

IDCJ Report 2007

***Policy-making, Planning, Research and Study Projects
Training and Other Programs***

International Development Center of Japan

[List of Research/Study Projects and Training Programs (FY2007)]

<i>Client</i>	<i>Assignments</i>	<i>Country/Area</i>
Japan International Cooperation Agency (JICA)	Project for Strengthening Cluster-based Teacher Training and School Management (Year 4)	Vietnam
JICA	Strengthening Monitoring and Evaluation System in Nepal Project (Year 2)	Nepal
JICA	Implementation of Human Resource Development Course in the Cambodia-Japan Cooperation Center (Year 3)	Cambodia
JICA	Improvement of District Health Management Capacity in South Sulawesi Province Project (Year 2)	Indonesia
JICA	The Study on Capacity Development for the Efficient Management of Sustainable Development Programs in the Border Region of the Dominican Republic (Year 2)	Dominican Republic
JICA	Study on the Community-based Water Shed Management Planning of Lacro and Comoro River Basins in East Timor (Year 3)	East Timor
JICA	The Support Program on Rural and Agriculture Sector Development in the United Republic of Tanzania (Phase II) (Year 3)	Tanzania
JICA	The Kyrgyz Republic-Japan Centre for Human Development - The Business Course Management Project (Year 3)	Kyrgyz
JICA	Study on the Reinforcement of Deconcentration and Decentralization of the Educational Management in the Republic of Senegal (Year 3)	Senegal
JICA	The Study on Pension System Improvement in Rural Area in the People's Republic of China (Year 3)	China, People's Rep. Of
JICA	Program for Strengthening IN-Service Teacher Training of Mathematics and Science Education at Junior Secondary Level (SISTTEMS) (Year 2)	Indonesia
JICA	The Study on Formulation of Master Plan for Small and Medium-sized Enterprises Development in the Republic of Cameroon (Year 1)	Cameroon
JICA	The Project on Increasing Access to Quality Basic Education Through Developing School Mapping and Strengthening Micro-Planning in Oromia Region, Ethiopia (School Mapping and Micro-Planning Project = SMAPP) (Year 3)	Ethiopia
JICA	The Study on the Improvement of Internal Revenue Allotment (IRA) System (Year 1)	Philippines
JICA	The Study on Improvements of Opportunities and Obstacles to Development (O&OD) Planning Process (Year 2)	Tanzania
JICA	Regional Educational Development and Improvement Program (Years 4)	Indonesia
JICA	Children and Youth Development Project in Kambia District of the Republic of Sierra Leone (Year 3)	Sierra Leone
JICA	Follow-up Studies: Evaluation of Development Studies (FY2007)	

JICA	The Integrated Plan for Junior Secondary Education Improvement in South Sulawesi (Year 1)	Indonesia
JICA	Project of Prototype of Attractive Tourism Center in the East West Economic Corridor for Community Empowerment and Poverty Alleviation (Year 1)	Lao PDR
JICA	Support for Improvement of Primary School Management (Year 1)	Nepal
JICA	Technical Cooperation on Capacity Development for The ASDP Monitoring and Evaluation System (Year 1)	Tanzania
JICA	Project on Activation of Women Development Centre's (WDC'S) to Improve Women's Livelihood in the Federal Republic of Nigeria	Nigeria
JICA	Strengthening Management of Water Supply Systems and Improving Hygiene Behaviors in Astimo Adreafana	Madagascar
JICA	Reconstruction and Development Assistance Project Formulation Mission for Sudan	Sudan
JICA	Final Evaluation of the Project on "Strengthening of Mathematics and Science in Secondary Education (SMASSE) Project Phase 2"	Kenya
JICA	Project for Human Resources Development of Nursing/Midwifery	Lao PDR
JICA	Mid-Term Evaluation on Japanese Technical Cooperation for Capacity Development Project on Water Quality Management	Philippines
JICA	Preliminary Study for Fourth Phase of School Construction Project in Burkina Faso	Burkina Faso
JICA	Preparatory Study for the Project of Capacity Building for Public Expenditure Management Strengthening Programme - Public Financial Management -	Lao PDR
JICA	Statistical Analysis on SMASSE Project Impact Assessment Survey (Project Study)	Kenya
JICA	Preparatory Study on the Zambia Rural Electrification Project	Zambia
JICA	Basic Study on Evaluation and Improvement of Forestation Cooperation Through Grant Aid Scheme	Indonesia
JICA	The Study on Higher Education Network for Promoting Science and Technology	--
Min. of Foreign Affairs (MOFA)	Country Assistance Evaluation of People's Republic of China	China, People's Rep. of
MOFA	Evaluation on Japan's Basic Education for Growth Initiative (BEGIN)	Kenya, Ethiopia
MOFA	Country Assistance Evaluation of Nicaragua	Nicaragua
Min. of Education, Culture, Sports, Science and Technology (MEXT)	Research Project Regarding the Evaluation Method of Third Party Evaluation on Schools	--
MEXT	Study on Development of Evaluation and Improvement System in the Trainings of Teachers	--
Japan Bank for International Cooperation (JBIC)	Study for Updating the Existing Poverty Profile Reports of the People's Republic of Bangladesh and Islamic Republic of Pakistan	Bangladesh, Pakistan

JBIC	Second Human Resources Development Sector Investment Project	Jordan
Japan External Trade Organization (JETRO)	Study on the Evaluation of Feasibility Study on Global Environmental and Plant Renovation (Activation) Projects (FY2007)	
Japan International Cooperation System (JICS)	Study on Evaluation System of JICS	
Agulhas Applied Knowledge, U.K. <originally, Partnership Group for Aid Effectiveness>	Independent Monitoring Framework of the Hanoi Core Statement on Aid Effectiveness	
Center for Development and Integration (CDI), Vietnam <originally, ADB>	The Development and Delivery of a Training Course on Modern Approaches to Socioeconomic Development Planning at Provincial Level, Dak Nong Province	

[Brief Description of Individual Project]

Legend

Project Title of Multiple-year Duration: Final Year of the Project

Project Title of Multiple-year Duration: Designated Year in the Target Fiscal Year

Project Title of Single-year Duration: Conducted in the Target Fiscal Year

Client: Japan International Cooperation Agency (JICA)

Project for Strengthening Cluster-based Teacher Training and School Management (Year 4)

The project was conducted with aim to improve the quality of Vietnam's primary education under the following two national educational strategies initiated by the Government of Vietnam; "National Education for All Action Plan 2003-2015" and "Primary Education Development Program". The project was implemented in the pilot area, Bac Giang Province. In this project, an effective training model, which targets primary school teachers, school managers and local education officers, was developed as the final outcome in order to effectively implement newly introduced curriculum at school level. This training model was presented in the seminar and highly rated by the participants including staff from the Ministry of Education and Training (MOET), provincial educational departments and international donor agencies. It is expected that this training model would be disseminated nationwide in the future through the efforts of Vietnamese government.

