

Third Party Evaluation Report 2013
Ministry of Foreign Affairs of Japan

Country Assistance Evaluation of Colombia

February 2014

KRI International Corp.

Preface

This report under the title of “Country Assistance Evaluation of Colombia” was undertaken by KRI International Corp., entrusted by the Ministry of Foreign Affairs (MOFA) in fiscal 2013.

Since its commencement in 1954, Japan’s Official Development Assistance (ODA) has contributed to the development of partner countries and to finding solutions to international issues which vary with the times. Recently, more effective and efficient implementation of ODA has been required not only in Japan but also in the international community. MOFA has been conducting ODA evaluations every year mainly at the policy level with two main objectives: to improve management of ODA; and to ensure its accountability. The evaluations are conducted by third parties to enhance their transparency and objectivity.

This evaluation study was conducted with the following objectives: (1) to review the overall Japan’s country assistance policy for Colombia and to propose overall policies on assistance to Colombia, drawing lessons learned from the review to propose recommendations for reference in policy planning on future assistance to Colombia by the Government of Japan; and (2) to ensure accountability by making the evaluation results widely available to the general public.

Yasunaga TAKACHIHO, professor at Tamagawa University, served as a chief evaluator to supervise the entire evaluation process, and Makoto SUNAGAWA, select professor at Akita International University, served as an advisor to share his expertise on the region. Both have made enormous contributions from the start of this study to the completion of the report. In addition, in the course of this study both in Japan and in Colombia, we have benefited from the cooperation of MOFA, the Japan International Cooperation Agency (JICA), and the local ODA Task Force, as well as government agencies in Colombia, donors and non-governmental organizations (NGOs). We would like to take this opportunity to express our sincere gratitude to all who were involved in this study.

Finally, the Evaluation Team wishes to note that the opinions expressed in this report do not necessarily reflect the views or positions of the Government of Japan.

February 2014

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Note: This English version of the Evaluation Report is a summary of the Japanese Evaluation Report of “Country Assistance Evaluation of Colombia”.

Country Assistance Evaluation of Colombia (Brief Summary)

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Period of the Evaluation Study

June 2013-February 2014

Field Survey Country

Republic of Colombia



Background, Objectives and Scope of Evaluation

This evaluation targets the overall policies associated with Japan's assistance for Colombia in order to realize Colombia's sustainable socioeconomic development (the cooperation launched in or after FY2003). The objective of the evaluation was to achieve the following objectives: namely; 1) to obtain lessons and recommendations for formulating and implementing future ODA policy; and 2) to contribute to the improvement of ODA, to use it for publicity and promotion of visualization of ODA.

Brief Summary of the Evaluation Results

The team deems that cooperation has produced "satisfactory results as its overall evaluation.

● **Development Viewpoints**

(1) Relevance of Policies

As a whole, relevance of policies is extremely high from the viewpoint of conformity with the high-level policy in Japan's ODA policy for Colombia, priority areas provided in the Government of Colombia's national development plan, international priority issues, and direction of other donor's assistance.

(2) Effectiveness of Results

It was confirmed that a certain level of contribution was achieved in general. Japan's contribution was significant in "peacebuilding" and "social development and building of equitable society", while, the performance was low and direct contribution was limited in "sustainable economic growth" and "environment and disaster prevention."

(3) Appropriateness of Processes

The team deems that the processes of formulating and implementing assistance policy are appropriate. It is expected to improve regular monitoring and evaluation to verify whether or not cooperation is implemented toward achieving Japan's ODA policy goals for Colombia.

● **Diplomatic Viewpoints**

Japan's assistance to Colombia has been limited in terms of volume. However, Japan has provided its cooperation in a stable and continuous way, and therefore the evaluation team finds that the diplomatic relationships between the two sides have been strengthened. Additionally, from the standpoint of deepening economic relationships, spillover effects from Japan's cooperation to Colombia are starting to appear and the team recognizes that these effects show promise for the future.

Main Recommendations

(1) Cooperation that Meets Needs in the Private Sector

It is expected that, in its assistance to Colombia, Japan will conduct studies to verify current conditions and needs for the development of Colombian private enterprises, infrastructure development and other items, and then study concrete forms of cooperation that meet development needs in Colombia and help Japanese private enterprises to enter the Colombian market.

(2) Assistance that Helps Rectify Disparities through Regional Development

It is expected that Japan will continue to implement cooperation that contributes to the rectification of interregional disparities, such as technical cooperation related to the “one village, one product movement” and development of regional infrastructure, and also pay attention to social inclusion, such as care for conflict victims and the socially vulnerable groups, using its experience in the peacebuilding field as a base.

(3) Continuous Support for Disaster Prevention Cooperation, an Area in which Japan has a Comparative Advantage

The team thinks that cooperation in disaster prevention is an area that will require continued assistance from Japan, taking into consideration the diplomatic importance to tackle with global issues and spillover effects such as impact on economic relations that stems from the development of disaster-resilient infrastructure, as well as the needs and high expectations from Colombian side.

(4) Study of Even More Effective Assistance Approaches to Expand Development Effects

Given the limited amount of assistance provided, it is expected that Japan will promote cooperation that is even more effective and generates greater synergy effects by linking up relevant schemes available under its ODA and reinforcing its strategic collaborations with other donors. Moreover, it is expected that Japan will expand schemes that include provision of ODA Loan, which have not been realized in Colombia recent years, for supporting expansion of Japan’s private enterprises into the Colombian market. It is further expected that Japan will give attention to finding ways to broaden its cooperation, including linking ODA with investment finance by government funds such as the Japan Bank for International Cooperation (JBIC), etc.

(5) Support for Dissemination of Technology which has High Spillover Effects for Neighboring Countries

It is hoped that, Japan will continue to provide technical cooperation that not only contributes to improvements in Colombia but also helps the Government of Colombia to disseminate technologies to its neighbors. As for cooperation fields, cooperation such as disaster prevention, and productivity and quality improvement in which Japan has a comparative advantage will be promising.



Display equipment of solar power system provided by Japan



The map which shows the products under One Village One Product Movement

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Map of Colombia

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Chapter 1 Implementation Policies for Evaluation

1-1 Background and Objectives of Evaluation

ODA is a principal pillar of Japan's international contribution, and it is required from Japanese population and international community that Japan provides higher quality, effective, and efficient assistance. Therefore, the Ministry of Foreign Affairs (MOFA) is taking steps to enhance its ODA evaluations. As the result of conflicts between government military forces and police and illegal armed leftist antigovernment groups; namely, the Revolutionary Armed Forces of Colombia (FARC) and National Liberation Army (ELN) which lasted for more than 50 years since the 1960s, Colombia had experienced significant deterioration of security. However, thanks to a counter-guerrilla campaign launched by the former Uribe Administration, security level in urban areas is improving dramatically. The current Santos Administration is also working to make further improvements in security while looking to engage in peace talks with leftist guerillas.

Colombia is blessed with abundant stores of petroleum, coal, and other natural resources, ranks number three in Latin America behind Brazil and Mexico in terms of population, and also enjoys high levels of culture and education. Thus, Colombia has considerable potential for development. However, disparities between the rich and poor remain wide. Many years of activities by illegal armed groups have produced large numbers of internally displaced persons (IDPs), and care for victims of antipersonnel mines is also a big problem to be solved. Moreover, the influx of IDPs into the cities is exacerbating urban environmental problems, such as waste and wastewater treatment.

