
<th>Development Objectives</th>
<th>Mid-term Objectives</th>
<th>Sub-targets of Mid-term Objectives</th>
<th>Examples of Means for Achieving Sub-targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Regional Development</td>
<td>1-1 Planning of Regional Development Policies</td>
<td>1-1-1 Planning Studies</td>
<td>□ Analysis of the present condition of the region</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>□ Topographic mapping</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>□ GIS data creation</td>
</tr>
</tbody>
</table>

* The marks in the “Examples of Means for Achieving Sub-targets” column indicate the status of JICA’s efforts.
  □ : Representing one of the objectives of JICA’s projects for which tangible outcomes have been achieved.
  □ : Representing one of the components of JICA’s projects.
  Unmarked: Representing an area JICA’s projects have barely covered.

Please note that these marks are only intended to give a rough indication of the level of JICA’s experiences and resources, and that blank marks do not indicate that items are inadequate as components of JICA’s projects.

“Development Objectives,” “Mid-term Objectives,” and “Sub-targets of Mid-term Objectives” in the above chart represent the breakdown of each development issue.

In this report, the complete Development Objectives Chart, which covers all items ranging from “Development Objectives” to “Examples of Means for Achieving the Sub-targets,” appears later in this section. In addition, Chapter 2, which details the development objectives, presents the Development Objectives Chart that also includes examples of JICA’s activities, providing a concrete image for the purposes of planning the cooperation projects.

The relationship between the Development Objectives Chart and the corresponding JICA Country Programs depends on the recipient country/region or the development issue in question, since the scope and scale of assistance are different.

In relation to the issue of “Urban and Regional Development” in particular, it is essential to note that the organization of the Development Objectives Chart is different from that of other issues. Two broad categories of “Urban Development” and “Regional Development” are set as Development Objectives, and we only provide component elements for the Mid-term Objectives (for details, refer to Chapter 2, section 2-1-1, “Development Objectives”).

In planning development strategies for “Urban Development” and “Regional Development,” it is essential that the various issues are organized into a comprehensive program. The Development Objectives Chart in this report presents the general grouping and relationships of the issues that should be considered in “Urban Development” and “Regional Development.” It should therefore be useful as a reference when formulating individual programs or cooperation programs in Country Programs. (A Program Approach Example is presented in Appendix 5 for reference.)

---

1 In reality, the cause-and-effect relationships among the items comprising the Development Objective Chart are not so linear, and are more intertwined with each other. This chart is designed to provide a general picture of the development issue by systematizing objectives and targets from a certain perspective.
Outline of Study

**4. Task Force (Urban and Regional Development)**

In this study a task force for each of the four development issues was set up. The four task forces drafted the report, and conducted a peer review of the drafts in plenary meetings of the study committee, jointly coordinating progress and content. The final study report was completed as a result of revisions of the draft articles based on comments received from JICA staff at headquarters and overseas offices, experts, senior advisors and so on.

### Task Force Members

<table>
<thead>
<tr>
<th>Task Force Members</th>
<th>Task Force Members</th>
<th>Task Force Members</th>
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<tbody>
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</tbody>
</table>

* The Positions are as of March 2005.
* Where personnel have left their tasks due to transfers, positions are shown at that point in time.
* Please refer to the corresponding report in regards to tasks on the other three issues (Transportation, Water Pollution, Air Pollution).
## Development Objective Chart for Urban and Regional Development

<table>
<thead>
<tr>
<th>Development Objectives</th>
<th>Mid-term Objectives</th>
<th>Sub-targets of Mid-term Objectives</th>
<th>Examples of Activities</th>
</tr>
</thead>
</table>
| 1. Regional Development | 1-1 Planning of Regional Development Policies | Planning Studies | • Analysis of the present condition of the region  
• Topographic mapping  
• GIS data creation  
• Formulation of regional development strategies  
• Formulation of social economic framework  
• Formulation of infrastructure development plan  
• Promotion of participatory regional development plan  
• Formulation of regional development strategies (vision of strategies)  