Strengthening Monitoring and Evaluation System in Nepal Project (Year 2)

To implement the policies to overcome the widespread poverty and to achieve the Millennium Development Goals with limited financial resources, Government of Nepal has regarded good governance as one of the key strategies to deliver development projects and public services in more efficient and effective ways. For promoting the good governance policy, the government has implemented policies to strengthen monitoring and evaluation (M&E) system. Such system aims to make process and the outputs of the decision making and the government expenditure more efficient, reliable and transparent. Poverty Monitoring and Analysis System, a framework in initial operation, aims to coordinate, consolidate, harmonize and analyze the data from the existing monitoring system and to feed back to the policy making system. Operationalization of Management for Development Results is underway.

In order to make these newly developed and introduced M&E mechanisms, frameworks and tools functional and to promote poverty alleviation strategies efficiently under the medium term expenditure framework, it has become essential to develop M&E human resources at the national as well as district level. In above backdrop, Government of Nepal in technical assistance from Japan International Cooperation Agency (JICA) has initiated Strengthening M&E System in Nepal project.

The project aims to strengthen M&E system in Nepal through (1) providing trainers' training, (2) conducting training courses to improve knowledge and skill in M&E manpower for policy project planning, appraisal, implementation management and monitoring and evaluation and (3) improving training manuals and monitoring and reporting documents to strengthen information management, analysis, communication and feedback system.

In FY2007 the project conducted the Baseline Survey, trainers' training in Japan and Nepal, main M&E training course for government officers in Nepal, and activities for updating of monitoring report formats, guidelines and manuals.

Implementation of Human Resource Development Course in the Cambodia-Japan Cooperation Center (Year 3)

Since 1991, the Kingdom of Cambodia has enhanced market economy system, and the Government has made significant efforts to establish stable economic and social systems as a member country of Asia after the long civil war. However, the country still has much room to go in establishing its economic self-reliance, which has been hindered by many factors such as economic disparities caused by the civil war and other factors.

JICA has been implementing the so-called "Japan Center" projects in many countries in Central Asia and Indochina, aiming at the development of human resources, and this Cambodia Project is also one of these "Japan-Center" projects. IDCJ consultants are in charge of the implementation of one of the three main components, the Human Resource Development Course (hereafter HRD course), the business course which aims at the development of human resources for promoting the market economy, at the Cambodia-Japan Cooperation Center (hereafter CJCC). By introducing basic and practical knowledge and know-how on business managements based on Japanese

experiences, human resources who will contribute Cambodian market-oriented economic reform and economic growth are expected to be fostered. Also, the consultants will give technical transfers to the counterpart people so that they can manage this Human Resource Development Course by themselves, effectively and efficiently. In the third study year, it aims at the implementation of substantial lectures based on the local needs and the results gained from the first year, and the second study, proceeding with strengthening an efficient, effective management system formulation.

Improvement of District Health Management Capacity in South Sulawesi Province Project (Year 2)

In Indonesia, in comparison with its Western region, the Eastern region showed less progress in development, and Government of Indonesia has been continuously placing it as one of the national main concerns in its national development policies. In response to the concerns pertaining to the regional development of Eastern Indonesia, Japan has formulated and implemented "South Sulawesi Province Regional Development Program (SSPRDP)," in South Sulawesi Province, which is regarded as a driving force of development in the Eastern region. This Technical Cooperation Project has been designed and started as a sub-program of enhancing social empowerment in the SSPRDP. The Project aims to develop a community-centered primary health care improvement (PHCI) model in three target districts, namely Barru, Bulukumba, and Wajo, in order to improve management capacity and service delivery in the health sector.

In the second year, the Project goes into the implementation phase, during which PHCI Teams are established both at community and sub-district levels, and each PHCI team prepares for its own proposal based on participatory planning, implement, monitor, and evaluate it.

The Study on Capacity Development for the Efficient Management of Sustainable Development Programs in the Border Region of the Dominican Republic (Year 2)

For a middle-income country, the Dominican Republic suffers from a large income disparity among regions. Among them, the border region is the lowest income region in the country. Thus, the Government of the Dominican Republic provides high priority to the border region, and many donor agencies are involved in various projects in the border region. However, development activities have not been fully efficient in aggregate for reasons such as the lack of coordination among institutions and the overlapping of projects.

In this study, to achieve goals of establishing a strategy for the border region development as a common guideline for all actors involved and of developing the capacity of individuals, organizations and societies for the border region development, the present situation of regional development, development administration, information management and participatory development is analyzed, and solutions for the problems are pursued, jointly with the counterpart.

Study on the Community-based Water Shed Management Planning of Lacro and Comoro River Basins in East Timor (Year 3)

Forest destruction is one of the major problems for the development of Timor Leste, as it causes land degradations and flood, affecting the livelihood of people. In Lacro and Comoro river basins, where many people depend on natural resources to make a life, it is required to take a balance between resource conservation and development. Given the weak capacity of the Government of Timor Leste, then, this Study aims to formulate plans in which people, by themselves, can take actions of watershed management in Lacro and Comoro river basins, while providing the Government of Timor Leste with guidelines for planning such community-based watershed management.

The Support Program on Rural and Agriculture Sector Development in the United Republic of Tanzania (Phase II) (Year 3)

Under the Poverty Reduction Strategy, the Tanzanian government adopted the Sector Wide Approach (SWAp) and launched a government-donor joint effort to accelerate agriculture and rural development. The government thus formulated the Agricultural Sector Development Programme (ASDP) in 2003 and has started such schemes as the District Agricultural Development Plan (DADP) in the implementation stage.

In 2001, following the decision of the Japanese government to play a leading role in the donor coordination, JICA hired IDCJ as a support team for their diverse activities including secretariat work, technical advice for ASDP, M&E, etc.

In the first phase (March 2001 - March 2005) of the project, the team's contribution, such as the in-depth analysis of

agriculture and rural development and local government reform in Tanzania, assistance for the preparation of the DADP guidelines and financial mechanism documents, monitoring of the DADP formulation and implementation process at the district and field levels and policy recommendations to improve institutional arrangements for ASDP, was highly appreciated by the ASDP stakeholders.