In 2008, which marked the 100th anniversary of friendly relations between Japan and Colombia, a "Japan-Colombia forum" was established with the participation of industry, government, and academia of both countries for the purpose of revitalizing the two sides' economic relationship. After a vigorous discussion, it produced recommendations concerning four topics: 1) verification of potential fields for trade and investment, 2) development of the investment environment, which includes public security, 3) promotion of active communication and exchange of information, and 4) commencement of negotiations on an investment agreement and tax treaty with an eye to a future Economic Partnership Agreement (EPA). In light of these recommendations, Japanese enterprises began reentering the Colombian market, and the two sides signed an investment treaty in 2011. Meanwhile, a workshop in preparation for EPA negotiations by the two sides was held in 2011, and as of December 2013, Japan-Colombia EPA negotiations have taken place on a total of three occasions. Thus, further deepening of the two sides' economic relationship is anticipated.

Under these circumstances, Japan is providing assistance toward realizing Colombia's

sustainable socioeconomic development, in order to support the Government of Colombia to address the challenges such as improvement of disparities between the rich and poor, diversification of industries and enhancement of its competitiveness, inclusion of IDPs in society, and environment and disaster prevention. This evaluation was conducted to achieve the following objectives, with consideration for the ODA and diplomatic circumstances described above.

- To obtain lessons and recommendations for formulating and implementing future ODA policy, through overall evaluation of Japan's ODA policy for Colombia.
- To fulfill accountability for Japanese citizens by widely disseminating evaluation result, to contribute to the improvement of ODA and to use it for publicity through feeding back those results to the Government of Colombia and to other donors as well as promotion of visualization through evaluation.

1-2 Scope of Evaluation

This evaluation targets the overall policies associated with Japan's assistance for Colombia. The evaluation team first sorted out the current conditions and issues in Colombia and evaluated the overall assistance policies with particular focus on the significance of cooperation, basic policy, and priority areas. In pursuant to the MOFA's "ODA Evaluation Guidelines, 8th Edition (May 2013)", the team evaluated from four standpoints: namely, "relevance of policies", "effectiveness of results", "appropriateness of processes" (these three points are related to the evaluation from the development viewpoints), and "evaluation from the diplomatic viewpoints."

The period targeted by the evaluation focuses primarily on the ten-year period that began with the start of the Uribe Administration (August 2002 [his first term]) and continued to the current Santos Administration (since 2010), and the study basically targeted the cooperation launched in or after FY2003.

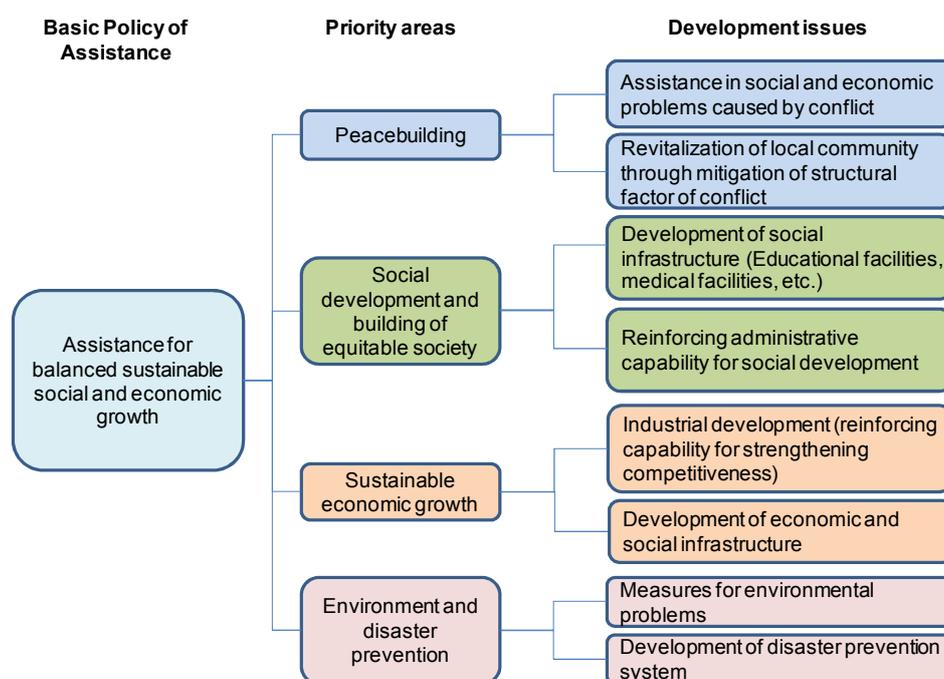
1-3 Evaluation Framework

For "relevance of policies," the team examined whether or not targeted policies and programs are consistent with Japan's high-level ODA policies and needs of the recipient country; for "effectiveness of results", it explores whether the initially planned objectives have been achieved; and for "appropriateness of processes," it examined whether processes that ensure the relevance and effectiveness of policies and programs were employed.

As for "evaluation from the diplomatic viewpoints," the team conducted a qualitative evaluation on ODA's diplomatic importance and diplomatic impact (i.e., contribution to national interests).

1) Review of Policy Objectives

In order to clarify the scope of the evaluation while confirming information on Japan's country assistance policy for Colombia and its background, the team organized outline of Japan's assistance for Colombia over the past ten years. Based on the results, the team prepared a list of Japan's cooperation performance to Colombia by category, and prepared an "objective framework" after confirming priority cooperation areas.



Source: Prepared by the evaluation team based on MOFA's "ODA Country Data Book", cooperation performance, etc.

Figure 1: Objective Framework

2) Relevance of the Policies

As for the relevance of Japan's country assistance policies for Colombia, the evaluation team investigated Japan's ODA policy for Colombia and its changes over the years and then evaluated its relevance by considering the following two perspectives:

- The evaluation was conducted by establishing the ODA Charter as the "overall goal." As for the Japan's assistance policy to Colombia, the team decided to evaluate the relevance of "the significance of ODA for Colombia" and "basic policy" noted in the Country Assistance Policy and the ODA Country Data Book.
- The team ascertained the policy's conformity with Colombia's development policy based on information acquired from the development plan of the Government of Colombia and interviews with central government ministries and agencies, including its Ministry of Foreign Affairs and Presidential Agency of International

Cooperation (APC: abbreviation in Spanish).

3) Effectiveness of Results

Based on actual Japanese assistance provided to Colombia, the team verified the performance and outcome of Japan's assistance regarding the degree of contribution in established objectives, the priority areas, and development issues in each area. It then conducted an analysis with attention to the following points:

- Because the development issues within individual priority areas have changed during the period targeted by the evaluation, the team conducted a detailed examination of their outline and how they changed, and classified them;
- Because objectives and indicators/target values were not established for priority areas and individual development issues in Japan's ODA policy for Colombia, the team verified the degree to which Japan's cooperation made a contribution by checking the progress of improvement of each development issue and the level of involvement that Japan's assistance had; and
- The team made every effort to quantitatively confirm Japan's contribution in its evaluation. However, when obtaining performance values was difficult or actual cooperation fields within a development issue were limited, the team proceeded in a qualitative manner.