Formulation of Regional Development Strategies | |
| 1-2 Promotion of Regional Economic Development (Economic Development) | Local Industry Promotion | Planning Studies | • Development and promotion of indigenous industry  
• Vatalization of local and service industry  
• Revitalization and promotion of agriculture, forestry and fishing, and industry  
• Please refer to the JICA’s guideline for Promotion of Small and Medium Enterprises.  
• Please refer to Development Objective 2: Maintenance and Improvement of Income Level of the Poor. Development Objectives Chart for Poverty Reduction. (Approaches for Systematic Planning of Development Projects for Poverty Reduction, JICA)  

System Development for Investment Promotion | • Law and system development for the attraction from the outside  
• Promotion of the tourism-related industries  
• Please refer to the JICA’s guideline for Promotion of Small and Medium Enterprises.  

Infrastructure Development Supporting Economic Activities | • Promotion of economic infrastructure (i.e. roads, bridges, ports, railroads, airports, power plants, equipment of electrical transmission and distribution, gas pipelines, telecommunications equipment and irrigation facilities) development  
• It will be essential to link this with the forthcoming JICA’s guideline for Industrial Infrastructure.  

1-3 Improvement of Basic Human Needs (Social Development) | Development of Essential Social Infrastructure | • Development of social infrastructure (water supply and sewerage system, schools and medical facilities)  
• Support and strengthening the community activities  
• Networking among the local community activities  

Strengthening the Community Approach | |
| 1-4 Regional Promotion of Environmental Protection and Disaster-Prevention Measures (Environmental Protection and Disaster Prevention) | Restoration and Protection of Natural Environment | | |
| Prevention of Daily-Life-Induced and Industrial Pollution (i.e. Air and Water Pollution) | Promotion of Disaster Prevention Measures | | |
| 1-5 Capacity Development Regarding Regional Development | Enhancement of Formulation and Implementation System of Regional Development Plans | | |
## Approaches for Systematic Planning of Development Projects / Urban and Regional Development

<table>
<thead>
<tr>
<th>Development Objectives</th>
<th>Mid-term Objectives</th>
<th>Sub-targets of Mid-term Objectives</th>
<th>Examples of Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Decentralization</strong></td>
<td></td>
<td></td>
<td>Formulation of law and system of decentralization</td>
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<td></td>
<td></td>
<td></td>
<td>*It will be essential to link this with the forthcoming for Government Decentralization.</td>
</tr>
<tr>
<td><strong>Strengthening of Interregional Cooperation</strong></td>
<td></td>
<td></td>
<td>Building and strengthening of cross-sectoral organizations (i.e. local government alliance)</td>
</tr>
<tr>
<td><strong>Human Resource Development</strong></td>
<td></td>
<td></td>
<td>Improvement of the quality of staff members concerning regional development</td>
</tr>
<tr>
<td><strong>2. Urban Development</strong></td>
<td><strong>2-1 Planning of Urban Development Policies</strong></td>
<td>Planning Studies</td>
<td>Analysis of the present condition of the urban area</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Topographic mapping</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>GIS data creation</td>
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<td></td>
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<td>Formulation of population/development frameworks</td>
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<td>Formulation of urban development visions and development strategies</td>
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<td>Formulation of urban development plan</td>
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<td></td>
<td><strong>2-2 Formulation of Land Use Planning</strong></td>
<td>Land Use Regulations</td>
<td>Formulation of land use planning</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Introduction of zoning</td>
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<td></td>
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<td></td>
<td>Creation of development permission system</td>
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<td></td>
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<td></td>
<td>Support for introducing landowning and land registration system</td>
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<td></td>
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<td></td>
<td>Formulation of land use regulations</td>
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<td></td>
<td></td>
<td>(i.e. review of zoning, easing of regulations regarding building types, land use planning by respective local governments, tax allowance and subsidies)</td>
</tr>
<tr>
<td></td>
<td><strong>2-3 Development of Comprehensive Urban Infrastructure</strong></td>
<td>Improvement of Transportation Facilities</td>
<td>Promotion of planning and development of transportation facilities</td>
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<td></td>
<td></td>
<td></td>
<td>Enhancement of the quality of staff members concerning regional development</td>
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<td>Improvement of the quality of staff members concerning regional development</td>
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<td></td>
<td></td>
<td>Strengthening of Urban Alliances</td>
</tr>
<tr>
<td></td>
<td><strong>2-4 Improvement of Living Environment</strong></td>
<td>Improvement of Living Environment of Existing Urban Area</td>
<td>Promotion of planning and development of the other infrastructure</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Introduction of measures for achievement of urban facilities development by zoning (i.e. land readjustment projects)</td>
</tr>
</tbody>
</table>

