Courses are implemented for three years in succession and carried out in Japan once a year. Every year from March through July, courses scheduled to start the following year COURSE are reviewed and the content of on-going courses is planned out. This is referred to as FORMULATION course formulation. JICA's domestic offices and overseas offices work together in examining course details and preparing proposals. The proposals are then internally examined, considering such issues as whether there is a particular reason for holding the course in Japan and whether the implementation methods have been adequately considered. This is referred to as course scrutiny. Outside experts are also brought in to enhance the transparency of the process. The Japanese AND REQUEST embassy and JICA overseas offices conduct a survey with developing countries to confirm the desire to participate the following year. This is referred to as a request survey. Course scrutiny and the request survey are carried out from August through October. Japan's Ministry of Foreign Affairs makes the final determination for courses that have passed scrutiny and have a certain level of participation requests from developing countries in the request survey. This decision is typically made in December. Notification of the course is then made to each of the developing countries. JICA then sends general information on the course to participants in the developing countries. The participating governments consider the issues they have and the content SELECTION OF of the programs and send a list of recommended organizations and nominees. Japan PARTICIPANT considers these and makes the final determination of the organizations and nominees who can participate. The selected organizations and individuals are invited to Japan and the courses are held at JICA's domestic offices. In recent years, there has been an increase in the activities participants are to carry out before coming to Japan and after returning home. Courses IMPLEMENTATION are held with the cooperation of such organizations as public agencies, local governments, private sector companies and non-governmental organizations nationwide. The implementation status of all courses is evaluated each year. The results are used for **EVALUATION** project improvement.