The second phase (November 2005 - December 2008) is basically a continuation of the first phase, though the activities will be modified in accordance with the new developments and needs that would arise in the course of the ASDP implementation.

The overall objective of the project is to facilitate the effective and efficient implementation of ASDP by carrying out supporting activities in close consultation with the Tanzanian government and other donors.

The specific objectives are as follows.

- 1) Support the ASDP implementation process in institutional and operational aspects.
- 2) Assist the establishment of the ASDP Basket Fund and carry out follow-up studies.
- 3) Facilitate the ASDP implementation process in monitoring and evaluation at the district and field levels (especially for the DADP).
- 4) Support the capacity building of the central and local governments for the ASDP/ DADP implementation.
- 5) Disseminate information and knowledge gained in the course of supporting activities among the ASDP stakeholders.

The Kyrgyz Republic-Japan Centre for Human Development - The Business Course Management Project (Year 3)

"The Kyrgyz Republic -Japan Centre for Human Development (krjc)" has implemented business courses on the purpose of fostering human resource developments for contributing the progress of market-oriented economy. This project prepares the grand design for business courses which will be implemented in two and half years, and designs and manages business training courses based on the grand design. Throughout these activities, this project aims to transfer of technical expertise to local staff members and lecturers for business courses at the krjc to enable them to continually organize and manage the business courses at the krjc.

For the first year, Baseline survey and Needs survey were conducted in Kyrgyz and the grand design was prepared based on the results of these surveys. According to the grand design three lectures were implemented at the krjc. For the second year, twenty-one lecture subjects in five different kinds of courses, including three-month course, were implemented at the krjc.

Study on the Reinforcement of Deconcentration and Decentralization of the Educational Management in the Republic of Senegal (Year 3)

The Government of Senegal has formulated "Programme General de l'Education et de la Formation (PDEF)" with setting a target to achieve 100% GER by the year 2015. Since PDEF started, the "access" to the elementary education has been steadily increased. On the other hand, due to malfunction of the deconcentrated and decentralized educational management system and excessive dependence on the volunteer teachers, the aspects of "quality" and "management" have not been satisfactory.

In order to reflect school and local education development plans in the department and the regional education development plans, the Study Team has carried out two pilot activities. The first pilot activity applied micro-planning, a bottom-up and participatory planning approach. The Study Team held various levels of training and monitored implementation of plans. The second pilot activity attempted to develop a model of in-service teacher training especially for young teachers who were trained in a very short period and great volume.

The Study on Pension System Improvement in Rural Area in the People's Republic of China (Year 3)

A pension system for farmers has been implemented in some parts of rural area in China. However, a coverage ratio of the system has remained at low level. Securing social stability is one of the main issues for the Chinese government. Therefore, the government aims to improve and diffuse the pension system, though a path for the improvement has not been clear at this stage. The objectives of this study are to make recommendations for system improvement based on surveys in eight rural areas, and to make assistance to strengthen institutional capability for implementation and diffusion of the system.

Program for Strengthening IN-Service Teacher Training of Mathematics and Science Education at Junior Secondary Level (SISTTEMS) (Year 2)

The program's objective is to improve education quality at junior secondary level by reorganizing and revitalizing MGMP for mathematics and science. The main approach to be employed is *lesson study*.

Three districts on Java are the targets: Kabupaten Sumedang (West Java), Kabupaten Bantul (Yogyakarta) and Kabupaten Pasuruan (East Java). All junior high schools except private Islamic schools (MTs) are to be covered by the program (309 in total). The three universities that were the counterparts of IMSTEP (a JICA-assisted project to improve mathematics and science education of Indonesia (1998-2005) are playing the leading roles as trainers and facilitators in this SISTTEMS.

As of August 2007, MGMP activities are being implemented smoothly. In addition, a school-based activity, called "Entire School *Lesson Study*", starts in August to promote school reform and create a "learning community" through *lesson study*. The JICA Expert Team's priority for the coming year will be, first, to improve the quality of MGMP-based *lesson study* activities and, second, to find and establish an "Indonesian model of *lesson study*" which is appropriate for disseminating *lesson study* in Indonesia.

On the other hand, to assist schools and the education community in Kabupaten Bantul, which was severely hit by an earthquake on May 27, 2006, the program implemented a special subprogram called "SISTTEMS Bantul Emergency Program", up to March 2007. After its successful completion, Kabupaten Bantul started the original activity, MGMP-based *lesson study*, in April 2007, to catch up with two other kabupaten under SISTTEMS.

The Study on Formulation of Master Plan for Small and Medium-sized Enterprises Development in the Republic of Cameroon (Years 1)

Cameroon economy has been enjoying steady growth supported by high price of its crude oil produced in offshore. However, its monoculture structure heavily depending on primary products of crude oil and agricultural and forest product is a source of inequality in wealth and poverty. Diversification of the industrial and economic structure is Cameroon's urgent policy issue.

In order to transform its monoculture economy to more diversified one, Cameroon government feels it necessary to strengthen small and medium-sized enterprises which are main actors for future growth. However, they lack capability for growth in all areas of management, technology, finance and human resources.

Cameroon government asked Japanese government to assist them in formulating Master plan for strengthening SMEs, and IDCJ participates in the study in two areas of capacity building for SMEs human resources and improvement in financial system or SMEs.

The Project on Increasing Access to Quality Basic Education Through Developing School Mapping and Strengthening Micro-Planning in Oromia Region, Ethiopia (School Mapping and Micro-Planning Project = SMAPP) (Year 3)

SMAPP (School Mapping and Micro-Planning Project), started in May 2005, aims to prepare woreda education development plans and to develop school mapping database with GIS; working with education officers of the region and the selected zones and woredas in Oromia Region, Ethiopia.

SMAPP is the nickname of the OEB/JICA technical cooperation project, named: "The Project on Increasing Access to Quality Basic Education through Developing School Mapping and Strengthening Micro-Planning in Oromia Region, Ethiopia."

SMAPP Project has four major activity components as below:

- (1) to enhance education data collection and management system (EMIS);
- (2) to develop a school mapping database (=tool for education planning) with GIS (=geographic information system);
- (3) to strengthen a micro-planning system and assist in production of woreda-level education development plans; and
- (4) to develop capacity of the regional, zone and woreda education officers in data management, planning and monitoring.

