

Knowledge Co-Creation Program (Group & Region Focus)

GENERAL INFORMATION ON

ENVIRONMENTAL IMPACT ASSESSMENT
IN ODA PROJECTS
(EIA AS A TOOL FOR SUSTAINABLE DEVELOPMENT)

課題別研修「ODAにおける環境影響評価 (持続可能な開発のための環境アセスメント研修)」 JFY 2016

NO. J16-04284 / ID. 1684786 Course Period in Japan: From May 1st, 2016 to May 28th, 2016

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.¹

'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

At the UN Conference on Environment and Development (UNCED) in 1992, a number of international agreements, declarations, and commitments were adopted. These included Rio Declaration on Environment and Development and Agenda 21 which set priorities for sustainable development and also highlighted the importance of Environmental Impact Assessment (EIA) as one of the tools for preventing negative environmental and social impacts in development process and promoting sustainable environmental management. EIA has been widely adopted, institutionalized, and practiced in many countries in the world.

With the rapid economic growth, many developing countries are facing the challenges of serious environmental problems and destruction of the natural environment, both at local and global levels. Although EIA has been introduced and formalized to integrate environmental protection and economic development, the needs for appropriate preparation of EIA as one of the tools for sustainable development remain extremely high.

This program is designed to support administrative officers in charge of EIA in developing countries by introducing various institutional systems, procedural and technical aspects, and cases of EIA both within and outside Japan. Moreover, through capacity development in EIA, it is anticipated that Japanese Official Development Assistant (ODA), based on JICA Guidelines for Environmental and Social Considerations, will play a vital role in promoting sustainable development through environmental considerations in the participating countries.

For what?

This program aims to promote capacity development for more appropriate preparation of EIA for large-scale development projects.

For whom?

Technical administrative officers of examining authorities of EIA and implementing bodies of large-scale development projects or public works in National / Local government.

How?

Participants will have opportunities in Japan to enhance their understanding and knowledge on EIA for large-scale development projects (including ODA projects) through lectures, exercises, discussions, and field trips. Working in groups, at the end of the course, participants are also expected to formulate a group project plan incorporating the key issues and lessons acquired during this program.

II. Description

1. **Title (J-No.):** Environmental Impact Assessment in ODA Projects (EIA as a tool for sustainable development) (J16-04284)

2. Course Period in JAPAN:

Preliminary Phase (in home country); From April 2016 to May 2016

Core Phase in Japan; From May 1, 2016 to May 28, 2016

Finalization Phase (in home country); From May 2016 to July 2016

3. Target Regions or Countries:

Indonesia, Laos, Timor-Leste, Myanmar, Sri Lanka, Peru, Afghanistan, Jordan, Sudan, Ethiopia, Ghana, Malawi, Uzbekistan, Cambodia, India, Nigeria, Serbia, Solomon, Leberia

4. Eligible / Target Organization:

This program is designed for examining authorities of Environment Impact Assessment (EIA) and implementing bodies of large-scale development projects which require EIA in National / Local Government or other relevant organizations.

- 5. Course Capacity (Upper limit of Participants): 20 participants
- 6. Language to be used in this program: English

7. Course Objective:

For administrative officers in charge of EIA examination, this program is aimed to enhance their capacity to examine and review EIA reports and their competence to improve the system.

For administrative officers in charge of public work projects, this program is aimed to improve their skills and performance in conducting EIA in a more effective way also as a means for improving environmental protection.

8. Overall Goal:

The overall goal of this program is to promote sustainable development in developing countries through capacity development in EIA, by (1) enhancing competence, skills, and knowledge of administrative officers in charge of examining environmental impacts, and also by (2) improving the capacity of administrative officers who are in charge of conducting EIA and implementing public work projects. This program intends to build a sound basis for more appropriate environmental considerations and improved EIA system, hence, serve as one of the means for pursuing sustainable development.

9. Expected Module Output and Contents:

This program consists of the following components. Details are given below:

(1) Preliminary Phase in participant's home country

- From April 2016 to May 2016
- Prospective participants and participating organizations shall prepare for the program in the respective countries according to the schedule below.

Module	Activities		
	< For All Applicants >		
Preparation of Inception Report and Questionnaire	To submit an "Inception Report" and "Questionnaire"		
•	* See ANNEX I to II and IV		
	< Only for All Accepted Participants >		
Preparation of additional parts of Inception Report and presentation material	(4) To read about IAIA 16 on the web-site (http://conferences.iaia.org/2016/)		
	* See ANNEX I and III		

(2) Core Phase in Japan

- From May 1, 2016 to May 28, 2016
- Participants dispatched by the organizations attend the program in Japan.

