

### Session 3

## Approach to Capacity Development and Improving Governance in the Developing World: A Comparative View from JICA's Experience

**Kyoko KUWAJIMA**

Group Director, Group I, Social Development Department, Japan International Cooperation Agency (JICA), Japan

### ***Abstract***

Since the 1990s, much attention has been paid to the issues of governance as essential factors to development and poverty reduction. Such values are commonly stressed by major international donor institutions and countries: legitimacy, accountability, transparency, efficiency and effectiveness of the public sector; participation in decision making and rule of law. Getting good governance, however, implies a wide range of institutional reforms and structural change in economic, political and social realm. The list for tackling "deficiencies" in one country's governance is exhaustive. How could we identify suitable approach to help improve governance under specific country conditions?

This presentation critically reviews comprehensive approach to strengthening governance as illustrated in the conceptual framework developed by the World Bank. While the mutually enforcing efforts of improving governance from the top and those in relation to improving front-line service delivery are stressed, most of its governance interventions are focused on central levels. The items of necessary interventions entail a long list including the improvements in political system and judicial and legislative institutions as well as in administrative and financial management.

Touching upon the concept of "good enough governance" raised by M. Grindle, it then looks into ways to prioritize governance issues to be tackled according to specific contexts of developing countries. The concept, however, does not explore area-specific or sector-specific approach to improving governance, which might suggest another way to move toward good governance from the bottom.

JICA, as a technical cooperation agency, has had several successful cases of assistance in enhancing local government capacity in service delivery by changing relations between the local government and communities. Such projects as *Sulawesi Poverty Reduction Project in Indonesia* and *Project on Improvement of Public Administration for Local Governments in Pujub in Pakistan*, for example, indicate the possibilities of bottom-up approach to improving governance that could be sustained by model system to support village-initiated projects through improved communication mechanisms between local governments and communities.

**Kyoko KUWAJIMA**

Group Director, Group I, Social Development Department, Japan International Cooperation Agency (JICA), Japan

Academic Degrees

1980	Bachelor	Faculty of Literature, Kyoto University
1995	Master	East Asian Studies, Graduate School of Arts and Sciences, Harvard University

Field of Study

Governance, Capacity Development