*Notes:*
- The table outlines various approaches and strategies for systematic planning of development projects, focusing on urban and regional development.
- Each strategy is described with specific examples of activities to be undertaken.
- The table categorizes strategies under Development Objectives, with mid-term objectives and sub-targets for each.
- Key areas include decentralization, interregional cooperation, human resource development, planning studies, land use regulations, transportation facilities, water and sanitation, energy facilities, information and telecommunications facilities, and the overall improvement of urban infrastructure.
- The table highlights the importance of comprehensive and long-term urban development policies, including the formulation of population/development frameworks and urban development visions and strategies.
- Strategies for urban improvement are detailed, covering issues such as land use planning, transportation, and living environments.

*Further details and specific activities are provided within the table entries, focusing on the comprehensive nature of urban and regional development planning.*
### Development Objective Chart for Urban and Regional Development

<table>
<thead>
<tr>
<th>Development Objectives</th>
<th>Mid-term Objectives</th>
<th>Sub-targets of Mid-term Objectives</th>
<th>Examples of Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>2-5 Urban Environment Conservation and Enhancement of Urban Disaster Prevention Capability</td>
<td>Reduction of Environmental Burden</td>
<td>Development of Urban Amenities (i.e. Green Space and Waterfront)</td>
<td>Development of green space and waterfront</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Enhancement of Urban Disaster Prevention Capability</td>
<td>Promotion of structural improvement of urban facilities for disaster prevention</td>
</tr>
<tr>
<td>2-6 Enhancement of Urban Management Capability</td>
<td>Establishment and Improvement of Urban Development Planning and the Implementation System</td>
<td>Update and Dissemination of Basic Data</td>
<td>Enhancement of support function of the national government for local governments</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Establishment of interagency cooperative system of the organizations presiding public projects of urban area</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Establishment of effective operating system of urban facilities (Achievement of coordination among local governments)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Promotion of involvement of residents and private sectors concerning urban development</td>
</tr>
</tbody>
</table>
| | | | Legal system development of urban development and land 
| | | | Development of green space and waterfront |
| | | | Development of green space and waterfront |
| | | | Development of green space and waterfront |
| | | | Development of green space and waterfront |
| | | | Development of green space and waterfront |

Examples of Activities:
- : JICA has certain experiences of Examples of Means for Achieving Sub-targets of Mid-term Objectives as one of the objectives or activities of the projects.
- : JICA has experiences of Examples of Means for Achieving Sub-targets of Mid-term Objectives as components of the development studies and development plans.
Unmarked : JICA has little experience or only has experiences of the dispatch of short-term experts or project formulation advisors.
Overview of the Effective Approaches for Urban and Regional Development: Executive Summary

1. Urban and Regional Development

1-1 The Current State of Urban and Regional Development

The total global population was 6.1 billion in 2000, having increased by a factor of 2.4 times over a 50-year period.

In developing countries in particular, the degree of population increase and the progress of urbanization is large, and although nearly 40% of the world’s urban population was concentrated in developing countries in 1950, this figure is predicted to reach 80% in 2030, indicating that rapid urbanization can be expected to continue in these countries.

When appropriate land use, improvements in urban infrastructure, and improvements in urban facilities are unable to keep up, rapidly progressing urbanization gives rise to various problems, including the deterioration of urban residential environments, heavy traffic, the deterioration of public safety, and the emergence of squatters and slums. Because large cities play a role as national and regional centers, the emergence of these urban problems creates a situation where the paralysis of urban functions and decline of urban services may further lead to stagnating economic and industrial development in regional society and on a national level. In short, there is the risk that urban problems may expand into relatively wide scale problems affecting whole areas surrounding cities.