*All participants will attend the Annual Conference of the International Association for Impact Assessment (IAIA 16) during 11-14 May 2016 in Aichi-Nagoya.

Expected Module Output	Contents	Methodology
To be able to explain the basic concepts of EIA, necessary procedures and the differences in the EIA systems between Japan and your country at the end of the training course To be able to understand the efforts of international aid agencies for environmental considerations and to explain the requirements expected in the development projects	 The purpose and concept of EIA and the EIA system in Japanese EIA system General idea of Japanese ODA and the guidelines on environmental consideration by international aid agencies such as JICA, World Bank, etc. Discussion on the EIA system of one's own country 	Lecture Discussion Presentation Attend IAIA16
2. To be able to explain necessary points of the EIA examination and necessary technical methods to conduct EIA at the end of the training course	 Examination system of EIA in Japan, key points of examination (how to check EIA report), case studies Basic ideas of investigation/ forecast/ evaluation and environmental mitigation measures of EIA case examples in Japan 	ļ

3. To be able to explain the process to conduct EIA smoothly and communication methods with local communities/the public	 Process and communication methods required for EIA Process and communication methods of EIA case examples in Japan 	Lecture Exercise Site Visit Attend IAIA16
4. To be able to suggest specific points of EIA examination, process, communication methods, items and methods of investigation/forecast/evaluation, and environmental mitigation measures, based on concrete case studies. Also, to be able to suggest the improvement of the EIA system etc. in your own country within 6 months after the training course	 Development of a plan to conduct EIA based on specific development projects (exercise) Discussion on the improvements of the above plan and points of the examination Discussions on the improvement of the EIA system in their own countries 	Excercise Discussion Presentation Attend IAIA16

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

- From May 2016 to July 2016
- Participating organizations produce final outputs by making use of results brought back by participants. This phase marks the end of the program.

Expected Module Output	Contents	Methodology
1. To be able to suggest specific points of EIA examination, process, communication methods, items and methods of investigation/forecast/evaluation, and environmental measures, based on concrete case studies. Also, to be able to suggest the improvement of the EIA system etc. in their own country within 2 months after the training course.	 Development of a plan to conduct EIA based on specific development projects (exercise) Discussion on the improvements of the above plan and points of the examination Discussions on the improvement of the EIA system in their own country 	Excercise Discussion Presentation
2. To hold some lectures or give presentations on the outcome of the training course within 2 months after returning to his/her country and diffuse their knowledge or experiences learned from this trainisng course.	All contents, including lectures, discussions and exercises, would contribute to the diffusion of their knowledge after this training course.	Presentation

III. Conditions and Procedures for Application

1. Expectations to the Participating Organizations:

- (1) This program is designed primarily for organizations that intend to address specific issues or problems identified in their operation. 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. Especially, all participants can get opportunities to attend the IAIA 16 during this year's program and to share international or specific topics. (Please see IAIA 16 web-site. http://conferences.iaia.org/2016/) These special features enable the project 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 by carrying out the activities of the Preliminary Phase described in section II-9.
- (4) Participating organizations are also expected to make the best use of the results achieved by their participants in Japan after their return.

2. Nominee Qualifications:

Applying Organizations are expected to select nominees who meet the following qualifications.

(1) Essential Qualifications

- 1) To be technical administrative officers in charge of EIA and/or planning and implementation of large-scale development projects and ODA projects,
- 2) To have basic knowledge and more than two years of working experience in EIA,
- To be able to utilize the knowledge obtained through the course to his/her administrative operation,
- 4) To be under forty-five (45) years of age (in principle),
- 5) To be university graduates or posses the equivalent background in the field,
- 6) To have <u>sufficient command of English</u>, This program includes many discussions and presentations. Therefore, English proficiency is highly important.
- 7) To be in good health, both physically and mentally, to undergo training, and
- 8) NOT to be serving in any form of military services.

3. Required Documents for Application

- (1) Application Form: The Application Form is available at JICA offices or Embassies of Japan in respective countries.
- * **Pregnancy:** Pregnant participants are strictly requested to attach the following documents in order to minimize the risk for their health.
 - 1) Letter of the participant's consent to bear economic and physical risks
 - 2) Letter of consent from the participant's supervisor
 - 3) Doctor's letter with agreement of her training participation.