4) Appropriateness of Processes

In looking at the appropriateness of processes that were adopted to ensure the relevance of Japan's ODA policy for Colombia and validity of its effects, the team examined implementation structure and decision-making processes in Japan and Colombia with regard to the processes of determining and executing assistance policy. Then, with attention to the following points, the team verified the appropriateness of those processes from the following standpoints: clarity of the process, systems for gathering and analyzing information, collaboration and information-sharing with concerned partners, ownership of the Colombian side, and publicity system.

- The team evaluated the appropriateness of policy formulation processes based on existing documents and interviews.
- The team evaluated implementation processes by looking at processes for implementing cooperation as a whole, rather than individual projects, with particular focus on the PDCA cycle¹.

¹ The PDCA Cycle is a method for improving projects through a cycle continuously repeats the Plan (P); Do (D); Check (C); and Act (A).

5) Evaluation from the Diplomatic Viewpoints

The team analyzed the importance of Colombia and Japan's assistance to Colombia from the diplomatic viewpoints. It also analyzed the effects that assistance to Colombia has in terms of diplomatic relations between the two countries and evaluated its impact on Japan-Colombia diplomacy.

1-4 Evaluation Procedure

The evaluation was conducted from June 2013 to February 2014. During this period, four consultation meetings were held. These meetings were attended by officials of concerned divisions in MOFA and the Japan International Cooperation Agency (JICA).

1) Formulation of Evaluation Plan

Under the guidance and supervision of the chief evaluator, the evaluation team engaged in discussions with relevant parties of MOFA and JICA and formulated a draft evaluation implementation plan which included evaluation objectives, targets, criteria, and work schedule, and then presented it at the first consultation meeting. At this time, the team prepared an evaluation framework that brought together evaluation items, evaluation indicators, data-gathering methods, and other matters concerning the above-mentioned evaluation methodology and obtained the approval of the members of the consultation meetings.

2) Document Review and Interviews in Japan

In line with the implementation plan formulated based on the first consultation meeting, the team gathered and analyzed documents in Japan and conducted interviews with concerned personnel. Specifically, the team gathered and analyzed information concerning socioeconomic condition of Colombia, trends in assistance to Colombia by Japan and other donors, and public documents on Japan's diplomacy for Colombia, and record of VIP visits. It also conducted an interview survey with the officials of MOFA and JICA, and persons with seasoned knowledge of both Japan and Colombia.

3) Field Survey

Based on the results of the survey and interviews conducted in Japan, the team carried out a field survey in Colombia from October 6th to October 20th, 2013. In the field survey, the team conducted an interview survey with the Embassy of Japan in Colombia, JICA Colombia Office, representatives of Japan's private sector, government organizations

and cooperation-implementing organizations of Colombia, other donors, and beneficiaries of Japan's ODA as well as observations at cooperation project sites.

4) Information Analysis and Report Writing

In line with the evaluation framework established beforehand, the team conducted an evaluation and analysis based on the results of the aforementioned domestic survey and field survey. In the evaluation process, the team evaluated the results by considering criteria established for each item, identified factors that will promote or inhibit effects, drew out recommendations, and prepared the report summarizing the results of the surveys.

Chapter 2 Performance of Japan's ODA to Colombia during the Evaluation Period

2-1 Outline of Japan's ODA to Colombia

The Government of Japan has been providing assistance to Colombia since signing the Agreement of Technical Cooperation between both countries in 1976. However, this assistance has been limited particularly before the 2000s, in part due to the armed conflict in Colombia that continued for more than 50 years since the 1960s.

Japan's basic policy for assistance to Colombia has changed flexibly in response to Colombia's circumstances and development needs. Until 2008, it sought to contribute to the resolution of development issues which Colombia faced by focusing on four priority areas: namely, peacebuilding, social development and building of equitable society, sustainable economic growth, and environment and disaster prevention. From 2009 to 2012, those four priority areas were reclassified to the three areas: peacebuilding, sustainable economic growth, and environment and disaster prevention. In March of 2013, Japan prepared the "Country Assistance Policy for the Republic of Colombia." Reflecting the steady improvement in security level and need for more efforts to achieve sustainable economic growth, the policy set two priority areas: balanced economic growth and initiatives for environmental problems and disasters prevention.

In order to resolve these issues, the Government of Japan has provided assistance by means of technical cooperation, Grant Assistance for Grassroots Human Security (hereinafter referred to as "Grassroots Grant"), Cultural Grant Assistance, Grant Assistance for Cultural Grassroots Projects (hereinafter referred to as "Cultural Grassroots Grant"), and ODA Loan schemes. In particular, as for Grassroots Grant, in addition to the support for basic education, Japan has provided supports to improve rural/local road in hazardous regions where Japanese experts have difficulty to access

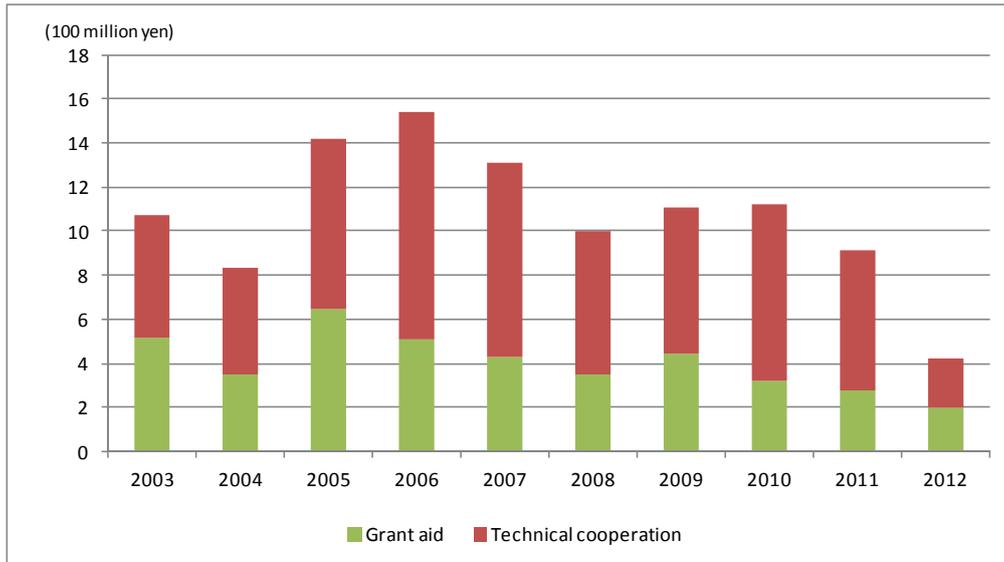
due to security problems. Moreover, Japan has provided Cultural Grant Assistance and Cultural Grassroots Grant, which are forms of assistance for nation-building efforts related to cultural aspects. Japan also extended its emergency support to areas in Colombia afflicted by floods in December 2010. Additionally, as of FY2011, Japan has dispatched a total of nearly 300 volunteers to Colombia since the Agreement on Dispatch of the Japan Overseas Cooperation Volunteers was signed in 1985.