There is also the risk of regional economic decay and lagging improvement in social infrastructure in regional areas and peripheral areas around cities creating adverse effects on urban areas. Taking no countermeasure against stagnation in regional areas may create situations that lead to further escalations of stagnation, adverse environmental effects, and a decline in activity on a national level.

Urban and regional areas do not exist independent of each other, but rather ‘concentration and expansion’ in urban areas, and ‘outflow and stagnation’ in regional areas are intimately related. It is therefore important to be aware of this interrelationship, and move to solve problems from a regional point of view.

Therefore, it is essential that urban and regional problems are not seen as individual matters, but that a problem solving approach that encompasses both is followed. In other words, a comprehensive and integrated approach built on a regional framework is required.

1-2 Definition of Urban and Regional Development

Various urban and regional problems are occurring within certain cities and regions, and as regional needs diversify, there are many matters that cannot be dealt with through cooperation on an individual problem solving basis alone. These problems must be faced and dealt with from an overall city or regional perspective.

Cities and regions are diverse in terms of tradition, culture, religion, and ethnic composition, and an important task moving forward will be to provide cooperation that is sensitive to the unique characteristics of individual cities and regions.

The aim of city and regional development is ‘to create more plentiful residential environments,’ and compared to other development objectives: 1) it requires a cross sector approach involving a wide range of issues such as economy, society, the environment, and systems; and 2) it is essential that consideration is given to the existence of the various stakeholders, such as government (central and local), private businesses, private citizens, and NGOs, and that urban and regional development progresses in a way that corresponds well with the roles played by these parties.
Consequently, the required approach to urban and regional development should not aim to solve problems through individual facilities upgrades, but rather it should look at the various problems that cities and regions face from an overall city or regional perspective, achieving greater economic and social developments through an integrated approach. The approach should aim to bring about improved standards of living, and greater security for urban and regional residents, and may be even progress of the surrounding regions, or of the country as a whole.

1-3 International Trends in Assistance

With the acceleration of urbanization in developing countries, and the further escalation of urban problems, the United Nations has taken a central role since the 1970s, establishing a set of international development objectives. Significant international conferences and declarations pertaining to the issue of urban and regional development are as follows:

4) CDS and CWS programs of the Cities Alliance (1999)

1-4 Trends in Japan's Assistance

A new “Medium-Term Policy on Official Development Assistance” was announced in 2005. Mention is first of all made of Japan’s perspective of “human security.” It then identifies as priority issues, poverty reduction, sustainable growth, the addressing of global issues, and peace-building, and finishes with measures to ensure the efficient and effective implementation of assistance. The following aspects of these approaches and specific actions for dealing with priority issues are particularly related to the issue of urban and regional development.

- “Approach and specific actions regarding poverty reduction”: Enhancing of basic social services and balanced development
- “Approach and specific actions regarding sustainable growth”: Development of economic and social infrastructure, policy formulation and institution building
- “Peace-building”: Post-conflict reconstruction assistance, medium- to long-term development assistance, coherent assistance, combination of assistance to governments and local communities

2. Approaches for Systematic Planning of Urban and Regional Development

2-1 Development Objectives

Given the basic realization that approaches to urban development and regional development differ, in this report development objectives are handled by separating them into each category. With consideration given to the size of the range covered by each of these development categories, we first deal with regional development, and then follow on with a discussion of urban development.

“Regional Development” and “Urban Development” concern multifaceted and integrated problems, it is therefore necessary to combine the various “elements” required for problem resolution into suitable and comprehensive approaches.

Therefore, for the Development Objectives Chart, “Regional Development” and “Urban Development” are both designated as “Development Objectives” (areas), and the approaches possible for fulfilling these objectives are organized into a tree hierarchy, and analyzed as structural elements under the heading of “Mid-term Objectives.”
2-2 Approaches for Systematic Planning of Urban and Regional Development

Development Objective 1 Regional Development

The aim of the Systematic Approaches for Regional Development dealt with in this report is to produce scenarios and concrete overall plans based on mid- to long-term regional progress, by facing issues in an appropriate manner, and unraveling complex and integrated problems.

Therefore, the following three broad “elements” can be given as making up “Regional Development.”

