



Knowledge Co-Creation Program (Group & Region Focus)

GENERAL INFORMATION ON
**Enhancement of Training Management in
Vocational Training Institutions (A)**

課題別研修「職業訓練の運営・管理と質的強化(A)」

JFY 2020

NO.201901965J001

Period for Online Training: From 11 January, 2021 to 22 January, 2021

Period for Training in Japan: From 11 April, 2021 to 1 May, 2021

This information pertains to one of the JICA Knowledge Co-Creation Program (Group & Region Focus) of the Japan International Cooperation Agency (JICA), which shall be implemented as part of the Official Development Assistance of the Government of Japan based on bilateral agreement between both Governments.

‘JICA Knowledge Co-Creation Program (KCCP)’ as a New Start

In the Development Cooperation Charter which was released from the Japanese Cabinet on February 2015, it is clearly pointed out that *“In its development cooperation, Japan has maintained the spirit of jointly creating things that suit partner countries while respecting ownership, intentions and intrinsic characteristics of the country concerned based on a field-oriented approach through dialogue and collaboration. It has also maintained the approach of building reciprocal relationships with developing countries in which both sides learn from each other and grow and develop together.”* We believe that this ‘Knowledge Co-Creation Program’ will serve as a center of mutual learning process.

I. Concept

Background

Human Resources Development (HRD) is one of the most important policies to lead economic growth and realization of a better life for the citizens in each country. Many countries have promoted Technical and Vocational Education and Training (TVET) as one of the main factors to contribute for HRD in order to increase income and reduce poverty.

In the recent industrial situation, these countries are facing the necessity to improve TVET responding to the change of labour market, and to develop the management who can manage TVET Institutions more efficiently, sustainably and systematically, together with enhancing capacity of trainers/instructors who can develop the appropriate curriculum in accordance with the industry needs.

For What?

The aim of this program is to introduce how to manage TVET Institutions in Japan with keeping good partnership with industries through lectures and study visits as well as discussions about the current situation and problems, and to provide participants with an opportunity for making a comparative study among Japan and participating countries.

For Whom?

This program is offered to head masters or directors who presently have responsibilities for management of TVET Institutions and to trainers/instructors who are engaged in developing curriculum or training program as the head of department.

How?

Participants shall acquire knowledge and experiences on the present situation of HRD in Japan through lectures, discussions and study visits. Participants will also formulate action plans describing what he/she will do after going back to their home countries, at the same time, disseminating the knowledge and ideas acquired and discussed in Japan among others into their on-going activities. Participants are also expected and encouraged to mutually learn from other participants in order to solve difficulties that each participant faces in his/her own country.

II. Description

1. Title (No.):

Enhancement of Training Management in Vocational Training Institutions (A)
(201901965J001)

2. Periods

1st Part (Online) From 11 January, 2021 to 22 January, 2021

2nd Part (In Japan): From 11 April, 2021 to 1 May, 2021

In the context of the COVID-19 pandemic, please note that there is still a possibility the course period, especially the 2nd part in Japan, will be changed, shortened, or the course itself will be cancelled.

3. Target Regions or Countries:

Bhutan, Cambodia, Eswatini, Kenya, Indonesia, Malaysia, Marshal Islands, Mozambique, Pakistan, Philippines, Rwanda, Samoa, South Africa, South Sudan, Sudan, Sri Lanka, Tanzania, Uganda, Zimbabwe

4. Eligible / Target Organization: This program is designed for public TVET Institutions

5. Program Capacity (Upper limit of Participants): 21 participants

6. Language to be used in this program: English

7. Program Objective: Participants are expected to understand the current situation and challenges of TVET in Japan, and formulate Action Plans that solve and improve challenges in TVET sector of participants' countries

8. Overall Goal: Participants are expected to manage TVET Institutions with resources fully utilized, and to improve quality of training courses sustainably and continuously in responding to the changes in the labour market.

