



Knowledge Co-Creation Program (Group & Region Focus)

GENERAL INFORMATION ON

**Water Supply Administration for Better Management
of Water Supply Services (A)**
課題別研修「水道管理行政及び水道事業経営(A)」

JFY 2020

NO. 202002280-J001/ ID. 202002280

Course Period in Japan: From 14th June to 27th June, 2020

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 (KCC) Program’ as a New Start

In the Development Cooperation Charter which is released from 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

1. Program Background:

Access to safe water is an essential part of the basic human rights and the foundation for a healthy life. However, even today, the world witnesses many instances of people lacking access to this essential commodity. To counter this situation, a new global agenda - the Sustainable Development Goals (SDGs) - was unanimously adopted by the member states of the United Nations in 2015. The agenda included a goal set on water supply (Goal 6) that aims to “ensure availability and sustainable management of water and sanitation for all.” Target 6.1 of Goal 6 of SDGs sets the target that by the year 2030, we should “achieve universal and equitable access to safe and affordable drinking water for all.” As a member of the international community, JICA has been implementing technical and financial cooperation in water supply to accelerate the progress towards improving this situation and achieve the goals of the SDGs.

Despite these efforts, many developing countries are still facing the above mentioned challenges partly because of the lack of the human resources for the administration and management of water supply systems. For this reason, JICA offers this Knowledge Co-Creation Program to enhance the capacities of the administration officers of water supply services.

2. For what?

This Knowledge Co-Creation Program (Hereinafter referred to as “the Program”) helps participants acquaint themselves with Japanese experiences on water supply administration and technologies that Japan has accumulated. This will eventually contribute not only to the capacity building of the participants on administration, management, operation and maintenance, but also to the supply of safe and stable drinking water in respective countries.

3. For whom?

This Program is offered to administrators who are responsible for management of water services in a water supply utilities or national / local government.

4. How?

Participants of the Program shall have opportunities in Japan to enhance their capacities of administration and management of water supply services through lectures, field visits and discussions. Participants will make “Improvement Plans” at the end of the Program, which describe what should be done for better management of water supply services in their own countries after their return from Japan.

II. Description

1. Title (No.) :

Water Supply Administration for Better Management of Water Supply Services (A)
(202002280-J001)

2. Course Period in JAPAN:

14th June (Sun) to 27th June (Sat), 2020

3. Target Regions or Countries:

Afghanistan, Egypt, Micronesia, Nigeria, Palestine, Peru, South Sudan, Tanzania, Tunisia and Zambia

4. Eligible / Target Organization:

Offices and agencies of national / local governments responsible for administration and management of water services or water supply utilities (public or private corporations)

5. Course Capacity (Upper Limit of Participants):

10 participants

6. Language to be Used in This Program:

English

7. Course Objective:

The Program aims to understand water supply administration in Japan to clarify the future challenges, and to formulate the draft improvement plans on the feasible basis.

8. Overall Goal:

Improvement Plans formulated by the Program participants will be shared and modified in their organizations after the course ends, leading to practical implementation of the Improvement Plans.

9. Expected Module Output and Contents:

The Program consists of the following components. Details on each component are shown below:

(1) Preparation in participants' home countries (March to May, 2020) Participating organizations make required preparation for the Program in the respective countries.		
Modules	Activities	
To identify and define work-related problems on water supply administration beforehand	For all nominees Deadline: 24th April (Fri), 2020	To formulate and submit "Inception Report" *This report will be used as one of the nominees' screening materials. (*See Annex 1.)
	For accepted participants Deadline: 29th May (Fri), 2020	To formulate and submit "Inception Report Presentation" (*See Annex 2.)