➣ The formulation of development scenarios
➣ The formulation of “overall plans” that embody these scenarios
➣ The construction and strengthening of systems to implement these overall plans

Further, overall plans are broken into the following three categories based on the stage, depth, and needs of development.

➣ “Economic development,” with regional economic progress and vitalization as its main themes, and the objective of further promoting and spreading development.
➣ “Social development,” with improvements in basic infrastructure etc. as its main themes, and the objective of strengthening the foundations of regional progress with the aim of facilitating development.
➣ “Environmental conservation/disaster prevention,” with preservation of the natural environment as its main theme, and the objective of minimizing the environmental burden arising from development.

Based on the above, the following “elements,” numbered from (1) to (5), are designated as “Mid-term Objectives.”

(1) The Formulation of Regional Development Policies
With regards to regional development, it is important to clarify the direction and desired outcomes of future development from a broad and overall perspective, and to drive development towards that vision.

(2) The Promotion of Regional Economic Development (economic development)
In order to enrich the lives of people living in regional areas, economic revitalization and progress is crucial.

(3) Improvements Related to Basic Living Conditions (social development)
As part of the various projects and activities being conducted in developing countries, aiming to achieve regional economic revitalization by responding to current problems and issues is important, however, at the same time it is important that living standards of people living in those regional areas are raised by improving basic living conditions, and this includes improving the living conditions of the poor.

(4) The Promotion of Regional Environmental Conservation and Disaster Prevention Strategies (environmental conservation/disaster prevention strategies)
Development that proceeds in harmony with the natural environment, the preservation and restoration of regional environments, and the strengthening of disaster prevention capacities are important in regional development.

(5) Capacity Development for Regional Development (the establishment and strengthening of implementation systems)
In order to implement all of the objectives mentioned above, strengthening the capacity of related institutions starting with government institutions involved in regional development, the establishment of systems for advancing regional development, and human resources development are necessary.
**Development Objective 2 Regional Development**

Regional development may be characterized as having the objectives of regional promotion and the correction of regional disparities, however, urban development places emphasis on the view that the various developmental elements within cities must be appropriately controlled.

The major issue in urban development is “the appropriate management of concentrating and expanding urban areas (city areas), and the maintenance, restoration, and creation of healthier residential environments,” and this can be broadly broken into the following elements.

- The formulation of urban development policies and plans
- The implementation of urban development policies and plans

The realization of urban development policies and plans can further be broken into the following five structural elements of, and tasks for implementing urban development:

- “The formulation of land-use plans” that aim towards healthy urban spaces
- “Urban infrastructure improvements” for urban progress and raising living standards
- “The upgrading of residential environments” for the purpose of healthy living spaces
- “Urban environmental conservation, and the strengthening of disaster resistance” for the purpose of urban safety, and sustained progress
- “Capacity development” for the purpose of sustained urban management

Based on the above, the following “elements,” numbered from (1) to (6), are designated as “Mid-term Objectives.”

**1) The Formulation of Urban Development Policies**

In solving urban problems that require cross-sectoral approaches, it is essential that a consensus is built between all of the various stakeholders including government (central and local), the private sector, residents, and NGOs. “The formulation of urban development policies” is important because it communicates the results of basic consensus formation that takes place between the various stakeholders.

**2) The Formulation of Land-Use Plans**

Considering that various and diverse elements are “concentrated” in cities, the necessity of management for the appropriate positioning of these individual elements becomes apparent. In order to create healthy city spaces, the most basic and highly essential factors in urban planning are land-use regulations and guidance.

**3) Integrated Infrastructure Improvement**

Establishing and improving infrastructure is absolutely essential as a foundation for allowing city residents to lead healthy and safe lifestyles, and facilitating efficient economic activity. Urban infrastructure forms part of urban spaces over long periods, and it is therefore important to progress with facility improvements that fit in with the city’s mid- to long-term development strategy.