Because its per-capita GNI is approaching 7,000 USD (2012), Colombia is ineligible for the Grant Aid for General Projects. Furthermore, although Japan implemented four ODA Loan projects in the waterworks and sewerage development, dam construction, and irrigation facilities fields in the past, it has not implemented ODA Loan projects since then. That is because the Government of Colombia has been actively adopting public-private partnerships (PPP) in the development and operation of public facilities and infrastructure, and therefore limiting overseas assistance-based borrowing.

2-2 Performance of ODA to Colombia and its Characteristics

Japan's ODA (net expenditure base) to Colombia is as shown in Figure 2 and Table 1. Technical cooperation includes Training Programs, Dispatch of Experts, Development Studies, and technical cooperation projects as well as related studies and evaluations exercises and provision of equipment as a part of technical cooperation. Due to the small number of projects and the fact that project data are calculated for the fiscal years when expenses were generated, project performance was small in fiscal years when development studies and technical cooperation projects were not implemented or when projects concluded. Nonetheless, the fiscal year average is around one billion yen.

As for grant aid, projects were implemented under the Grassroots Grant, Cultural Grassroots Grant, and Cultural Grant Assistance. Every year 30 Grassroots Grant projects on average were implemented (worth approximately 10 million yen per project). Moreover, during the ten years between 2003 and 2012, approximately 370 projects were implemented under the Grassroots Grant and Cultural Grant Assistance/Cultural Grassroots Grant. It should be noted that there are cases of assistance in the anti-land mine projects that reach more than 70 million yen.



Notes:

1. Amount of grant aid is based on committed amount in Exchange of Notes (E/N), and that of technical cooperation is based on annual expenditure in each fiscal year.
 2. "Monetary amounts" are based on E/N in the case of grant aid and on actual JICA expenses as well as actual technical cooperation expenses of government ministries/agencies and prefectures in the case of technical cooperation. However, for those grant aid projects that involved grant through international organizations, amounts were, in principle, aggregated based on E/N; if the project did not involve E/N, the amount was aggregated based on the day of project approval or day of remittance. Amounts for Grassroots Grant and Cultural Grassroots Grant are based on Grant Agreement (G/A).
 3. Technical cooperation data for FY2006 to FY2009 are technical cooperation project performance for all of Japan. For assistance performance for FY2012, since data have not been released as of December 2013, the evaluation team calculated based on data available in the ODA White Paper, MOFA website, etc. For grant aid, performance of Grassroots Grant and Cultural Grassroots Grant implemented in FY2012 was calculated; for technical cooperation, only performance of technical cooperation projects implemented by JICA was calculated.
- Source: Prepared by the evaluation team based on "ODA Country Data Book" (2005 and 2011 editions) on the MOFA website, ODA White Paper, etc.

Figure 2: Amount of Aid by Type (FY2003 to FY2012)

Table 1: Amount of Aid by Type (FY2003 to FY2012)

(Grant aid: fiscal year E/N base, Technical cooperation: fiscal year expenditure base; unit: 100 million yen)

Fiscal Year	Grant aid	Technical cooperation	Total ODA
2003	5.14	5.55	10.69
2004	3.53	4.82	8.35
2005	6.43	7.74	14.17
2006	5.08	10.30	15.38
2007	4.29	8.80	13.09
2008	3.53	6.46	9.99
2009	4.45	6.60	11.05
2010	3.19	8.06	11.25
2011	*	6.37	9.13
2012	**	2.20	4.19

* For 2011 performance, the evaluation team converted the grant aid figure of 3.46 million USD and technical cooperation figure of 7.99 million USD noted in the ODA White Paper (FY2012 edition) into yen using the exchange rate noted in this report (exchange rate: 2011 = 79.7068 yen/dollar [OECD-DAC designated rate]).

** For assistance performance for FY2012, because data have not been released as of December 2013, the evaluation team calculated based on data available in the ODA White Paper, MOFA website, etc. For grant aid, performance of Grassroots Grant and Cultural Grassroots Grant implemented in FY2012 was calculated; similarly, for technical cooperation, only performance of technical cooperation projects implemented by JICA was calculated.

Source: Prepared by the evaluation team based on "ODA Country Data Book" (2005 and 2011 editions) on the MOFA website, ODA White Paper, etc.

Especially, in the case of technical cooperation, a variety of cooperation formats were employed, primarily through JICA's technical cooperation scheme. They included Training Programs, Dispatch of Experts, dispatch of study team, and provision of equipment as well as technical cooperation projects that combine these schemes and Development Studies.

Between FY2003 to FY2012, Japan trained a total of 2,161 trainees from Colombia and dispatched 89 experts and 128 volunteers. It also implemented three Development Studies and ten technical cooperation projects (including one case of equipment provision, which is a part of follow-up to a past technical cooperation project).

From 2003 to 2012, Japan implemented a total of 359 Grassroots Grant in Colombia worth a total of 3.7 billion yen. Because Grassroots Grant covered a broad range of needs, they involve various forms of cooperation that are not limited to priority cooperation areas mentioned above. By fiscal year, Grassroots Grant has financed continuously between 20 and 50 projects (average of 35 per year). By field, the most common projects involve the construction of libraries at 33%, followed by construction of schools (classrooms) at 28%, development of social infrastructure (roads, small-scale cooperation, community centers, etc.) at 18%, and provision of medical equipment and supplies at 11% respectively. In addition, there are projects that provide assistance for antipersonnel landmine victims and mine clearing (2%) and development of vocational training facilities among others.

In addition, since 2003, Japan has implemented five Cultural Grant Assistances (valued at between 40 million and 70 million yen per project) and nine for Cultural Grassroots Grants. In addition to cooperation provided within its ODA budget, the Government of Japan has also established trust funds with Japanese capital within multinational institutions, among them the Inter-American Development Bank (IDB) and the World Bank, and implemented cooperation through these institutions.

Chapter 3 Summary of the Evaluation

From the development viewpoints, the evaluation team found that Japan's cooperation activities as a whole have extremely high relevance (relevance of policies), made certain contributions to Colombia's development (effectiveness of results), and were implemented with appropriate processes (appropriateness of processes). Thus, as its overall evaluation, the team deemed that cooperation had produced "satisfactory results". The following presents details for each point.

3-1 Relevance of Policies

The significance of cooperation, basic policies, and priority areas described in Japan's "Country Assistance Policy for Colombia" are all mentioned in Japan's ODA Charter and Japan's Medium-Term Policy on ODA and have high conformity with the high-level policy in Japan's ODA policy for Colombia. For the priority cooperation areas, although there have been some changes in the ways that development issues are classified in general, assistance has been focused on four areas: "peacebuilding", "social development and building of equitable society", "sustainable economic growth" and "environment and disaster prevention". These areas have high conformity with priority fields provided in the Government of Colombia's national development plan.