The SMAPP Project completed the activities mentioned above; additionally, the Project conducted activities to strengthen the operation and maintenance system of the school mapping database system; to hold a marketing fair to market the 120 woreda primary education development plans to the donor agencies and the NGOs, and to conduct the terminal evaluation during the third year of the Project.

The Study on the Improvement of Internal Revenue Allotment (IRA) System (Year 1)

The Local Government Code (LGC) enacted in 1991 has significantly increased the responsibilities and resources of local government units (LGUs). However, it is pointed out that the Internal Revenue Allotment (IRA), which accounts for average 40% of revenue of each LGUs, causes the imbalance among LGUs in finance. It is generally perceived that to reform the IRA system is indispensable for decentralization.

The IRA amount of each province, city and municipality is computed by the horizontal distribution formula composed of three determinants: population, land area and equal sharing. This IRA distribution formula is considered to be too simple to respond to the fiscal demand, revenue capacity and development of each LGU.

The objective of the Study is to provide options on the allocation and the utilization of the IRA with a view of achieving a better fiscal balance among LGUs.

The Study on Improvements of Opportunities and Obstacles to Development (O&OD) Planning Process (Year 2)

Since the introduction of Local Government Reform Agenda in 1996, the process of local government reform has been accelerated aiming at the improvement of performance at Local Government Authorities (LGAs). In this context, PMO-RALG developed the participatory method of O&OD (Opportunities and Obstacles to Development) in 2001. The characteristics of O&OD are: (1) bottom-up approach; (2) focus on local resources; (3) consistency with LGA system; (4) ultimate goal of Tanzania Development Vision (TDV) 2025; and (5) multisectoral approach. On the other hand, the challenges of O&OD have been identified in terms of (1) the planning process at LGA level, and (2) the review system of plans developed through O&OD.

In light of these challenges, this study is expected to make recommendations for the improvement of O&OD planning process by identifying and examining the existing obstacles while supporting the actual O&OD roll out.

Regional Educational Development and Improvement Program (Year 4)

This program aims at improving quality of junior secondary education in Indonesia and building necessary capacity of district governments and schools to respond to greater responsibilities after decentralization.

REDIP1, which started in 1999, developed the "REDIP Model" and piloted its implementation. Since the end of 2001, REDIP2 has been implemented to adjust/improve the model and to encourage district governments and schools to continue activities with their own initiatives. In response to the successful results of REDIP1 and 2, REDIP as a new technical cooperation project has been launched since 2004. REDIP intends to continue but phase out assistance to the districts covered by REDIP1 and REDIP2. Thus, sustainability and localization of the REDIP model are the focuses of the program in two districts (Brebes and Pekalongan in Central Java) and one city (Bitung in North Sulawesi). It also aims at applying the REDIP model to regions with different social, cultural, and economic background by adjusting and testing the model in new target areas, two districts in Banten Province, namely Serang and Pandeglang.

During the three years, the program has gradually achieved its targets in cooperation with Indonesian counterparts. It has also experienced unexpected but welcoming initiatives to disseminate the REDIP model to other areas, which include the Ministry's REDIP-G (Government) in the vicinity of Jakarta, Central Java Province's support to five districts and Banten Province's initiative to cover Lebak district. Now the program is entering the concluding stage.

Children and Youth Development Project in Kambia District of the Republic of Sierra Leone (Year 3)

The study aims to develop a "model of improvement in the educational environment both in schools and communities" for a policy recommendation, through the implementation of community based and school centered pilot projects.

As a background of the study, it is widely recognized that Sierra Leone is now in need of (1) shifting from the donor-driven emergency assistance phase to the self-reliant and community-driven development phase; and (2) continuing community rehabilitation while providing adequate education services to war-affected children and youths. Therefore, the study, with a JICA's leading concept of human security, is expected to move into smooth pilot-project implementation for supporting such trends.

In accordance with the above, the expected outcomes of the study are to: (1) establish school based Education and Community Development Committee (ECDC) and Zonal Coordinating Committee (ZCC) in the target zones, which will be functioned as central actors of the pilot project implementation in cooperation with the District Council and the District Education Office; (2) construct resource centers, which will have a training room, and teaching and learning equipment and materials commonly used by teachers at the target junior secondary schools; (3) strengthen linkages among schools, communities and local authorities through the pilot project implementation so that educational environments in the whole community will be improved; and (4) develop a "model of improvement in the educational environment both in schools and communities".

In the third project year, the study team assists ECDCs to implement either medium-scale (external assistance of US\$4,000-) or large-scale (external assistance of US\$8,000-) pilot projects, based on their needs and capacity judged through the implementation of the pilot projects during the second project year. Based on the three-year experiences of the pilot projects, the model will be developed and introduced to the relevant government agencies and donors.

Follow-up Studies: Evaluation of Development Studies (FY2007)

The objective of the Follow-up study is to improve quality of management and supervision of currently conducted and planned development studies and technical cooperation projects. In order to achieve the objective, the Follow-up study conducts monitoring on situation concerning utilization of the outcome and on progress of projects proposed in the development study and project.

The subject of the Follow-up Study are studies and projects which were completed between 1974 and 2006 under the control of Departments of Social Development, Human Development, Global Environment, Rural Development, Economic Development, and local offices of JICA (some projects and studies were conducted by the Department prior to the institutional change).

For the studies and projects completed before 2001, except for 1997, previous survey results are used. For studies completed in 1997, and 2001 to 2006, questionnaires are sent to both domestic consultants who undertook the study, and to the counterpart agencies in the developing countries through JICA local offices. Present situation after the completion of the studies and projects are then analyzed based on the result of the questionnaire. In addition, construction and update of the database are conducted.

Furthermore, additional study is conducted in order to propose a plan to improve content and method of the study. The study will be based on analysis focusing on computer system operating in the Follow-up Study and utilization and issues concerning the Follow-up Study reports.

The Integrated Plan for Junior Secondary Education Improvement in South Sulawesi (Year 1)

The project is to develop a model of integrated educational improvement activities for junior secondary education (JSE) in terms of quality, quantity and management through activities that focus on community participation in school management and practical teaching learning process. The activities are also designed to strengthen the management and administrative capacity of district and provincial governments. This project is part of the social empowerment sub-program of the South Sulawesi Province Regional Development Program, and expected to work closely with a sister project called the Improvement of District Health Management Capacity in South Sulawesi.