(2) Course in Japan (14th June to 27th June, 2020) Participants dispatched by their organizations attend the Program in Japan.	
Module1: Each Countries' Situations	
Objective	Contents
To find and prioritize issues to promote better management of water supply services through sharing information on current situations and major issues in the participating countries by presentations, workshops and other contents	<div>Presentation</div> <div>"Inception Report"</div> <div>Lecture</div> <div>"JICA's Cooperation in Water Supply Sector"</div>
Module2: Current Situations in Japan	
Objective	Contents
To find and prioritize issues to promote better management of water supply services through understanding water supply administration, management and operation in Japan	<div>Lecture</div> <div>"Norm for Better Water Services", "Waterworks Administration of Japan" and "Challenge of Tokyo Waterworks"</div> <div>Group Work (1)</div> <div>"Waterworks Administration" and Video Program: "Water and Our Life",</div> <div>Site Visit</div> <div>Advanced Water Purification Plant and Intake Weir</div>

<i>*Module3 to Module5 is the key element of this course.</i>	
Module3: Water Quality	
Objective	Contents
To have clear understanding on Water Safety Plan and prioritize issues on water quality management	<div>Lecture</div> <div>"Water & Health"</div> <div>Group Work (2)</div> <div>"Water Safety Plan"</div>
Module4: Non-Revenue Water	
Objective	Contents
To have clear understanding on water leakage and water theft and prioritize issues on non-revenue water	<div>Lecture</div> <div>"Measures against Non-Revenue Water (NRW)" and "Technical Cooperation of Chiba Prefectural Waterworks Bureau (CPWB) for Timor Leste"</div> <div>Site Visit</div> <div>"Training & Technical Development Center"</div>
Module5: Better Management	
Objective	Contents
To have clear understanding on monitoring and other Operations & Maintenance and prioritize issues on administration and management	<div>Lecture</div> <div>"SDGs and Performance Indicators (PIs)", "Sound Water Management", "Asset Management" and "Management of Customers"</div> <div>Discussion</div> <div>"Sound Water Management"</div>
Module6: "Improvement Plan"	
Objective	Contents
To make "Improvement Plan" to tackle issues after participants go back to their home countries that are found and prioritized in the course	<div>Group Work (3)</div> <div>"How to Find Issues/Challenges"</div> <div>Group Work (4)</div> <div>"Elaborating Improvement Plan"</div> <div>Presentation of Improvement Plan</div>

10. Planned Schedule:

Date		Time	Module	Contents
14-Jun	Sun			Arrival in Japan
15-Jun	Mon	10:00 ~ 12:30	-	Briefing Session
		13:30 ~ 14:30	-	Program Orientation
		15:00 ~ 16:30	1	JICA's Cooperation in Water Supply Sector
16-Jun	Tue	09:30 ~ 12:00	2	Norm for Better Water Services - Water Quality Standard-, Preventive Measure/Risk Management
		14:00 ~ 15:30	2	Waterworks Administration of Japan: Review
		15:30 ~ 16:30	2	Group Work (1): Waterworks Administration
17-Jun	Wed	09:30 ~ 17:00	1	Presentation of Inception Report
18-Jun	Thu	09:30 ~ 12:00	5	SDGs and Performance Indicators (PIs)
		13:30 ~ 14:00	3	Video Program: Water and Our Life
		14:00 ~ 16:00	3	Water & Health, Water Safety Plan
19-Jun	Fri	09:30 ~ 11:30	3	Group Work (2): Water Safety Plan
		13:30 ~ 14:15	5	Management of Customers (about Water Service Business)
		14:15 ~ 16:15	2	Training & Technical Development Center, Bureau of Waterworks, Tokyo Metropolitan Government
20-Jun	Sat			
21-Jun	Sun			
22-Jun	Mon	09:30 ~ 12:10	2	Dam, Water Purification Plant (Sand Filtration)
		14:00 ~ 15:00	2	Water Resource Treatment Plant and Reservoir
		15:30 ~ 17:00	5	Sustainable Waterworks Management
23-Jun	Tue	10:00 ~ 12:00	2	Challenge of Tokyo Waterworks
		13:30 ~ 16:30	2	Advanced Water Purification Plant, Intake Weir
24-Jun	Wed	10:30 ~ 12:00	5	Discussion on Sustainable Waterworks Management
		13:30 ~ 14:30	1	Measures against Non-Revenue Water (NRW): Water Supply Management and Water Quality
		14:30 ~ 15:30	5	Asset Management: Effective Facilities Maintenance and Procurement of Pipe Materials
		15:30 ~ 16:30	-	Group Work (3): How to Find Issues/Challenges
25-Jun	Thu	09:30 ~ 11:00	4	Measures against Non-Revenue Water (NRW): Water Supply Management and Water Quality
		11:00 ~ 12:00	4	Technical Cooperation of Chiba Prefectural Waterworks Bureau (CPWB) for Timor Leste
		13:30 ~ 17:00	6	Group Work (4): Finishing Improvement Plan
26-Jun	Fri	9:00 ~ 15:30	6	Improvement Plan Presentation
		15:30 ~ 16:30		Evaluation Meeting
		17:00 ~ 17:30		Closing Ceremony
27-Jun	Sat			Departure