Moreover, they have high conformity with international priority issues, such as the Millennium Development Goals (MDGs) and Human Security. Other donors also formulate their assistance policies for Colombia based on the Government of Colombia's national development plan and international cooperation strategies. In particular, major donor countries put priority on assistance in the peacebuilding area, such as support for victims, reconciliation, and handling of human rights problems caused by internal conflict, which is the most important issue for Colombia. Japan has also continuously set peacebuilding as a priority area in its ODA policy for Colombia since 2003. This means that Japan's policy has conformity with the direction of other donors' assistance. Additionally, it was confirmed that donors made efforts to resolve the Colombia's priority issues through mutual complementary assistance. For example, in the "sustainable economic growth" area, the IDB provides assistance in the trade and financial sectors, the World Bank focuses on productivity improvement, the United States supports formalization of land rights, promotion of local industries, and infrastructure development, and Japan implements cooperation for regional development by carrying out various projects, among them "one village, one product movement" projects.

Both the Government of Colombia and concerned persons on the Japanese side recognized the fact that various instruments for assistance in Japan's ODA enables Japan to meet Colombia's various types of development needs in details and it is a comparative advantage of Japan's ODA. It was further recognized that there have been many cases in which Japan's ODA sought to achieve synergy effect through inter-scheme linkage. For example, given that approximately 100 Colombians participate in Training Programs in Japan each year, Japan studied and introduced a strategic system in which volunteers were dispatched to the organizations of the ex-participants to assure that the training effects take root in and diffuse in Colombia. Furthermore, the fact that Japan has set fields in which Japan has particular knowledge and experience such as disaster prevention and regional development through "one

village, one product movement” as development issues, demonstrates that Japan’s assistance policy was formulated with consideration to the areas in which Japan has comparative advantage.

Thus, given that Japan’s ODA policy for Colombia has received high evaluation for all items, the evaluation team deems that it has extremely high relevance.

3-2 Effectiveness of Results

Looking at the effectiveness of results of Japan’s assistance to Colombia, although the degree of contribution was different depending on the priority cooperation area, it was confirmed that a certain level of contribution was achieved in general. Of the priority areas, the team finds that a certain level of achievement was observed and Japan’s contribution was significant in “peacebuilding” and “social development and building of equitable society”. On the other hand, however, it also found that performance was low and direct contribution was limited in “sustainable economic growth” and “environment and disaster prevention”. The following presents details for each area.

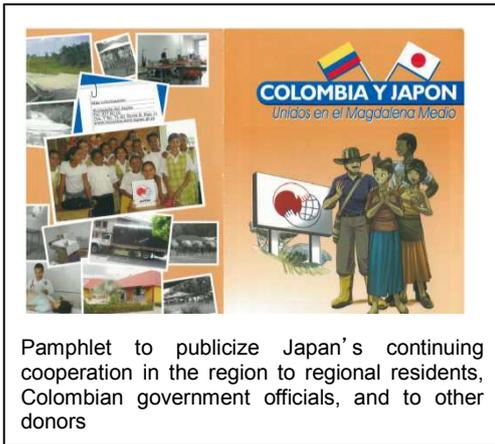
1) Peacebuilding

In the field of “peacebuilding” which is a priority cooperation area, significant contributions were recognized particularly in the development issue “assistance in social and economic problems caused by conflict” thanks to the implementation of a program-based approach. In the field of support for antipersonnel landmine victims, achievements deserving particular attention here are the following: (1) the concept of “comprehensive rehabilitation” was reflected in the national policy for victims; (2) the “comprehensive rehabilitation model” developed through Japan’s technical cooperation project was applied to other regions; and (3) human resources development in psychosocial care was implemented and psychosocial care came to be included in national programs. Evaluation of those contributions is backed up by high appreciation expressed by not only the Government of Colombia but also by other donors. A certain level of contribution was also achieved in support for IDPs and the socioeconomic reintegration of surrendering soldiers and their families.

On the other hand, looking at the development issue “revitalization of local community through mitigation of structural factor of conflict”, the assistance was provided toward developing basic infrastructure in regions where other donors’ assistance has not reached, through the Grassroots Grant. This assistance made a major contribution in specific regions. Additionally, in the interview with APC, they said that correction of disparities among regions was essential in order for Colombia to move to a post-conflict phase, and expressed expectation for continued Japanese assistance in rural areas where other donors had not provided assistance for the development of small-scale

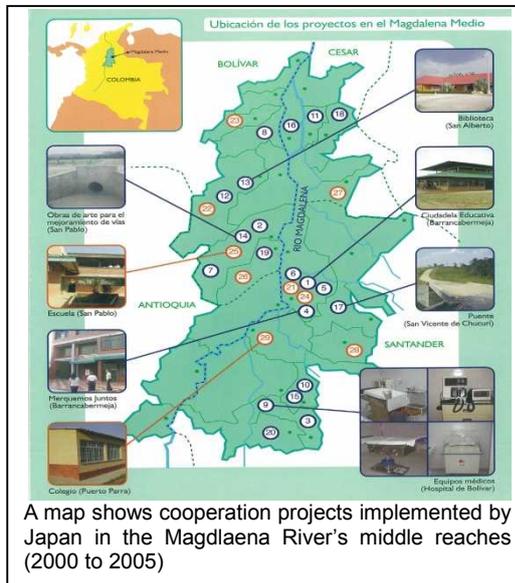
infrastructure. From that statement, the team deemed that Japan's implementation of intensive cooperation to the selected specific regions was highly effective.

**BOX 1: Support for the Development of Basic Infrastructure
in the Middle Reaches of the Magdalena River**



The middle reaches of the Magdalena River are located in northern Colombia. The region is the center of Colombia's oil industry, and is blessed with abundant stores of other natural resources and has a diverse ecosystem. Arterial highways link major cities of the Andes, and connect the Caribbean Sea, Venezuela, southern Colombia, and the Pacific Ocean in this area. Accordingly, it is an important region in Colombia, so much so that it is said that the person who controls Barrancabermeja, the central city of the region, will win the conflict. Because of this, it has been the site of internal conflict in Colombia for more than 50 years. During the mid-1990s, some 5,000 of the roughly 100,000 households living in the region were directly affected by violence. Due to existing topographical reasons (jungle) and the effects of the conflict, development of basic infrastructure in the region has been slow, and some 70% of the region's residents are classified as impoverished.

The main transportation for residents living along the Magdalena River and its tributaries are canoes and motorboats. As a result, there are many villages isolated from other cities. Given these factors, the region has had difficulty receiving assistance from the government, and has even become a base of activities of drug cartels and illegal armed groups. At the same time, local communities have been unable to get the agricultural crops they grow to market. A former representative of the NGO that has supported community development in the region for more than 15 years said that this living environment was a factor behind population drain from the region and conflict. Since 2000, the Embassy of Japan has continuously provided cooperation to this beleaguered region through Grassroots Grant. Thus far, Japanese cooperation has led to the construction of elementary schools and community centers as well as village roads and bridges, and is thereby helping improve the lives of regional residents. Residents of the Magdalena River's middle reaches are aware of the support Japan has provided and express their gratitude to the Japanese people.