9. Guidance on Online Lectures:

As the first phase of this program, participants shall receive the online lectures provided by the Japanese implementing partner, Japan International Cooperation Center (JICE), with the procedures shown below:

- (1) After confirming email addresses of the participants, JICE will inform the participants ID information to access the online lectures. At the same time, JICE will send the participants the Job Report Guide, lecture materials (PDF forms), and survey sheets.
- (2) All of the participants shall attend a kick-off web-meeting set by JICE to be held on 11 January 2021.
- (3) Following the kick-off web meeting, JICE will organize a Job Report presentation meeting online on 11 January to 13 January.
- (4) Following the Job Report presentation meeting, the participants shall take 5 online lectures per day for 2 weeks at their convenient time and must submit assignments and survey sheet after each lecture.
- (5) JICE will organize a midterm web meeting with the participants after a week to monitor the progress and to answer questions from the participants regarding the lecture contents.
- (6) On the last day, all of the participants shall attend a wrap-up web-meeting set by JICE.

The participants may share the lecture materials with their colleagues only within their organizations. **The use beyond the participant's organizations is not allowed due to**

copyright restrictions.

10. Expected Module Output and Contents: This program consists of the following components. Details on each component are given below. There might be minor changes in several subjects.

Program of JFY2020 is attached in “VI. Tentative Schedule“ as reference (Subject to change).

| 1st part: Online lectures in a participant’s home country | | |
|--|--|------------------------------------|
| Expected Module Output | Subjects/Agendas | Methodology |
| 1. To share the current situation and make comparative review among the participants in order to clarify the issues to be solved in their own organizations. | (1) Job Report presentation | Webinar including Group Discussion |
| | (2) Discussion on the issues that the participants have been facing | |
| 2.To understand how to meet economic and social changes, and how to manage TVET | (1) Characteristics of administration in HRD through TVET in Japan | Web Based Training |
| | (2) Flamework of public vocational training system | |
| | (3) Skill evaluation system in Japan | |
| 3. To understand how to develop public and private partnership. | | |
| 4.To understand design, implementation, management and evaluation of training courses (with following PDCA) | (1) Approach to improve the quality of vocational training with following PDCA cycle | Web Based Training |
| 5.To understand overall management of TVET institution (for directors) | (1) Organizational management in TVET institution | Web Based Training |
| 6.To analyse and study challenges in participant’s own institution | (1) Interim discussion | Webinar |
| | (2) Wrap-up discussion to improve the issues | |

| 2nd part: (in Japan) (subject to change with restrictions of the COVID-19) | | |
|---|---|-------------------------------------|
| Expected Module Output | Subjects/Agendas | Methodology |
| 1. To share the current situation and make comparative review among the participants in order to clarify the issues to be solved in their own organizations. | (1) Problems Analysis and Objectives Analysis | Lectures Practice in groups |
| 2. To understand how to meet economic and social changes, and how to manage TVET | (1) Labour Market and Employment system in Japan | Lecture |
| | (2) Business Activities and Industrial Technology in Japan | Study visits |
| 3. To understand how to develop public and private partnership. | (1) PPP in TVET institutions | Lecture Study visits |
| 4. To understand design, implementation, management and evaluation of training courses (with following PDCA) | (1) Process Management | Lecture Experience by games |
| | (2) How to proceed with vocational training and job instruction | Lecture Practice |
| 5. To understand overall management of TVET institution (for directors) and curriculum development (for trainers/instructors) | (1) Kaizen and 5S in TVET institutions | Lecture Practice Study visits |
| | (2) Leadership required for managers to improve TVET institutions | Lecture Experience by games |
| | (3) Training Management in private enterprise (Case example) | Lecture |
| | (4) Training Program Development applying a method of CUDBAS (Curriculum Development Based on Vocational Ability Structure) | Lecture Practice |
| 6. To analyse and study challenges in participant's own institution and formulate Action Plan describing actions that the participants will undertake for solving the issues and, further progress and improvement after going back to home countries | (1) Problem Analysis and Objective Analysis | Lecture Practice in groups |
| | (2) Procedure to make an Action Plan | Lecture |
| | (3) Action Plan Making | Practice |
| | (4) Action Plan Presentation | Presentation |

(3) Finalization Phase in a participant's home country

After returning to respective country, Participating organizations develop the final outputs by making use of results brought back by participants.

| Expected Module Output | Activities |
|--|--|
| To share the action plan and implementation in each participant's home country | (1) Presentation and discussion on the Action Plan in each participating organization to disseminate acquirments in his/her organization |
| | (2) Review and discuss the Action Plan |