Please ask National Staffs in JICA office for the details.

- (2) Inception Report: To be submitted in accordance with ANNEX I and II.
- (3) Questionnaire: To be submitted in accordance with ANNEX IV.
- (4) Photocopy of passport: To be submitted with the application form, if you possess your passport which you will carry when entering Japan for this program. If not, you are requested to submit its photocopy as soon as you obtain it.

4. Procedure for Application and Selection:

(1) Submission of the Application Documents:

Closing date for application to the JICA Tokyo: March 18, 2016

* NOTE: Please confirm the closing date set by JICA offices or Embassies of Japan in your countries to meet the final date in Japan.

(2) Selection:

After receiving the documents through due administrative procedures in the respective governments, the respective countries JICA offices (or Embassies of Japan) shall conduct screenings, and send the documents to JICA Tokyo, which organizes this training program. Selection shall be conducted by JICA Tokyo in consultation with the organizations concerned in Japan based on submitted documents according to qualifications.

* The applying organization with intention to utilize the opportunity of this program will be highly valued in the selection.

(3) Notice of Acceptance

Notification of results shall be made by the respective countries' JICA offices or Embassies of Japan to the respective Government <u>no later</u> than April 1, 2016.

5. Conditions for Attendance:

- (1) To strictly adhere to the program schedule,
- (2) Not to change the program topics,
- (3) To extend the period of stay in Japan,
- (4) Not to be accompanied by family members during the program,
- (5) To return to home countries at the end of the program in accordance with the travel schedule designated by JICA,
- (6) To refrain from engaging in any political activities, or any form of employment for profit or gain,
- (7) 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,
- (8) To observe the rules and regulations of the accommodation and not to change the accommodation designated by JICA, and
- (9) To participate the whole program including a preparatory phase prior to the program in Japan. Applying organizations, after receiving notice of acceptance for their nominees, are expected to carry out the actions described in section II-9.

IV. Administrative Arrangements

1. Organizer

(1) Name: JICA Tokyo International Center (JICA Tokyo)

(2) Contact: tictee@jica.go.jp

2. Implementing Partner

IDEA Consultants, Inc. and Ides Inc.

3. Travel to Japan

- (1) Air Ticket: The cost of a round-trip ticket between an international airport designated by JICA and Japan will be borne by JICA.
- (2) Travel Insurance: Coverage is from time of arrival up to departure in Japan. Thus traveling time outside Japan will not be covered.

4. Accommodation in Japan

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

JICA Tokyo International Center (JICA Tokyo)

Address: 2-49-5 Nishihara, Shibuya-ku, Tokyo 151-0066, Japan

TEL: 81-3-3485-7051 FAX: 81-3-3485-7904

(where "81" is the country code for Japan, and "3" is the local area code)

Note: JICA will also arrange other accommodations during IAIA 16 in Nagoya and study tour in Okinawa.

If there is no vacancy at <u>JICA Tokyo</u>, JICA will arrange alternative accommodations for the participants. Please refer to the facility guide of JICA Tokyo at its URL below.

http://www.jica.go.jp/english/about/organization/domestic/index.html

5. Expenses

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

- Allowances for accommodation, meals, living expenses, outfit, and shipping
- (2) Expenses for study tours (basically in the form of train tickets.) and registration fee of IAIA 16 (; registration process will be done by JICA.)
- (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 "III. ALLOWANCES" of the brochure for participants titled "KENSHU-IN GUIDE BOOK," which will be given before departure for Japan.

6. Pre-departure Orientation:

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

V. ANNEX ANNEX I

Guidance for Writing Inception Report

All applicants are requested to prepare an "Inception Report".

The report should be typewritten in English on A4 size paper (21cm x 29.5cm) in single spacing and maximum 30pages including map, tables or charts.

< Purpose >

The main purpose of the Inception Report and its presentation is to describe and explain the current situation of EIA in your country and also identify the issues and problems of its implementation.

< Submission >

Please submit the Inception Report together with an application form.

< Contents >

This report should contain the following information in the "Outline of Inception Report" in the next page.

* Please note that the contents of this report will be used during the program for further discussion among course participants to share case studies and the problems. Therefore the report should contain adequate information.