2) Social Development and Building of Equitable Society

Looking at Japan's contribution to "development of social infrastructure," which was a development issue in the area of "social development and building of equitable society",

intensive use of the Grassroots Grant led to the construction of many elementary schools and libraries, particularly in the rural and impoverished regions that the Government of Colombia has difficulty in reaching. For example, Japan has used the Grassroots Grant to cooperate in the construction of approximately 190 schools (classrooms) in rural areas and impoverished sections of urban areas (from the beginning of cooperation to October 2013). Assuming that the average number of children benefitting from a school is around 200, it is estimated that Japan has helped improve the learning environment of some 25,000 children at 124 schools. Although the scale of each project was small, the strategic provision of assistance to numerous projects contributed significantly to better access to education and improved learning environments. The team evaluated that this approach played a major role in improving literacy rate through promotion of reading and, by extension, reinforcing basic education as a step toward rectifying educational disparities. This observation is backed up by high appreciation expressed by the Ministry of Culture and President's office of Colombia.

In addition, looking at cooperation in the development issue "reinforcing administrative capability for social development", in order to reinforce administrative capabilities in the field of urban planning and land readjustment among various other issues, Japan combined Training Programs and technical cooperation projects strategically so that the technologies take root in steadily and firmly. The team considered this combination as a good example because thanks to this combination, policymaking ability in urban planning area in Colombia increased and that led to the development of living environments in cities. In this way, the team concluded that Japan made a significant contribution to the specific theme of urban planning and land readjustment in Colombia.

3) Sustainable Economic Growth

In the field of "sustainable economic growth," effects are now starting to be seen regarding the issue of productivity improvement and quality management as a result of consistent project formulation based on clear needs analysis. For example, concerning "industrial development", Japan dispatched Senior Volunteers to reinforce the capabilities of ex-participants in Training Programs related to productivity improvement in response to requests from them. As for human resources development related to industrial promotion in outlying regions, Japan has been providing cooperation related to the "one village, one product movement". However, cooperation in this area is still at the preparation stage in reality, and therefore direct effects on "industrial development" have not been observed yet. It is expected that concrete results will be achieved through the progress of technical cooperation scheduled for the coming years.

On the other hand, Japan's contribution to the development issue of "development of

economic and social infrastructure” has focused on support for human resources development through Training Programs and contribution to actual infrastructure development was not observed. So, it is concluded that the contribution in this area is limited.

4) Environment and Disaster Prevention

In the area of “measures for environmental problems”, one of the development issues in the area of “environment and disaster prevention”, Japan has established the following three themes as cooperation fields: environmental issues related to daily living and industrial activity, social problems related to the natural environment (such as forest protection), and promotion of forest preservation projects (promotion of Clean Development Mechanism (CDM), etc.). As for environmental issues related to daily living and industrial activity, considering that a waste management master plan for Bogota has been formulated and is expected to be authorized as an official document, Japan’s contribution in this area is recognized. Moreover, as for the theme of promotion of forest preservation projects, Japan made a contribution in capacity development of the concerning officials.

On the other hand, looking at cooperation related to the development issue “development of disaster prevention system”, the Government of Colombia and other donors have high expectations for Japan’s assistance based on its knowledge and experience in the area of disaster prevention. This is an area in which Japan’s comparative advantages are well recognized, and in which continued assistance will be required. However, Japan’s actual performance in this area has been limited during the past ten years, and thus its contribution has also been limited.

In the Country Assistance Policy for Colombia formulated in March 2013 the theme “development of natural disaster-resilient communities” is included as one of the development issues. Its inclusion is based on the needs and expectations of the Government of Colombia and on Japan’s cooperation policy to utilize its comparative advantage. Moreover, information on Colombia’s disaster prevention sector was collected and analyzed in 2013 for the purpose of studying Japanese cooperation in this sector, and an examination toward formulating a future cooperation policy and projects was carried out.

3-3 Appropriateness of Processes

In formulating its assistance policy, Japan examined in detail the national development plan and the international cooperation strategy documents prepared by the Government

of Colombia, and took into consideration the comparative advantages and other factors. The content of the policy was confirmed through discussions with concerned personnel on the Colombian side. Thus, the process of formulating the policy was appropriate. Particularly, the fact that, in addition to seven policy meetings in total held between 2003 and 2012, routine discussions took place between the assistance contact agency of the Colombian side and concerned personnel on the Japan side is noteworthy.

In Colombia, an ODA taskforce comprised of the Embassy of Japan in Colombia, JICA, and Japan External Trade Organization(JETRO) was established and holds meetings on policy and project formulation four to six times each year. These participants exchange information on a routine basis and, when necessary, expand the size of the meeting by inviting representatives of the private sector. It should be noted that JICA, the implementing agency, responded to a shrinking overall ODA budget by reducing the number of staff over the past seven years. Although the office is being managed efficiently by personnel with detailed knowledge of Colombia, the small staff size is a factor that limits its activities from the standpoint of operational efficiency.

Looking at Colombia's framework for receiving overseas assistance, a management department was established in the President's office to serve as the contact point for receipt of international cooperation in 2003, followed by the "Presidential Agency for Social Action and International Cooperation" (Acción Social in Spanish) in 2005. A bureau in charge of international cooperation was established under this agency. In 2011, APC was established using this bureau as a foundation. In Colombia, the Colombia supporting country group (G24) was launched at the Colombia assistance meeting held in London in 2003, and it worked as an active donor coordination mechanism. On the other side, after its establishment, APC presents priority areas for international cooperation in Colombia to the donors and begins to take initiative to promote donor coordination. Additionally, it should be noted that APC has within its organization not only a bureau in charge of receiving assistance but also one in charge of providing assistance to the third countries.

One characteristic of project formulation in Japan's cooperation for Colombia is that efforts are made to achieve the maximum degree of synergy effect through inter-scheme linkage, taking into account public security problems and the limited scale of assistance. Especially in the peacebuilding area, it is highly recognized that, comprehensive support is provided through a program-based approach that has successfully achieved synergy effect despite limited resources. Colombian culture has high esteem for the law, and as a result there is a tendency that it takes more time for discussions of legal interpretation and procedures when preparing project documents. However, people on the Colombian side have pointed out that there is a tendency for Japan's project formulation to take time. It is desirable for both sides to act flexibly,

understanding each other's circumstances and procedures.

In Colombia, project formulation and management are conducted with particular consideration for safety due to serious security problems for many years. Since security became particularly fragile during the early 2000s, Japan tried ways of generating greater impact by consciously and strategically combining applicable ODA schemes in its technical cooperation, such as implementing training without dispatch of Japanese experts to the sensitive area and Grassroots Grant for local communities. With recent improvements in security level, in March 2013, JICA reviewed the areas where its personnel could enter for the purpose of project operations. It is expected that expansion of such areas will lead to a broader range of cooperation in coming years, including the development of projects at the regional level. At the same time, PPP initiatives are also starting as Colombia sets out to strengthen its economic relationship with Japan.

Although at the policy level, no regular monitoring is taken place to verify whether or not cooperation is implemented toward achieving Japan's ODA policy goals for Colombia. At the project level, regular monitoring and evaluations have been conducted in line with regulations, and therefore cooperation progress and results have been confirmed.

As for publicity activities, ceremonies held by the Embassy of Japan in Colombia to mark the provision of Grassroots Grant to Colombia are reported by local prominent media, including national newspapers. The publicity effect of such reports is thought to be high. Moreover, JICA's Colombia Office issues a monthly newsletter on its Web site. Considering that there have been some inquiries about this newsletter from the private sector, its effectiveness is confirmed.