The target groups of the project are schools and sub-district education development teams (TPK) at sub-district level, district implementation teams at district level and public officers at all sub-district, district and provincial levels. The target districts are Barru, Jeneponto and Wajo where 17 sub-districts out of 32 are covered. The expected outputs of the project are 1) community participation for JSE schooling is promoted, 2) lessons with need-based teaching-learning process are implemented in the target junior high schools, and 3) education officers of the target district and provincial governments will develop capacity to manage and administer education improvement activities with clear roles and responsibilities.

Under this project, each target school and TPK will receive a block grant. Using the funds, schools and TPKs will implement action plan activities to meet the abovementioned objectives. Counterparts from districts and province will also pursue their objectives through OJT by supporting and monitoring activities carried out by the schools and TPKs.

Project of Prototype of Attractive Tourism Center in the East West Economic Corridor for Community Empowerment and Poverty Alleviation (Year 1)

In the Lao People's Democratic Republic, the tourism is expected to make economic contributions in terms of acquisition of foreign exchange, generation of income and employment, regional development and so forth. In particular, Luang Phrabang and Wat Phou which were registered as world heritage sites started to attract the world's attention. In addition, the country retains endangered fauna and flora in its rich natural landscape as well as many scenic spots and historical heritage and so it has high potential for development of its tourism.

Laos started to encourage tourism development after its transformation to an open economy in 1986 when its socialist economy stagnated. The number of visitors was less than 15,000 in 1990, however, the number jumped up 730,000 in 2000 and reached to 1,200,000 in 2006. Tourism has now gained a position as a major source of foreign exchange, together with exports of electricity and mineral resources.

GOL upgraded its National Tourism Agency to Lao National Tourism Administration (LNTA) in 2004 in order to deal with the rapidly expanding tourism industry, and has attempted to strengthen tourism-related organizations. However, tourism promotion remains most critical issue.

In Savannakhet province located in the middle of the country, completion of the second Mekong Bridge in December 2006 is expected to contribute to practical tourism development, which could lead to the inflow of economic benefits from Thailand/Vietnam to Laos. Under these circumstances, GOL requested from GOJ assistance for the “Project of Prototype of Attractive Tourism Center in the East West Economic Corridor for Community Empowerment and Poverty Alleviation”, which aims at developing tourism-related human resources of LNTA and those in Savannakhet province, as well as to enhance capacity to formulate tourism strategies and conduct marketing and promotion efforts.

It is possible to consider that the Project could attract tourists not only to Savannakhet province but also to the southern areas via the East West Economic Corridor. In that sense, Savannakhet can be a gateway for tourism to the southern areas.

In this context, JICA dispatched the preliminary Study Team in March 2007 and the outline of the Project was agreed upon. R/D concerning the Project was signed on November 16, 2007.

Support for Improvement of Primary School Management (Year 1)

The Government of Nepal (GoN) regards the decentralization of the educational administration and the school-based management through community participation as its prioritized strategies for improving primary education in “Education for All (EFA) program (2004-2009)”. In order to realize the strategies, GoN has introduced a new system to request all the primary schools to organize a school management committee (SMC). Each SMC is also requested to prepare a school improvement plans (SIPs) and to manage the school according to the SIP.

However, some of the SMCs do not function and limited capacity at the school and community levels has caused the increased disparity among the schools and the communities, which has impeded the improvement in the enrollment and the dropout rates of the primary schools.

In order to address this situation, GoN requested the Government of Japan (GoJ) for the technical assistance to develop the capacity in the school management and in the education management at the district level in Nepal. GoN and Japan International Cooperation Agency (JICA) signed the minutes of the meeting (M/M) in August, 2007 and the record of discussion (R/D) in October, 2007 for the Japanese technical cooperation for the Support for Improvement of Primary School Management (hereinafter referred as “the Project”) for the duration of 36 months from February 26th, 2008 to February 25th, 2011.

Technical Cooperation on Capacity Development for The ASDP Monitoring and Evaluation System (Year 1)

The Agricultural Routine Data System (ARDS) plays an important role in monitoring and evaluation (M&E) for Agricultural Sector Development Programme (ASDP) and for effective planning in the agricultural sector at both central and local levels. Currently, however, the ARDS is not functioning properly in Tanzania. This Technical Cooperation is implemented based on the request made by the Government of Tanzania in December 2006 to the Government of Japan. The aim of the TC is to improve the ARDS and to support the capacity development of the officers concerning the ARDS. Improving the ARDS is one of the action plans of the ASDP M&E framework which defines the M&E systems under the ASDP.

Project on Activation of Women Development Centre's (WDC'S) to Improve Women's Livelihood in the Federal Republic of Nigeria

The purpose of the Project is to plan and implement necessary trainings for improving implementation system of Women Development Centre (WDC). The short term expert has improved the organizational system analyzed by other short term expert with cooperation of a long-term expert. The short-term expert has carried out trainings for the staff of Kano Provincial Ministry of Women Affairs, Women Development Officers in Local Government Authorities, and Women Development Officers. Three staff of Kano Provincial Ministry of Women Affairs have implemented the trainings supported by the expert for principal and staff of WDC in Hausa as local language.

The following results were identified.

- Basic data such as budget plan and control of goods in stock, basic official roles, and report writing as basic management were understood. They have tried to utilize the important points. Then the purpose was actually achieved.

- The social roles of WDC in community have to be improved as middle and long task, in particular in terms of women empowerment. It is necessary to implement necessary arrangement with related organizations by WDC's action in achieving the purpose. Thus, the arrangement can be said as further task.

- Assessment to WDC is also further task, because the assessment will be carried out in next on-the-job-training.

Strengthening Management of Water Supply Systems and Improving Hygiene Behaviors in Astimo Andrefana

The purpose of the preliminary study is to collect information and to discuss basic project design for technical assistance on strengthening management of water supply systems and improving hygiene behaviors in Astimo Andrefana.

Madagascar is an island country, 500 kilometers away from the southeastern coast of African continent. As of 2006, only 35% of the population has access to safe drinking water. The majority of the people must go to rivers, wells and springs for water, often long distances. The flow of water is unreliable and often unsanitary resulting in diarrhoeal diseases. Thus Madagascar Action Plan (2007-2012) set goals to fulfill by 2012 and one of the challenges is to "substantially improve access to drinking water and sanitation"

Japan has been continuing assistance for Madagascar in the water sector, however, one of the problematic issues is that an actual rate of water supply does not improve since existing water supply systems are not functioning or well managed.