IMPORTANT NOTICE

- All <u>accepted PARTICIPANTS</u> (NOT all applicants) will need to prepare (1) an additional part of Inception Report and (2) a presentation material (Microsoft Power Point is recommended) based on the Inception Report including additional part and (3) EIA procedure flow chart (See ANNEX III).
- The objective of this presentation is to share your experience in an actual project in your countries with other participants.
 Length of presentation will be maximum 15 minutes and 5 minutes for Q&A session.
- Deadline: April 22, 2016 (* Not application form deadline)
- Please submit by e-mail to the address informed in previous page with "the course name", "the number", and your "country" and "name" in the e-mail title.
 * Please bring the electric data file of the presentation to Japan in case of mechanical trouble.

Outline of Inception Report

* For <u>Presentation Material</u>, also follow the instruction below.

➤ <u>All applicants</u> are requested to prepare an "Inception Report" which consists of the item 1 to 3 below.

Introduction (1) Name of applicant (2) Name of organization and country (3) Current position and contacts * Make sure to write your name and country when you submit the report and presentation.
2. Explanation of Country Information Please provide information briefly about the points below. (1) Geographic location & area of country (2) Population & density (3) Climate & topography (4) Economy (main industry, GDP, etc.)
 3. Organizational Framework and Job Description (1) Name of the Organization (2) Missions of the Organization (3) Organization chart (See ANNEX II for sample) (4) Outline of the organization and division/department (Number of staff, annual budget, availability of technical manuals, etc.) (5) Description of your job (responsibilities, main assignments, etc.)

➤ <u>All accepted **participants**</u> are requested to prepare 4 to 7 below as an additional part of "Inception Report".

4. Environmental Laws and Regulations
4.1 Please provide information (e.g. title, year of enactment / enforcement) on the following environment laws and regulations of your country, and also attach a copy of the laws / regulations.
Fundamental environmental lawLaws / regulations on water pollution preventionLaws / regulations on air pollution prevention
4.2 Please check (☑) the environmental quality standards established in your country, and also attach a copy of the checked environmental quality
 □ Ambient air quality standard □ Air emission standard □ Noise/vibration standard □ Water quality standard (sea) □ Water quality standard (river)

 □ Water quality standard (lake) □ Water quality standard (groundwater) □ Wastewater discharge standard □ Soil/Sediment quality standard □ Others () □ None 	
4.3 Please provide information (e.g. title, year of enactment / enforcement) on the laws and regulations related to the following, and also attach a copy of the laws / regulations.	
 National parks Nature conservation areas (including Marine Protected Area) Protected flora / fauna Ecosystem conservation 	
4.4 Please check (☑) the conventions ratified by your country and provide information (e.g. title, year of enactment/enforcement) on the laws and regulations related to the ratified conventions, and also attach a copy of the laws / regulations.	
 □ Convention on Biological Diversity (Related laws/regulations:) □ Convention on Wetlands of International Importance especially as Waterfowl Habitat 	
(Related laws/regulations: □ Convention on International Trade in Endangered Species of Wild Fauna andFlora	
 (Related laws/regulations: □ Convention on the conservation of European wildlife and natural habitats (Related laws/regulations: □ Others (Related laws/regulations: 	
4.5 Please provide information (e.g. title, year of enactment/enforcement) on the laws and regulations related to the following, and also attach a copy of the laws / regulations.	
Land expropriationResettlement and compensation	
4.6 Please provide information (e.g. title, year of enactment/enforcement) on the laws and regulations related to the following.	
Rights of indigenous peopleLandscapeCultural and historical heritages	

5. EIA Laws and Regulations		
5.1 Please provide information (e.g. title, year of enactment/enforcement) on the EIA laws and regulations of your country.		
5.2 Please describe the EIA procedure (e.g. screening, scoping, public participation and evaluation processes) preferably by using a flow chart. (See ANNEX III for sample)		
5.3 Screening procedure		
Is there any screening criteria established in the EIA procedure of your country? \Box Yes \Box No		
If YES, what is the screening criteria based on (please check relevant box below and add necessary info.). ☐ Scale of the project ☐ Sector of the project ☐ Others (
If NO, how do you determine whether the project requires and EIA or not (please check relevant box below and add necessary info.). □ Expert consultation □ Internal meeting □ Others (
5.4 Scoping procedure		
Please describe briefly the scoping method used in your country. In other words, how do you determine the TOR of the EIA?		
5.5 Public participation		
ls public participation required in the EIA procedure of your country? ☐ Yes ☐ No		
If YES, 1) during which stage of the EIA process?		
2) are there any restrictions on who can participate in public involvement activities?(If so, please describe restricted persons or organizations)		
If NO, what are the reasons?		
6. Other questions related to EIA		
6.1 Please provide information on the organizational structure of the EIA appraisal department of your country (e.g. no. of staff, staff qualifications, organizational chart)		
6.2 Are there any EIA related departments in the project executing organization (e.g. ministry involved in a development project) of your country? ☐ Yes ☐ No If yes, please provide name, role and organization structure in the department.		
ir yes, piease provide name, role and organization structure in the department.		