III. Conditions and Procedures for Application

1. Expectations for the Participating Organizations:

- (1) This program is designed primarily for organizations that intend to address specific issues or challenges identified in their operations. Participating organizations are expected to use the program for those specific purposes.
- (2) This program is enriched with contents and facilitation schemes specially developed in collaboration with relevant prominent organizations in Japan. These special features enable the program to meet specific requirements of applying organizations and effectively facilitate them toward solutions for the issues and problems.
- (3) As this program is designed to facilitate organizations to come up with concrete solutions for their issues, participating organizations are expected to make due preparation before dispatching their participants to Japan.
- (4) Participating organizations are also expected to make the best use of the results achieved by their participants in Japan.
- (5) As the 1st part of the program will be conducted online. Participants need to prepare a computer, internet access and study environment to have online program smoothly.

2. Responsibility of the Participating Organization:

The participating organization is to be responsible to support the participant for receiving the online lectures and seeking the possibility of implementation of the Action Plan formulated by the participant during the program in Japan.

3. Nominee Qualifications:

Applying Organizations are expected to select nominees who comply with the following qualifications:

(1) Essential Qualifications

- 1) Current Duties: (i) be ranked as a headship and presently engaged in management of a TVET institution, and expected to work in the same field in future, or, (ii) be ranked as an instructor in engineering who is head of department or equivalent
- 2) Experience in the relevant field:
 - (i) Have more than 15 years' working experience in the public TVET Institutions and more than 3 years' experience as a director at public TVET

- Institutions , or
- (ii) Have more than 8 years' experience as a trainer/instructor at public TVET Institutions
- 3) Educational Background: be a graduate of university in the relevant fields or equivalent
 - 4) Language: have a competent command of spoken and written English which is equal to TOEFL 550, TOEFL CBT 213, and TOEIC 730 or more (This course includes active participation in discussions, action plan development, thus requires high competence of English ability. Please attach an official certificate for English ability such as TOEFL, TOEIC etc., if possible)
 - 5) PC skill: have basic PC skill to use Word, Excel, PowerPoint (This course includes activities with PC to make presentation of Job Reports, to make an Action Plan, etc.).
 - 6) Health: must be in good health, both physically and mentally, to participate in the Program in Japan. Pregnant applicants are not recommended to apply due to the potential risk of health and life issues of mother and fetus.
 - 7) Age: (i) be not older than fifty (**50**) for the directors of TVET Institutions, or (ii) be between the ages of thirty (**30**) and forty five (**45**) years for the instructors

(2) Recommendable Qualifications

Gender Consideration: JICA is promoting Gender equality. Women are encouraged to apply for the program.

4. Required Documents for Application

(1) Application Form: Available at the respective country's JICA office (or the Embassy of Japan).

** The Application Form should be typewritten in English*

** The Medical History should be submitted to JICA before the participant leave for Japan. If you have any difficulties/disabilities, which require assistance, please specify necessary assistances in the Medical History. It may allow us (people concerned in this course) to prepare better logistics or alternatives.*

(2) Photocopy of passport: Should be submitted with the application form, if the applicant possess his/her passport which the applicant will carry when entering Japan for this program. If not, the applicant is requested to submit its photocopy as soon as possible.

*Photocopy of passport should include the followings:

Name, Date of Birth, Nationality, Sex, Passport Number and Expire Date

(3) Nominee's English Score Sheet: To be submitted with the Application Form. If you have any official document of English ability (e.g., TOEFL, TOEIC, IELTS), please attach it (or a copy) to the application form.

5. Procedure for Application and Selection :

(1) Submission of the Application Documents:

Closing date for applications: **Please inquire to the JICA office (or the Embassy**

of Japan).

(After receiving applications, the JICA office (or the Embassy of Japan) will send them to JICA Yokohama Center in Japan by: 4 December, 2020.)

(2) Selection:

After receiving the document through due administrative procedures in the respective government, the respective country's JICA office (or Embassy of Japan) shall conduct screenings, and forward the documents to JICA Yokohama. JICA Yokohama shall make Selection in consultation with the organizations concerned in Japan based on submitted documents according to qualifications. The organization with intention to utilize the opportunity of this program will be highly valued in the selection. Qualifications of applicants who belong to the military or other military-related organizations and/or who are enlisted in the military will be examined by the Government of Japan on a case-by-case basis, consistent with the Development Cooperation Charter of Japan, taking into consideration their duties, positions in the organization, and other relevant information in a comprehensive manner.