Toliara province (presently Astimo Andrefana Region) has only 400~500mm annual rainfall and the majority of the population lacks access to safe drinking water and sanitation. The Madagascar government requested assistance from Japan in order to strengthen management of water supply systems and improve hygiene behaviors in Astimo Andrefana.

Reconstruction and Development Assistance Project Formulation Mission for Sudan

In January 2005, the Comprehensive Peace Agreement (CPA) was signed between the Federal Government of Sudan and SPLA/M. The Government of Japan has dispatched experts, and then conducted emergency development studies and technical cooperation projects, based on the results of Project Formulation Mission in 2005, in order to support the "Stabilization of Peace" and to share the benefits of a "Peace divide" between the both people of North and South.

In June 2007, Japanese Country Assistance Policy (CAP) towards Sudan gave priority to supports in the two areas: i) war victims and their reintegration; and ii) Basic Human Needs.

To date, Japan has conducted assistance according to the findings of the mission in 2005. This mission in 2007 was conducted in order to identify appropriate continuous assistance to Sudan based on the Japanese CAP and the needs of recipient country.

The objectives of the mission were: i) to assess the needs of recipient country and examine possible projects; ii) to clarify the condition of education and local community development in Southern Sudan for promoting Basic Human Needs assistance; and iii) to investigate the possibility of program consisting of bilateral and multilateral cooperation funded by the Government of Japan, and to formulate bilateral cooperation projects within this framework.

Final Evaluation of the Project on "Strengthening of Mathematics and Science in Secondary Education (SMASSE) Project Phase 2"

JICA has implemented the Project on "Strengthening of Mathematics and Science in Secondary Education (SMASSE) Project Phase 2" since 2003, in order to improve the quality of science and mathematics education in Kenya. The study was for the final evaluation of the second phase project that includes (1) national INSET activity and (2) regional INSET activity. The results of the study are as shown below:

- It is remarkable that the project implemented the expected INSET activities to all the secondary school teachers in Kenya, based on the model that was built during the Phase I Project.
- Relevance and Efficiency were "high" for both national and regional activities.
- On the other hand, Effectiveness and Impact remain "relatively high" based on the fact that the quality of district teacher training was not achieved and that there is no clear sustainable strategy on the quality improvement and the follow-up of INSET.
- On the other hand, regarding the regional activities in Sub-Saharan Africa, the sustainability is low because there is no financial plan.

The Study Team made 6 recommendations: (1) Clear INSET Strategy Beyond Cycle 4, (2) Further Capacity Development for the Implementation of District INSET, (3) Elaboration of the Action Plan of CEMASTE for its Technical Support to District INSET, (4) Reinforcement of M&E feedbacks at District Level, (5) Scrutinizing the INSET Program for the Primary Education, and (6) Harmonization of INSET-related Programs of MOE.

Project for Human Resources Development of Nursing/Midwifery

The Lao PDR was an urgent need to develop nurses/midwives with appropriate knowledge and techniques to improve the services. In response to the Lao request to provide a Technical Cooperation Project targeting the improvement of the nursing/midwifery education system, JICA dispatched the Preliminary Study Team twice, that revealed the necessity of strengthening the governmental administration, in such areas as clarification of the job descriptions for nurses/midwives, and formulation of a health man-power plan, to develop a holistic system of capacity building for nursing/midwifery personnel. Based on these findings, the Project was divided in two components: Component 1 focuses on improvement of the governmental administration on human resources development for nursing/midwifery in the first half of the Project term, while Component 2 moves to strengthening of the nursing/midwifery education system in the latter half of the term.

Mid-Term Evaluation on Japanese Technical Cooperation for Capacity Development Project on Water Quality Management

“Capacity Development Project on Water Quality Management” (hereinafter referred to as “the project”) aims to assist the Environmental Management Bureau (hereinafter referred to as “EMB”) of the Department of Environment and Natural Resources (DENR) in enforcing the Clean Water Act (CWA). The project is divided into two phase; phase 1 (2006.1-2008.3) focusing on the capacity development in the EMB central office, while phase 2 (2008.4-2011.1) focusing on the one in its regional offices. At the end of the phase 1, JICA and DENR formed a joint mid-term evaluation team to review the progress and performance so far of the project.

The objectives of the mid-term evaluation are;

- 1) to find the degree of achievement based on the Project Design Matrix,
- 2) to review the project framework for successful implementation , and
- 3) to make recommendations regarding measures to be taken, if necessary, by Japanese and Philippine side for the remaining project period.

Preliminary Study for Fourth Phase of School Construction Project in Burkina Faso

The Government of Burkina Faso has been conducting “Basic Education Development Decennial Plan (PDDEB)” since 2001, targeting at 70% of Gross Enrolment Ration (GER) at primary education in 2010. The GER in 2006/2007 reached 66.6% (71.7% for boys and 61.2% for girls), being increased from that of 44.3% (50.0% for boys and 37.6% for girls) in 2000/2001. However, insufficiency of classrooms and overcrowded classrooms still remain major issues.

The Government of Japan has extended grant aid construction of approximately 500 classrooms in 15 provinces among all the 45 in the country. The requested project concerns construction of classrooms and accompanied facilities in 6 provinces.

The study was conducted in order to examine necessity and pertinence of the requested project by analyzing the current situation of basic education implementation based on PDDEB, focusing especially on construction of classrooms and teacher supply, and also to examine possibility of applying new grant aid system by utilizing local resources.

Preparatory Study for the Project of Capacity Building for Public Expenditure Management Strengthening Programme - Public Financial Management -

The Government of Lao PDR regards the secure public financial management (PFM) as one of the four priority policy objectives, and intends to achieve sustainable and equitable macroeconomic development with steady, transparent and accountable PFM. Hence, the government started “Public Expenditure Management Strengthening Programme” from November 2005, and has attempted to make PFM more efficient, transparent and consistent with policy objectives while enhancing institutional development and capacity building. From now on, it becomes further important to formulate principles and framework of human resource development in Ministry of Finance from comprehensive and long-term viewpoints, and to strengthen capacity building efforts in the ministry based on these principles and framework. Under these circumstances, the Lao government requested the Japanese government a new technical assistance project for the Ministry of Finance, titled “Project of Capacity Building for Public Expenditure Management Strengthening Programme”. To prepare for this new project, JICA implemented this preparatory study for capacity development for PFM in Lao PDR.