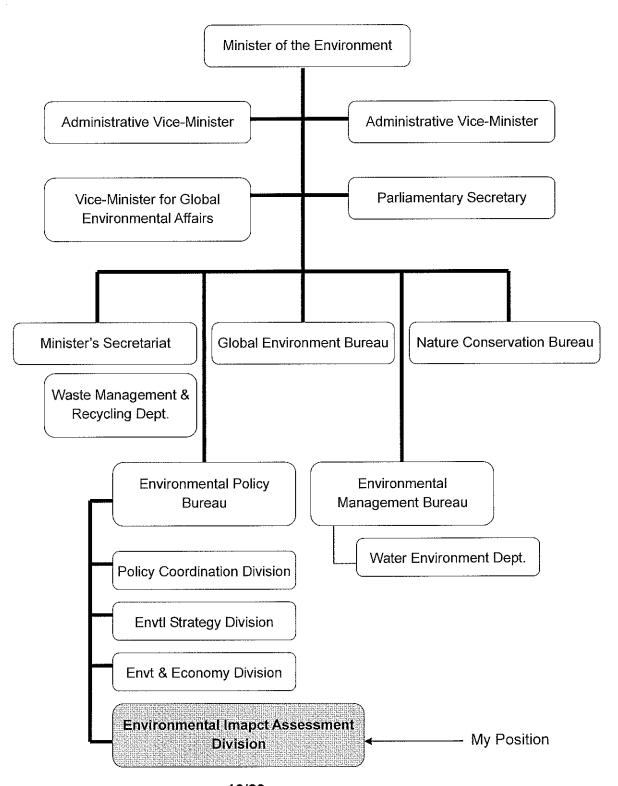
6.3 Around how many EIAs are appraised per year? Please provide a list of appraised EIA if possible.
6.4 Are universities and research institutes involved in the EIA process (e.g. screening, scoping and review processes)?
6.5 Are NGOs involved in the EIA process (e.g. public participation)?
6.6 Please provide information on the EIA consultants of your country (e.g. no. of company). Please provide a list of the EIA consultants if possible.
7. Environmental monitoring
7.1 What kind of environmental monitoring is conducted by the government of your country? Please check (☑) relevant box below.
☐ Air quality
□ Noise quality
□ Water quality (sea) □ Water quality (river)
☐ Water quality (lake)
☐ Water quality (groundwater)
☐ Soil quality
□ Others ()
Please describe briefly about the monitoring programs that are checked above. (e.g. frequency, parameter, executing organization).
7.2 Does your government have a pollution-source inventory?
7.3 Does your government conduct on-site inspection of pollution sources? (e.g. factories, wastewater treatment plant)
Date:
Name:
Country:

ANNEX II

<SAMPLE>

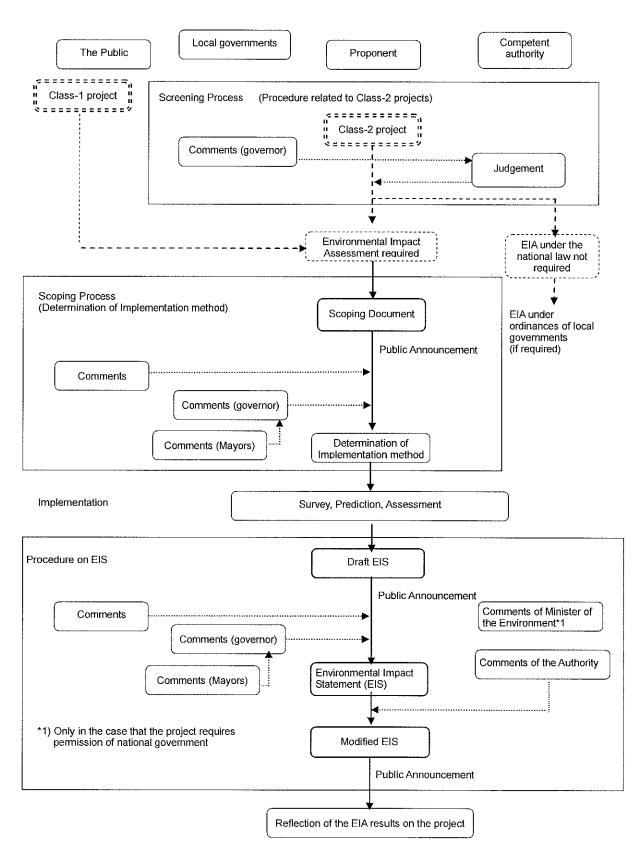
Organization Chart

Ministry of Environment, Government of Japan



ANNEX III

<SAMPLE> Flow of Procedures under the EIA Law in JAPAN



ANNEX IV

Questionnaire

Have you or your organization ever been involved in any ODA projects? ☐ YES ☐ NO
☐ YES ☐ NO
If <u>YES</u> , please describe briefly.
(i) Name of the project:
(ii) Name of the donor agency:
(iii) Name of the implementing organization:
(iv) Type and scale of the project (financial/physical):
(v) Other
If <u>NO</u> , please describe the possibility for such situation in future and prospected donor agencies/countries to be affiliated with.
2. Do you know or have any experience following EIA guidelines or policies of bilateral
and/or multilateral financial institutions?
□ YES □ NO
If so, please choose from the following:
☐ JICA guidelines for environmental & social considerations
☐ JBIC guidelines for confirmation of environmental and social considerations
 World Bank: Safeguard Policies, Operational Policies/Bank Procedures 4.01, etc.
☐ International Finance Corporation: Policy on Social and Environmental
Sustainability, Performance Standards, etc. Regional Development Banks: Safeguard Policies, Environmental
Assessment Guidelines, Operations Manual, etc.
□ Other:
3. Have you undertaken any EIA for large-scale development projects?
□ YES □ NO

If VEC plance describe briefly	_
If <u>YES</u> , please describe briefly.	
(i) Name of the project:	
(ii) Name of the implementing agency:	
(iii) Type and scale of the project (financial/physical):	
(iv) Other	
If NO interest describe the constitution of the state of	
If <u>NO</u> , please describe the possibility for such situation in future.	
4. Has Strategic Environmental Assessment (SEA) been introduced or adopted in your	
country?	
□ YES □ NO	
If so, are there any plans in future?	
in so, are there any plans in future?	
Comments:	
5. Have you had experience in projects which involved Involuntary Resettlement?	
□ YES □ NO	
If so, please describe briefly:	
Comments:	
6. Have you had any specific experience in the process of public participation?	
☐ YES ☐ NO	
If so, please describe briefly:	
Comments:	
7. Experience on undertaking screening or providing advice/input	
☐ Never ☐ Sometimes ☐ Often ☐ Nearly Always	
Comments:	
8. Identification of key stakeholders	
☐ Never ☐ Sometimes ☐ Often ☐ Nearly Always	
Commentar	
Comments:	

9. Setting any Terr	ns of Reference for ar	n EIA study	
☐ Never	☐ Sometimes	□ Often	□ Nearly Always
Comments:			
10 Drawi i	mant mitigation as a	vironmontal man	aggment plan
□ Never	mpact mitigation or en ☐ Sometimes	vironmentar mar Often	□ Nearly Always
Comments:	□ Sometimes	□ Oiten	I Nearly Always
Comments.			
11. Reviewing an I	EIA report for compliar	nce or technical	adequacy
☐ Never	☐ Sometimes	□ Often	☐ Nearly Always
Comments:			
12. Writing part, or	all, of an EIA report		
☐ Never	□ Sometimes	□ Often	□ Nearly Always
Comments:			
12 Militing torms	and conditions to acco	mpany project o	upprovol
□ Never	☐ Sometimes	inpany project a ☐ Often	□ Nearly Always
□ Nevei	_ Sometimes	Oiten	☐ Nearly Always
Comments:			
Gottimonie.			
14 Please describ	e specific area/sector.	of interest (for f	ield observation) (e.g. transport,
energy, etc.).	c opeome area/cotor	01 11101001 (101 11	iola obodi valiony (olg. transport,
Ono.gy, 0.0./.			
15. Please describ	e your aim for applyin	g this course.	
Date:			
Name:			
Country			

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 and 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 fully be 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

For enquiries and further information, please contact the JICA office or the Embassy of Japan. Further, address correspondence to:

JICA Tokyo International Center (JICA TOKYO) Address: 2-49-5 Nishihara, Shibuya-ku, Tokyo 151-0066, Japan

TEL: +81-3-3485-7051 FAX: +81-3-3485-7904