(3) Notice of Acceptance

The respective country's JICA office (or Embassy of Japan) shall make notification of results to the respective Government by **not later than 11 December, 2020.**

6. Document to be submitted by accepted participants:

<To be submitted by 5 January 2021>

Job Report: Please follow **Section VI ANNEX: No.1, Contents of Job Report.** (After selection process, JICE will send you a template of presentation for a reference)

※Accepted candidates are required to bring your necessary materials (data, pictures, etc.) to make a presentation according to the information Annex No.1 and No. 2.

<To be submitted in Japan>

Action Plan -- to be submitted by the end of the Program in Japan.

(1) Job Report Presentation

Each participant who receive the online lectures is requested to present his/her Job Report respectively.

The presentation session will be held online in the following manner.

- 1) Presentation should be made in Microsoft "**PowerPoint**".
(Therefore, accepted participants are required to prepare their Job Report in PowerPoint for presentation)
- 2) Each participant will be given 10 minutes to make their presentation, focusing on a brief introduction of the organization and challenge due to time constraint. (Questions, answers and discussion will be shared in the interim and wrap-up discussions.)
- 3) To make the report understandable, please put photos to show the situation of the related facilities and equipment into the PowerPoint slide as many as

possible.

- 4) The Job Report by PowerPoint shall be sent to JICE (nishida.kimiko@jice.org and vt@jice.org). The deadline of submission will be informed later by JICE.

(2) Action Plan formulation and presentation in Japan

During the training in Japan, each participant is required to formulate the Action Plan for utilizing what they have learnt in the program under the discussion with his/her supervisors and authorities. Prior consultation with supervisor on which issue should be taken is recommended through the problem analysis respectively.

Participant will present his/her Action Plan as a result of their participation at the end of program in Japan.

(3) Action Plan Presentation in the home country

After returning to their home countries, each participant will be requested to present the Action Plan in their organization, to disseminate what he/she has obtained and to get an approval for implementing the plan with his/her supervisors and colleagues.

7. Conditions for Attendance

Participants are required:

- (1) To complete the online lectures in a participant's home country before he/her might visit to attend to the program in Japan.
- (2) To strictly adhere to the program schedule in Japan.
- (3) Not to change the program topics.
- (4) Not to extend the period of stay in Japan.
- (5) Not to be accompanied by family members during the program.
- (6) To return to home countries at the end of the program in accordance with the travel schedule designated by JICA.
- (7) To refrain from engaging in any political activities, or any form of employment for profit or gain.
- (8) To observe Japanese laws and ordinances. If there is any violation of said laws and ordinances, participants may be required to return part or all of the training expenditure depending on the severity of said violation.
- (9) To observe the rules and regulations of the accommodation and not to change the accommodation designated by JICA.

IV. Administrative Arrangements

1. Organizer:

- (1) **Name:** JICA Yokohama Center (JICA Yokohama)
- (2) **Contact:** Mr. ABE Kimio (yicctt1@jica.go.jp)

2. Implementing Partner:

- (1) **Name:** Japan International Cooperation Center(JICE)

(2) Contact: Ms. NISHIDA Kimiko (nishida.kimiko@jice.org and vt@jice.org)

(3) Remark: <https://www.jice.org/en/index.html>

Since establishment, JICE has been involved in the development of human resources to deal with international issues through activities such as to accept foreign participants. In implementing 'International Participant Training', JICE has been contributing human resources development project mainly for administrators from various countries by organizing seminars for executive government officials and youth exchange programs for young leaders with cooperation from related organizations.

3. Travel to Japan:

(1) Air Ticket: The cost of a round-trip ticket between an international airport designated by JICA in the respective countries and Japan will be borne by JICA.

(2) Travel Insurance: Coverage is from time of arrival up to departure in Japan. Thus, travelling time outside Japan shall not be covered.