Statistical Analysis on SMASSE Project Impact Assessment Survey (Project Study)

Strengthening of Mathematics and Science in Secondary Education (SMASSE) Project started in 1998 in Kenya. The SMASSE project is pursuing in-service training of existing mathematics and science teachers as a tool for strengthening these subjects. From a baseline study conducted in 1998 the project placed emphasis on changing the attitudes of teachers and students in classrooms. Special emphasis is placed on shifting from teacher-centred to student-centred classroom activities.

In addition to the training program, SMASSE Project Impact Assessment Survey (SPIAS) was conducted to collect the data and estimate the effect of the program. In this study, the statistical analysis, including Structural Equation Modeling (SEM), was applied. The cause and effect relationship and various external factors were examined and the results of analysis were summarized in the final report.

Preparatory Study on the Zambia Rural Electrification Project

The Government of Republic of Zambia requested Japanese technical assistance for the implementation of the Rural Electrification Master Plan in 2006. Responding to the request, a preparatory evaluation study team was sent to Zambia for working out the framework of the technical cooperation under the “Zambia Rural Electrification Project”.

The purpose of the Preparatory Evaluation Study is to formulate the design of the technical cooperation project in the form of Project Design Matrix and Plan of Operations, which describes the purpose, outputs and major activities of the “Zambia Rural Electrification Project”.

Basic Study on Evaluation and Improvement of Forestation Cooperation Through Grant Aid Scheme

The Government of Japan (GOJ) introduced the afforestation grant aid scheme in 1998. GOJ has so far implemented six afforestation grant aid projects in five countries, China, Indonesia, Myanmar, Senegal and Vietnam.

The purpose of the study is to examine the Japanese grant aid projects for afforestation on their cooperation scopes, achievements, problems and constraints, and based on that, to recommend the direction for the afforestation grant aid scheme.

The Study on Higher Education Network for Promoting Science and Technology

Roles of science and technology for economic and social development of developing countries, hence in reducing poverty have been recognized under the rapidly expanding global economy. The accelerated pace of globalization has stimulated dramatic changes in trade, finance, intellectual property, private investment, information and communications technology, health, environment, security, and civil society. Present science and technology therefore needs to be considered taking into account of the changes.

Developing countries need to build science and technology capacity urgently in order to make technology change occur which results in effectively adopting/applying new technology. Human resource development is crucial for learning from existing science and technology. Collaborating with other institutions in developed, middle income developing countries and developing countries, locally or internationally, is recognized as an effective tool for the purpose. Higher education networks for science and technology are observed in a group of countries/institutions having common interests across institutional and national boundaries such as disease, disaster management, environmental and wildlife protection, etc.

The study is aimed at understanding present situations of networks for higher education network for science and technology and clarifying their effectiveness and drawing lessons for future cooperation. Based on the analysis, the study has an intention to consider appropriate Japan’s future cooperation in the filed in the end.

Client:	<i>Ministry of Foreign Affairs, Government of Japan (MOFA)</i>
----------------	---

Country Assistance Evaluation of People's Republic of China

This project is carried out as the comprehensive country assistance evaluation of Japanese official development assistance (ODA) and its aid policy to China after the latest Economic Cooperation Program for China has been settled and executed since October 2003, from different view points such as relevance, effectiveness and efficiency.

Evaluation on Japan's Basic Education for Growth Initiative (BEGIN)

This evaluation aims to obtain the lesson and recommendations based on the evaluation of the Japan's initiative in the basic education sector through the viewpoints of relevance of the policy; effectiveness of the outcomes; and efficiency of the process in order to contribute to improvement in the basic educational assistance policy of Japan..

For this purpose, firstly, information gathering is conducted through collecting relevant documents such as educational assessment reports, project reports, aid related documents, and materials relevant to the recipient countries including the countries to be visited by the study team. A questionnaire survey will be carried out to collect data from Japan's overseas establishments including Japanese embassies and delegations of Japan to international organizations. In addition, the team will have interview with the Ministry of Foreign Affairs, JICA, JBIC, the international organizations and NGOs, to understand and analyze their commitment in relation to the educational aid policy.

To verify these analysis results, and to listen to the voice of the recipient countries directly, the team will conduct field visits to Ethiopia and Kenya. During the field visits, the team will conduct the project site visits and interview with various government-affiliated institutions, international organizations and other donors, and confer on the contribution level and the direction of the educational aid policy of Japan that centered on BEGIN. The result of the field visits shall be utilized in examining the trend in sub-sectors, regions, and in various approach for the harmonization among donors. Based on this work, the team will propose the lesson and recommendations for the future educational aid policy of Japan.

Country Assistance Evaluation of Nicaragua

Nicaragua is one of the poorest countries in meso-America, and in many areas, the needs for social infrastructure, especially for electricity and water, has not been met. Also, like other meso-America countries, the damage of natural disaster (hurricanes, earthquakes, etc.) and civil conflict has not been overcome. Therefore, providing assistance for economic development and democracy for Nicaragua meets the focus of ODA Outline (poverty reduction and peace building). Japan produced Country Assistance Plan (CAP) in 2002, and set agriculture and rural development, health, education, transportation infrastructure, governance, and disaster prevention as 6 focus issues for the Japan's ODA and has implemented each project accordingly. In this study, Japan's assistance policy to Nicaragua based on the CAP as well as the rationale and background for the assistance to Nicaragua is evaluated. Also, it is aimed to draw lessons and recommendations, which will contribute to the effective and efficient policy formulation (including revision of present CAP) and implementation of Japan's ODA to Nicaragua. In addition to this objective, by publishing the result of the evaluation, the accountability to the national will be served, and the information will be shared with the Government of Nicaragua and other donors as a reference to future assistance to Nicaragua. Finally, it will contribute to publicize Japan's ODA.

Client:	<i>Ministry of Education, Culture, Sports, Science and Technology (MEXT)</i>
----------------	---

Research Project Regarding the Evaluation Method of Third Party Evaluation on Schools

Due to the growing interest of parents and community residents to the quality of school education, schools are urged to improve themselves and also to exercise their accountability to parents and community residents. Under this circumstance, Ministry of Education, Culture, Sports Science and Technology (MEXT) officially released "Guideline for School Evaluation at Compulsory Education School". Consequently, it has been increasingly important that the respective schools to get supports from stakeholders such as school teachers, community residents, and external evaluators and to make them understand about school evaluation system. On the other hand, detail

practices to carry out evaluation, such as when schools should provide necessary information to stakeholders, what information they need, and what information schools should collect on regular basis; have not been well defined. This project carries out study on the general practices on the information provided by school for conducting school evaluation and further recommends the effective and efficient ways of information provision for the future.