**4) The Upgrading of Residential Environments**

Residential environments are one of the Basic Human Needs (BHN). Since population density in city areas is becoming quite high, an extremely important development objective is the upgrading of the extremely poor residential environments found in low income areas (slums) as a strategy for dealing with poverty. This can be done by providing the necessary infrastructure and dwellings, for example.
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(5) Urban Environmental Conservation and the Strengthening of Disaster Prevention

In order to secure the sustainability of cities, and achieve an improvement in the quality of city environments we are advocating the idea of improving environments through the reduction of environmental burdens, and this can be achieved, for example, through “cities that coexist with nature (ecocities)” in developed countries. It is also important to maintain the objectives of environmental impact countermeasures and disaster prevention strengthening, with the basic aim of preserving the health and safety of city residents.

(6) The Strengthening of Administrative Capacity for Urban Development

In order to make development strategies that were formulated as urban development milestones operational, it is important to appropriately conduct these strategies in correspondence with the changes that occur in urban areas.

It is important that the skills and ownership of people involved in urban planning and urban development, including residents, are increased, and that systems and frameworks that go beyond the organizational level are created, and that they act as an integrated whole.

3. Directions of JICA's Cooperation

3-1 Basic Concept

In considering priority issues in urban and regional development, it is essential that a framework for cooperation based on JICA’s basic policies is formed in relation to the following basic concept headings: “Promotion of urban and regional development based on the perspective of Human Security,” “Promoting the best mix of inputs,” “Promotion of coordination and partnership with other international cooperation activities,” and “Creating scenarios for the realization of future visions.”

3-2 Priority Issues

(1) Integrated and comprehensive approach

It is essential that an integrated and comprehensive approach is pursued in urban and regional development. The following can be given as such integrated and comprehensive approaches.

- A comprehensive approach through the integration of component factors that correspond to regional needs and issues

It is important to take the most appropriate comprehensive approach that is based on an effective combination of the Mid-term Objectives identified in the Development Objectives Chart as component factors.

- An approach that integrates urban development and regional development

It is essential to consider urban development and regional development from an integrated perspective, and to base it on a wide regional view that includes the urban areas in question. It is also essential to take heed of the relationships between urban and regional areas in pursuing the issue of development.

- A comprehensive approach that seeks balance in the trade-offs between the various factors

It is essential to pursue progress while maintaining an appropriate balance, and giving consideration to the various factors involved, such as development and the environment, economic progress and poverty, and so forth.

(2) Emphasis on capacity development

It is important to emphasize capacity development for urban development and regional development from a perspective that places emphasis on effects (outcomes). It is also vital to develop urban and regional social systems that are able to cope with changes in the social environment and needs in a flexible manner after the development planning process.
(3) Priority issues in regional development approaches
In regional development, it is essential that development that achieves a balance between “economic development,” “social development,” and “environmental conservation” is pursued with the aim of rectifying regional disparities, while aiming towards regional progress in which regional residents are central.

(4) Priority issues in urban development approaches
In urban development, it is essential to pursue development that focuses on balancing “land-use guidance and regulations,” “the establishment of urban infrastructure,” “the upgrading of residential environments,” and “environmental conservation and disaster management,” with the aim of suppressing the negative impacts on urban areas. Also, there exist individual issues unique to each city, such as the establishment of housing and urban districts, and infrastructure and urban public services, and it is essential to provide cooperation in response to these individual demands.

3-3 Issues for Future Consideration
The following consideration items can be given as urban and regional development tasks for JICA to improve its effective and efficient operations as well as to strengthen its efforts.

(1) Continuous examination of the development objectives chart and of priority issues
It is essential that monitoring and ex-post inspection of projects are carried out, and that the Development Objectives Chart is continually updated and modified.

(2) Further consideration of the state of cooperation based on the perspective of human security
It is essential that we properly investigate how to incorporate the perspective of human security into cooperation efforts. It will also be essential to examine methods for utilizing Japan’s experience, knowledge, and technology for reconstruction support in a more effective way.

(3) Consideration of capacity development
It will be essential to examine methods for efficient and effective human resources development and institutional capacity development, including case studies of multilateral and bilateral aid agencies.

(4) Considering participatory approach
It will be essential to consider methods of effectively and efficiently driving participatory approaches forward, since a participatory approach that involves all of the various stakeholders plays an important role in achieving regional development in which the region itself is central.

(5) Consideration of desired inputs
Since international cooperation is continually diversifying, it will be essential to act in response to these changes, consider appropriate inputs and to examine possible evaluation methods.