4. Accommodation in Japan:

JICA will arrange the following accommodations for the participants in Japan:

| |
|---|
| Yokohama Center of Japan International Cooperation Agency (JICA Yokohama) Address: 2-3-1 Shinko, Naka-ku, Yokohama, Kanagawa, 231-0001, Japan TEL: +81-45-663-3251 FAX: 81-45-663-3265 (where "81" is the country code for Japan, and "45" is the local area code) |
|---|

If there is no vacancy at JICA Yokohama, JICA will arrange alternative accommodations for the participants.

5. Expenses:

The following expenses will be provided for the participants by JICA:

(1) Allowances for accommodation, meals, living expenses, outfit, and shipping (for the phase in Japan)

(2) Expenses for study tours (basically in the form of train tickets) (for the phase in Japan)

(3) Free medical care for participants who become ill after arriving in Japan (costs related to pre-existing illness, pregnancy, or dental treatment are not included)

(4) Expenses for program implementation, including materials

For more details, please see p.16-30 of the brochure for participants titled "KENSHU-IN GUIDE BOOK," which will be given to the selected participants before (or at the time of) the pre-departure orientation.

6. Pre-departure Orientation:

A pre-departure orientation will be held at the respective country's JICA office (or Embassy of Japan), to provide participants with details on travel to Japan, conditions of the workshop, and other matters.

V. Other Information

1. Participants are requested to bring to Japan reference materials that will help their Action Plan preparation. The followings are valuable:
 - the most recent short and long term official policies and strategies for TVET,
 - reports and photos of the TVET management activities which the participants are currently engaged in,
 - other project reports related to the participants' field of study or work.
2. Participants are recommended to bring their computers for their convenience. During the program, participants are required to work on the computers, including drafting action plans and others.
3. Participants are recommended to listen to the experience from the ex-participants of the previous program. The ex-participants' job report, the Action Plan and the achievement shall be confirmed.
4. Allowances will be deposited to your temporary bank account in Japan several days after your arrival in Japan. It is advisable to bring with you cash / travelers' checks for some amount of money for the first several days after your arrival. Please note that it is very important that to have your bank notes/checks exchanged to Japanese Yen (JPY) at any international airport when you can. You may not have time for an exchange into JPY due to busy schedule when you need some amount of JPY.
5. In order to facilitate cross-cultural understanding for program participants, JICA Yokohama provides the participants with the followings;
 - Japanese language classes (introductory course) for all the courses
 - Lectures on Japanese economy, culture, government and others for all the courses
6. Business Cards, and some folk crafts/relevant information would be useful to introduce yourself and your country/culture to other training participants and to Japanese people at some occasions.
7. Visas will be arranged and issued in the participants' respective countries. If participants have difficulty to apply in their countries, it will be applied and issued in Japan.
8. A participant who has successfully completed the program will be awarded a certificate by JICA.

VI. Tentative Schedule:

1. Online Lectures in a participant home country (local time in Japan,)

| Date | | Time | Program / Activity | |
|--------|-----|-------------|--------------------|---|
| Jan.11 | Mon | 15:00-18:00 | Webinar | - Course Orientation (including Introduction of Participants) - Job Report Presentation |
| Jan.12 | Tue | | Webinar | Job Report Presentation |
| Jan.13 | Wed | | Webinar | Job Report Presentation / Discussion |
| Jan.14 | Thu | | Online Lecture 1 | Characteristics of administration in HRD through TVET in Japan |
| Jan.15 | Fri | | Online Lecture 2 | Skill Evaluation system in Japan |
| Jan.16 | Sat | | | |
| Jan.17 | Sun | | | |
| Jan.18 | Mon | 15:00-17:00 | Webinar | - Reviewing Former Week's Lectures - Question and Answer - Exchange of Opinions and information |
| Jan.19 | Tue | | Online Lecture 3 | Framework of public vocational training system |
| Jan.20 | Wed | | Online Lecture 4 | Organizational management in TVET institution |
| Jan.21 | Thu | | Online Lecture 5 | Approach to improve the quality of vocational training with following PDCA cycle |
| Jan.22 | Fri | 15:00-17:00 | Webinar | - Reviewing the Online Lectures - Question and Answer - Exchange of Opinions |
| | | 17:00-19:00 | | - Evaluation meeting - Filling a questionnaire |