Study on Development of Evaluation and Improvement System in the Trainings of Teachers

The purpose of the study is to examine and develop a practical evaluation method and an effective measurement method, and to establish a model of evaluation and improvement system in the trainings of teachers so that the effective system, curriculum and implementation method of them will be created by making the Management Cycle (Plan-Do-Check-Action cycle) work effectively and appropriately.

Actual conditions of the trainings of teachers provided in Hiroshima prefecture educational center and other educational offices will be studied as a case with the cooperation of Hiroshima prefecture education board.

The goal and output of the study are as follows. First, the evaluation and effective measurement method will be researched and developed focusing on the trainings of teachers in Hiroshima Prefecture, and the concrete and practical evaluation and improvement system for the trainings will be built. Secondly, the materials and information will be provided for other education boards as reference by conducting the proposed system on trial. Thirdly, controversial points and problems of the developed measurement method, the model of the designed evaluation and improvement system and the result of trials will be clarified, and recommendations to solve them will be made.

Client:

Other Organizations

Study for Updating the Existing Poverty Profile Reports of the People's Republic of Bangladesh and Islamic Republic of Pakistan

(Client: Japan Bank for International Cooperation (JBIC))

It is widely observed in the world that increasing gap in income levels, intensifying conflict among ethnic or religious groups, deteriorating environmental conditions, growing severity of the impacts of HIV/AIDS, malaria and other diseases, gender disparity, and others. Hence, it is highly expected to pay attention to these diversified development needs. Among them, the poverty reduction, which has been set as the goal of MDGs, is the most important development objective shared by the international communities.

Japan Bank for International Cooperation (JBIC) announced its Medium-Term Strategy for Overseas Economic Cooperation Operations (2005-2007). In this strategy, focus on development result is considered as one of its basic approaches. JBIC has produced the Poverty Profile Reports of partner countries. The reports attempt to figure out the poverty levels of these countries, analyze the poverty and inequality in quantitative and qualitative methods, comprehend trends of other donors' assistance and then, provide references to consider JBIC's own approaches to support these countries. In 2007, JBIC updated the existing Poverty Profile Reports of Pakistan and Bangladesh.

Second Human Resources Development Sector Investment Project

(Client: Japan Bank for International Cooperation (JBIC))

The continuous growth of exports depends on human resources development in addition to the development of domestic export industries and direct investments. Thus, development of human resources is considered as the highest priority for the government of Jordan, because well-trained labor is the biggest factor to attract investments in the country. The government of Jordan has set up the "Ten-year Education Reform Program" to solve the problem of present education sector and aims to provide wider opportunity of basic education and technical training. Following the first phase, this second phase project aims to extend the achievements under the first phase, and also to improve technical/vocational education. The yen loan will be utilized for construction of school buildings, purchase of equipment and furniture, provision of consulting services in order to provide the technical/vocational training that meets the current technical standards. This project is expected to help raising the skill level of the labor force through up-to-date training curricula based on market needs research, and as a result, improve the prospects of Jordan's foreign currency earnings.

This evaluation assessed the degree of achievement of those goals and objectives based on the DAC five evaluation criteria. Also the long-term impact is expected to be evaluated by the survey for graduates of the target schools. It is planned that this evaluation will continue to FY 2008.

Study on the Evaluation of Feasibility Study on Global Environmental and Plant Renovation (Activation) Projects (FY2007)

(Client: Japan External Trade Organization (JETRO))

Since 1998, Japan External Trade Organization (JETRO) has been carrying out feasibility studies for a number of development projects to promote sustainable development of various developing countries. This program was commenced with special emphasis on helping developing countries to advance environment-protective measures and facilitating their requests for the ODA loans from the Japanese government.

This study evaluated 18 feasibility studies which were carried out in 2006. This study is aimed at improving the efficiency and effectiveness of the studies by seeking information about both the studies and the projects and focusing particularly on the process and consequences of the study.

Study on Evaluation System of JICS

(Client: Japan International Cooperation System (JICS))

- Review and evaluate the implementation process of the procurement management services provided by JICS in response to the emergency occasion stated as above.
- Clarify the factors that have promoted or restrained the smooth procurement and delivery of the relief goods.
- Present the recommendations and lessons learnt from the experience to JICS for better procurement management services in the future occasions.
- Confirm the actual distribution by the local governments of the relief goods procured by JICS.
- Follow up the implementation of the projects under the Japan's Disaster Prevention and Reconstruction Grant Aid.

Independent Monitoring Framework of the Hanoi Core Statement Aid Effectiveness

(Client: Agulhas Applied Knowledge, U.K., originally, Partnership Group for Aid Effectiveness (PGAE))

The 2007 Independent Monitoring of the implementation of the Hanoi Core Statement (HCS) was carried out during September and October 2007 by a team of 4 consultants, including a team leader from UK, and members from Japan, Tanzania and Vietnam.

The goals of the Independent Monitoring were:

- 1) assess overall progress on HCS implementation, including changes in Government of Vietnam (GoV) and donor behavior and in the quality of the development partnership;
- 2) provide a detailed assessment of certain strategic areas of HCS implementation;
- 3) assess progress on HCS implementation by a number of individual donors, on a voluntary basis;
- 4) review the appropriateness of the HCS indicators and targets;
- 5) provide recommendations to GoV and donors on priority actions for improving aid effectiveness.

The three focus areas were assessed through a review of existing literature, analysis of baseline monitoring results, key stakeholder interviews and case studies of specific sectors and donor programs. The sectoral case studies were, i) water and sanitation, ii) transport and iii) education. Of the donors who agreed to put their country program forward for review as part of the Independent Monitoring, the following four were selected: the World Bank, DFID, Danida and Belgium.

The Development and Delivery of a Training Course on Modern Approaches to Socioeconomic Development Planning at Provincial Level, Dak Nong Province

(Client: Center for Development and Integration (CDI), originally ADB)

A training for about 30 Members of the provincial staff of Dak Nong which was created recently. The training period is from February 26 to June 6 in 2008. Subject of the course is planning, monitoring and evaluation at the provincial level I comprises the following modules:

- 1 Introduction
- 2 New approaches in socio-economic development planning and elements of strategic planning
- 3 Monitoring and evaluation in plan implementation
- 4 Project management case study: Application of strategic planning tools and techniques
- 5 Application of strategic planning to SEDP process