Given the above circumstances, the evaluation team deems that the process of formulating and implementing assistance policy are appropriate.

**BOX 2: Learning about Solar Power Generation!
 “Project to develop solar power facilities for environmental education”
 (Example of Grassroots Grant and public-private partnership)**

“Maloka Museum” in Bogota is Colombia’s leading complex devoted to science and technology. It was established in 1998 and is operated by a non-profit organization (Maloka Foundation).

A 17,000-square-meter exhibition space built underground provides opportunities to experience science and technology throughout the year. Maloka attracts many children and their families. From its opening until 2012, 306,565 people visited Maloka. On average, some 2,000 people visit the museum per day, of which roughly 70% are children. Moreover, 70% of visitors belong to the impoverished social classes 1 or 2.



A mother and child learning about solar power by using display equipment provided by Japan



The 40 solar panels provided by Japan are displayed together with other exhibits outside the museum.



Employees of Maloka, who train experts as an institution for promoting science and technology innovation, maintain and manage equipment for solar power generation. They have built a framework in which they can receive technical consultation from Panasonic when needed.

Japan implemented a project providing solar panels to this museum. A partnership of three participants—a JICA Senior Volunteer who belonged to the museum, Panasonic (which was seeking to strengthen its environmental solutions business in Colombia), and the Embassy of Japan in Colombia — provided 40 solar panels as well as learning display equipment, batteries, regulators, and inverters. This assistance permits the use of electricity generated from the solar panels to operate other display equipment in the museum, with surplus power applied to cover 40% of the facility’s power demand. As a result, not only is the museum operated efficiently with solar power, but visitors can see for themselves how the museum creates its own power while also achieving energy savings. Moreover, the project seeks to cultivate understanding of the mechanisms of solar power generation and the necessity of renewable energy among visitors by explaining about the displayed equipment and panels that are needed for solar power and installing displays that show the amount of power generated by the outside panels.

For Panasonic, which supplied the equipment, the project provides an opportunity to display its excellent energy-creating and energy-saving technologies. It was expected that this will further enhance recognition of Panasonic as a company that makes more than traditional products and also provide a platform for expanding its business in Colombia, introducing new energy-saving technologies and products, and making a social contribution.

Chapter 4 Evaluation from the Diplomatic Viewpoints

Japan and Colombia have maintained friendly bilateral relations since establishing diplomatic relations in 1908. As a result, the two sides have become friendly countries each other which are capable of building a mutually trusting relationship, and there are VIP visits between the two countries almost every year. Furthermore, during the past ten years, Japan has continuously provided assistance for peacebuilding in conflict regions where other donors stayed away from, even under precarious security situation in the country. This cooperation has been well received from not only the central and local governments but also from local residents.

With respect to diplomatic impacts, Grassroots Grant and JICA Training Courses in Japan were effective because in these projects, their beneficiaries are Colombian citizens in general and they are kind of cooperation in which Colombian people can see the “face of Japan” . Such cooperation is thought to help reinforce collaboration between both sides in the international community, such as in sharing concepts concerning disaster prevention and disarmament. Meanwhile, looking at the two sides’ economic relationships, although no major advances were seen during the past ten years due to security concerns arising from Colombia’s internal conflict, spillover effects are starting to be seen in the revitalization of economic exchanges as the security situation improves. Such exchanges include movements toward an EPA and the Pacific Alliance.

As was described above, Japan’s assistance to Colombia over the past ten years has been limited in terms of volume. However, Japan has provided its cooperation in a stable and continuous way, and therefore the evaluation team finds that the diplomatic relationships between the two sides have been strengthened. Additionally, from the standpoint of deepening economic relationships, spillover effects from Japan’s cooperation to Colombia are starting to appear and the team recognizes that these effects show promise for the future. In light of the fact that Colombia is in an economic development phase and bilateral relations between Japan and Colombia are in transition, it will become important that Japan’s assistance to Colombia moves from traditional ODA that “emphasizes development” to ODA that “emphasizes both development and the diplomatic viewpoints”.

Chapter 5 Recommendations

5-1 Recommendations on Policy Formulation

1) Cooperation that Meets Needs in the Private Sector

Given the unstable security situation caused by many years of internal conflict,

Japanese private-sector enterprises were very slow to enter the Colombian market. At a time when Colombia is achieving economic growth as a newly industrializing country, there are growing expectations for a stronger economic relationship between Japan and Colombia. In light of these conditions, and in order to realize Japanese international cooperation principals of “Enhancing Enlightened National Interest” (final report on the ODA Review) and the goals of the government’s new strategy, the “Japan Revitalization Strategy”.

It is expected that Japan will begin building a foundation which enables Japanese private enterprises energize economic activity with the Colombia in the future. On the other hand, amid a changing external economic environment represented by market integration under the Pacific Alliance, it will be vitally important for Colombian private enterprises to improve their international competitiveness. For this reason, Colombia’s national development plan lists “sustainable growth and reinforced competitiveness” as one of its priority issues. Moreover, many Japanese private enterprises note that development of economic infrastructure will be essential if both Japanese and Colombian private enterprises energize their economic activities in Colombia.

Under such circumstances, it is expected that, in its assistance to Colombia, Japan will conduct studies to ascertain current conditions and needs for the development of Colombian private enterprises, infrastructure development and other items, and then study concrete forms of cooperation that meet development needs in Colombia and help Japanese private enterprises to enter the Colombian market. For example, one proposal might be to study cooperation that contributes to the resolution of development issues by diffusing technologies that utilize Japan’s comparative advantages and simultaneously providing the needed equipment and materials. Such a proposal could be along the lines of Japan’s support for solar energy facilities in the Maloka Foundation (linkage of dispatch of Senior Volunteer, Grassroots Grant, and a private company’s CSR (Corporate Social Responsibility) activities). In addition, providing cooperation through ODA Loan for infrastructure development, such as road construction projects for Colombia’s underdeveloped distribution network which is one of the major bottlenecks to the country’s economic growth, would be an effective approach, as it would contribute to Colombia’s growth and support the building of infrastructure that would help strengthen economic ties between Japan and Colombia.

2) Assistance that Helps Rectify Disparities through Regional Development

Sustainable economic growth continues to be a priority area in Japan’s ODA policy for Colombia.

Despite the fact that Colombia is a newly industrializing country, large interregional

disparities remain due to the long internal conflict and other factors. Rectifying interregional disparities through the development of regional cities and rural areas is essential for realizing sustainable economic growth under the socioeconomic circumstances marked by improving security level. Consequently, demand for organizational capacity building in local governments toward this end remains high.

Given these circumstances, it is expected that Japan will continue to implement cooperation that contributes to the rectification of interregional disparities, such as technical cooperation related to the “one village, one product movement” and development of regional infrastructure, and also pay attention to social inclusion, such as care for conflict victims and the socially vulnerable groups, using its experience in the peacebuilding field as a base.