2. Training in Japan

| Date | | Time | Program / Activity | |
|---------|-----|-------------|--------------------|--|
| Apr. 11 | Sun | | | Arrival in Japan |
| Apr.12 | Mon | 9:30-14:30 | | JICA Registration and Briefing Opening Ceremony / Program Orientation |
| | | 14:45-15:15 | | Course Orientation |
| | | 15:15-16:45 | Lecture | Labour Market and Employment System in Japan |
| Apr.13 | Tue | 9:30-10:00 | Discussion | Exchange of Opinions |
| | | 10:00-16:30 | Lecture & practice | Kaizen and 5S |
| Apr.14 | Wed | 9:30-10:00 | Discussion | Exchange of Opinions |

| | | | | |
|--------|-----|-------------|----------------------|---|
| | | 10:00-12:00 | Lecture | JICA's Cooperation in the field of TVET |
| | | 13:00-16:30 | Lecture | Problem Analysis / Action Plan Making |
| | | 16:30-17:00 | | Study Trip orientation |
| Apr.15 | Thu | | | (move outward) |
| | | 13:30-15:30 | Visit | Polytechnic College (4-year technical education/training) |
| Apr.16 | Fri | 9:30-11:30 | Visit | Polytechnic Center (vocational training center) |
| | | 14:00-16:00 | Visit | (manufacturing company) |
| Apr.17 | Sat | | | Sightseeing / Return journey |
| Apr.18 | Sun | | | |
| Apr.19 | Mon | 9:30-10:00 | Discussion | Exchange of Opinions |
| | | 10:00-12:30 | Lecture | Collaboration with Industry in Vocational training |
| | | 13:30-16:30 | Lecture | How to proceed with vocational training and instruction |
| Apr.20 | Tue | 9:30-10:00 | Discussion | Exchange of Opinions |
| | | 10:00-16:30 | Lecture | Process Management |
| Apr.21 | Wed | 9:30-16:00 | Lecture | -Ditto - |
| Apr.22 | Thu | 9:30-10:00 | Discussion | Exchange of Opinions |
| | | 10:00-16:30 | Lecture and Practice | Training Program Development applying a method of CUDBAS (Curriculum Development based on Vocational Ability Structure) |
| Apr.23 | Fri | 9:30-16:00 | Lecture and Practice | - Ditto - |
| Apr.24 | Sat | | | |
| Apr.25 | Sun | | | |
| Apr.26 | Mon | 9:30-10:00 | Discussion | Exchange of Opinions |
| | | 10:00-17:00 | Lecture | Leadership required for managers to improve TEVET institutions |
| Apr.27 | Tue | 9:30-12:30 | Lecture | Training Management in Private Company- |
| | | 13:30-16:30 | Practice | Problem Analysis and Objective Analysis |
| Apr.28 | Wed | 9:30-17:00 | Practice | Formulating an Action Plan |
| Apr.29 | Thu | 9:30-16:00 | Practice | - Ditto - |
| Apr.30 | Fri | 9:30-16:00 | Presentation | Action Plan presentation and Discussions |
| | | | | Evaluation Meeting / Closing Ceremony |
| May 1 | Sat | | | Departure |

VII. ANNEX

Enhancement of Training Management In Vocational Training Institutions (A)

ANNEX: No.1

Job Report

to be submitted before commencement of the online program

Participants are required to prepare and submit report. When the participants make the report, it is preferable to analyse the present and future situations and problems/challenges both in management level and in trainer/instructor level in the organization. JICE will send a template of report to participants by e-mail. The Report should be **typed in English** and be **submitted by e-mail** to yictt1@jica.go.jp, nishida.kimiko@jice.org, and vt@jice.org by **5 January 2021**.

The purpose of Job Report presentation is to share the current situation and make comparative review among the participants in order to clarify the issues to be solved in their own organizations.

The major contents of the presentation are;

- (1) General information of the country: geography, population and workforce, employment, economy, and education system
- (2) TVET system of the country: administrative organ related to TVET, major policy, laws and regulation, statistical information of TVET institutions
- (3) Information of the institution the participant belongs: organization, TVET programs, enrollment and placement, challenges ,
- (4) Issues/problems and special interests: duties of the participant, issues/problems the participant is facing in the duties.

Presentation will be held online in the initial part of this program. The participants will make their presentation based on the report within 10 minutes (depending on the number of participating countries and participants) focusing on (3) and (4) mentioned above.