3) Continuous Support for Disaster Prevention Cooperation, an Area in which Japan has a Comparative Advantage

Japan established cooperation for disaster prevention as one of the two priority cooperation areas in its “Country Assistance Policy for Colombia” formulated in March 2013, and sees “development of natural disaster-resilient communities” as a development issue to focus on within this area. On the Colombian side, the national development plan of the current Santos Administration sees reinforced disaster prevention as essential to achieving sustainable growth.

Japanese cooperation in the disaster prevention area has been limited so far. Nonetheless, given the positive track record of Japanese assistance in this area, not only the Government of Colombia but also other donors recognize that Japan has a comparative advantage in this area and are expressing high expectation for continued cooperation based on its knowledge and experience.

In addition to such needs and high expectations for Japan’s cooperation in this area exists in Colombia, taking into consideration the diplomatic importance to tackle with global issues and spillover effects such as impact on economic relations that stems from the development of disaster-resilient infrastructure, the team thinks that cooperation in disaster prevention is an area that will require continued assistance from Japan.

4) Study of Even More Effective Assistance Approaches to Expand Development Effects

As is seen in its cooperation in the peacebuilding area, for example, Japan has provided

support to Colombia by combining the various schemes available under its ODA and tackling development issues with a program-based approach from both medium- and long-term perspectives. This kind of integrated assistance based on linkage of Japan's cooperation schemes has maximized the manifestation of results and won high appreciation from the Government of Colombia and other donors.

Given the limited amount of assistance provided, it is expected that Japan will promote cooperation that is even more effective and generates greater synergy effects by linking up relevant schemes available under its ODA (e.g., Grassroots Grant, technical cooperation projects, Training Programs, dispatch of volunteers, etc.) and reinforcing its strategic collaborations with other donors. Moreover, as was recommended in the area of support for expansion of Japan's private enterprises into the Colombian market, it is expected that Japan will expand schemes that include provision of ODA Loan, which have not been realized in Colombia recent years. It is further expected that Japan will give attention to finding ways to broaden its cooperation, including linking ODA with investment finance by government funds such as the Japan Bank for International Cooperation (JBIC).

5-2 Recommendations on Assistance Implementation Processes

1) Support for Dissemination of Technology which has High Spillover Effects for Neighboring Countries

The Government of Colombia has established a bureau in charge of providing assistance in APC, and Colombia's implementing agency has begun promoting training and dissemination activities for other Latin American countries that face similar challenges as those of Colombia.

For example, as is seen in the example of land readjustment that was discussed in the Chapter 3 (Effectiveness of result), the Government of Colombia has acquired the technologies in which Japan has a comparative advantage with technical cooperation from Japan, incorporated the technologies into an appropriate form that are compatible with its own circumstances. It is now applying these technologies to actual sites and transferring them to neighboring countries.

It is hoped that, as in the above example, Japan will continue to provide technical cooperation that not only contributes to improvements in Colombia but also helps the Government of Colombia to disseminate technologies to its neighbors. As for cooperation fields, cooperation such as disaster prevention and productivity and quality improvement in which Japan has a comparative advantage will be promising.

5-3 Summary of the Recommendations

The following table shows the responsible organizations for recommendations and the time frame.

Table 2: Responsible Organizations for Recommendations and Time Frame

	Recommendations		Responsible Agencies				Timeframe
			Central-level		Field-level		
			MOFA	JICA Headquarters	Embassy of Japan	JICA Colombia	
5-2-1 Recommendations on policy and strategy formulation	1 Cooperation that meets needs in the private sector	Studies for the development of Colombian private enterprises	○	◎		○	Short-term
		Establishment of a base for economic activities of the private enterprises	◎	○	○		Medium- and long-term
	2 Assistance that helps rectify disparities through regional development		◎	○	○	○	Short-term
	3 Continuous support for disaster prevention cooperation, an area in which Japan has a comparative advantage		◎	○	○	○	Short-term
	4 Study of even more effective assistance approaches to expand development effects	Encouragement of cooperation among scheme and expansion	◎	○	○	○	Short-term
Cooperations with other donors		○	○	◎	◎	Medium- and long-term	
5-2-2 Recommendations on assistance approach and procedure	1 Support for technology extension having high ripple effects for neighboring countries	Continuous technical cooperation in the areas which Japan has is comparative advantage		◎		○	Short-term
		Assistance for technology extension implemented by Colombian side	○	○			Medium- and long-term

Source: Prepared by the Evaluation Team

Chapter 6 Lessons Learned

From the results of the evaluation, the team extracted the following points that should be applied broadly to not only Colombia but to other countries as well.

6-1 Assistance under Limitations on Onsite Activities

During the evaluation's target period, onsite activities by Japanese experts and volunteers in dangerous areas for conflict were restricted due to poor security conditions caused by Colombia's internal conflict.

For that reason Japan's assistance to Colombia was limited in terms of quantity as a result, but Grassroots Grant and Training Programs were implemented in a stable and continuous manner in partnership with the Colombian side. Consequently, it was recognized that a mutual trusting relationship was cultivated between personnel on both sides. This trusting relationship makes it easy to begin local activities for new projects smoothly as the security situation improves.

From the above, the implementation of stable and continuous assistance by making full use of Japan's broad range of assistance schemes has high significance, even in countries and regions where local activities are constrained by security issues, and so forth.

6-2 Setting of Concrete Indicators for Development Objectives, Achievement Degree of Objectives and Target Values at the Program Level

In the years up to now, Japan's ODA policy for Colombia has outlined the significance of assistance, basic policy as well as priority cooperation areas. Specifically, the Country Assistance Policy for Colombia formulated in March 2013 set the basic policy of assistance, priority areas, and attaches a separate "Rolling Plan". The Rolling Plan contains the basic policy, priority areas, and development issues of assistance as well as cooperation programs, and individual projects included in each cooperation program to resolve these issues.

However, thus far, no indicators or target values have been set to determine the degree to which the development objectives of the ODA policy have been achieved. Consequently, the team just assessed the degree of contribution to individual development issues, and could not determine quantitatively how much of the ODA policy was actually implemented and the degree to which development objectives were achieved.

The team believes that, in order to appropriately evaluate ODA policy-level results in the future, it will be necessary to clarify more objectives of country assistance policies at the preparatory stage, and to set as concrete indicators as possible within the individual cooperation programs of Rolling Plans. The team also hopes that studies will be made on approaches to regularly monitor the plans' progress.

The team believes that these steps will make it possible to formulate projects toward the achievement of development objectives, select more appropriate assistance schemes in line with ODA policy, and promote assistance while confirming among concerned stakeholders that visible results can be steadily achieved.

Map of Colombia



Photos

	
<p>A classroom constructed with Japanese Grassroots Grant</p>	<p>Children reading books in the library built by the Japanese Grassroots Grant</p>
	
<p>Interview with Presidential Agency for International Cooperation (APC)</p>	<p>Newsletters and booklets of Colombian Alumni Association of Ex Participants of Japan</p>
	
<p>Interview with Center for science and technology Antioquia (CTA)</p>	<p>Public transport system introduced in Bogota city, with the recommendation made by Japanese ODA</p>
	
<p>Urban development project site, with the initiative of the counterpart of JICA project</p>	<p>Ex participant of training in Japan, working for urban planning in Chia city</p>