The presentation should be made in PowerPoint.

ANNEX: No.2

Action Plan

to be formulated at the end of the core phase in Japan

Each participant is required to draft an Action Plan during the stay in Japan.

1. **What** is an Action Plan?

Each participant is required to submit an Action Plan stating the plan that he/she will carry out after returning home, reflecting the knowledge and methods he/she has acquired from the program in Japan.

2. **Why** are participants required to prepare an Action Plan?

JICA needs to assess the usefulness and applicability of the program in Japan to help improve/develop the field/subject in the participants' countries / regions / organizations. The Action Plan will support this evaluation with sharing the information acquired in Japan to all the colleagues and supervisors concerned and improve training management in your institution.

3. **When** should the Action Plan be prepared?

Participants should start to prepare a draft of the Report in the midst of the period of the program in Japan, and repeatedly revise and improve it during the rest of the period. The completed paper should be submitted to JICA by the end of the program in Japan.

Notes on making the Action Plan:

The participant should make a presentation by using PowerPoint, and describe a plan for applying the content of the program in Japan to his/her work after returning home.

- (1) Brief introduction of participant's organization /institution and,
- (2) Most advantageous acquirements/lessons you got in this program, and
- (3) Action Plan that covers the following items. Not include "Killer assumption*". Try to several ways to achieve the target.

* Killer assumption means one of the premises that the plan becomes unfeasible if it cannot be achieved.

Main Components of the Action Plan

1. Title of the project that you are going to challenge
2. Objective of the project with specific target
3. Overall goal desired to be after reaching the project objective
4. Background/reasons to challenge for the project
5. Actions to be taken with work procedures
6. Key performance indicator for monitoring the result
7. Resources needed/ Potential barriers
8. Responsible person in charge of the actions including involving other dept.
9. Timeline estimated for 2 years after returning

For Your Reference

JICA and Capacity Development

The key concept underpinning JICA operations since its establishment in 1974 has been the conviction that “capacity development” is central to the socioeconomic development of any country, regardless of the specific operational scheme one may be undertaking, i.e. expert assignments, development projects, development study projects, training programs, JOCV programs, etc.

Within this wide range of programs, Training Programs have long occupied an important place in JICA operations. Conducted in Japan, they provide partner countries with opportunities to acquire practical knowledge accumulated in Japanese society. Participants dispatched by partner countries might find useful knowledge and re-create their own knowledge for enhancement of their own capacity or that of the organization and society to which they belong.

About 460 pre-organized programs cover a wide range of professional fields, ranging from education, health, infrastructure, energy, trade and finance, to agriculture, rural development, gender mainstreaming, and environmental protection. A variety of programs are being customized to address the specific needs of different target organizations, such as policy-making organizations, service provision organizations, as well as research and academic institutions. Some programs are organized to target a certain group of countries with similar developmental challenges.

Japanese Development Experience

Japan was the first non-Western country to successfully modernize its society and industrialize its economy. At the core of this process, which started more than 140 years ago, was the “*adopt and adapt*” concept by which a wide range of appropriate skills and knowledge have been imported from developed countries; these skills and knowledge have been adapted and/or improved using local skills, knowledge and initiatives. They finally became internalized in Japanese society to suit its local needs and conditions.

From engineering technology to production management methods, most of the know-how that has enabled Japan to become what it is today has emanated from this “*adoption and adaptation*” process, which, of course, has been accompanied by countless failures and errors behind the success stories. We presume that such experiences, both successful and unsuccessful, will be useful to our partners who are trying to address the challenges currently faced by developing countries.

However, it is rather challenging to share with our partners this whole body of Japan’s developmental experience. This difficulty has to do, in part, with the challenge of explaining a body of “tacit knowledge,” a type of knowledge that cannot be fully expressed in words or numbers. Adding to this difficulty are the social and cultural systems of Japan that vastly differ from those of other Western industrialized countries, and hence still remain unfamiliar to many partner countries. Simply stated, coming to Japan might be one way of overcoming such a cultural gap.

JICA, therefore, would like to invite as many leaders of partner countries as possible to come and visit us, to mingle with the Japanese people, and witness the advantages as well as the disadvantages of Japanese systems, so that integration of their findings might help them reach their developmental objectives.



CORRESPONDENCE

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