The Schedule is subject to change without prior notification.

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 problems 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)** In this connection, applying organizations are expected to nominate the most qualified candidates to address the said issues or problems, carefully referring to the qualifications described in section III-2 as shown below.
- (4)** Applying organizations are also expected to be prepared to make use of knowledge acquired by the participants after their return from Japan for the said purpose.

2. Nominee Qualifications:

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

(1) Essential Qualifications

1) Nomination:

be nominated by their government in accordance with the procedure mentioned in III -4,

2) Current Duties:

be executive officers or senior administrative officers in charge of water services in offices and agencies of national / local governments responsible for administration and management of water services or water supply utilities (public or private corporations)

3) Experience:

have sufficient experience (over 10 years' experience is preferred) in the field of water supply administration,

4) Career Expectation:

be expected to continue their careers in the water supply field,

5) Language:

be fluent in **English** enough to make discussions and presentations,

6) Health:

be in good health (both physically and mentally), enough to participate in the program in Japan (pregnant nominees are not recommended to apply due to the potential risk of health and life issues of mother and fetus).

*During the Program, participants will be using public transportation except for the cases when buses are chartered, and need to walk between train stations/bus stops and destinations for up to about one kilometer. If candidates have any difficulties/disabilities and may require some assistance, please indicate them in the Medical History page of the Application Form. Such Indication allows us (people concerned in this course) to arrange better logistics or alternatives.

(2) Gender Consideration:

JICA is promoting Gender equality. Women are encouraged to apply for the Program.

3. Required Documents for Application:

- (1) **Application Form:** available at the JICA office (or the Embassy of Japan) in respective countries.

** If you have any difficulties/disabilities which require assistance, please specify necessary assistances in the Medical History(1-(d)) of the Application Form. It may allow us to prepare better logistics or alternatives.*

- (2) **Attachments:** to be submitted with the Application Form

1) Photocopy of passport:

Attach the photocopy, 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.

*Photocopy should include the followings:

Name, Date of birth, Nationality, Sex, Passport number and Expire date.

2) Nominee's English Score Sheet:

Attach the photocopy, if you have any official documentation of English ability. (e.g. TOEFL, TOEIC, IELTS)

3) Inception Report:

This report will be used as one of the nominees' screening materials.

(*See "V. Annex 1. "Inception Report" ")

4. Procedures for Application and Selection :

(1) Submission of the Application Documents:

Closing date for applications: **Please inquire with the JICA office (or the Embassy of Japan).**

(After receiving applications, the JICA office (or the Embassy of Japan) will send them to **the JICA Center in JAPAN by 24 April (Fri), 2020**)

(2) Selection:

After receiving the documents through proper channels from your government, the JICA office (or the embassy of Japan) will conduct screenings, and then forward the documents to the JICA Center in Japan. Selection will be made by the JICA Center in consultation with concerned organizations in Japan. *The applying organization with the best intention to utilize the opportunity of this program will be highly valued in the selection.* Qualifications of nominees 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.

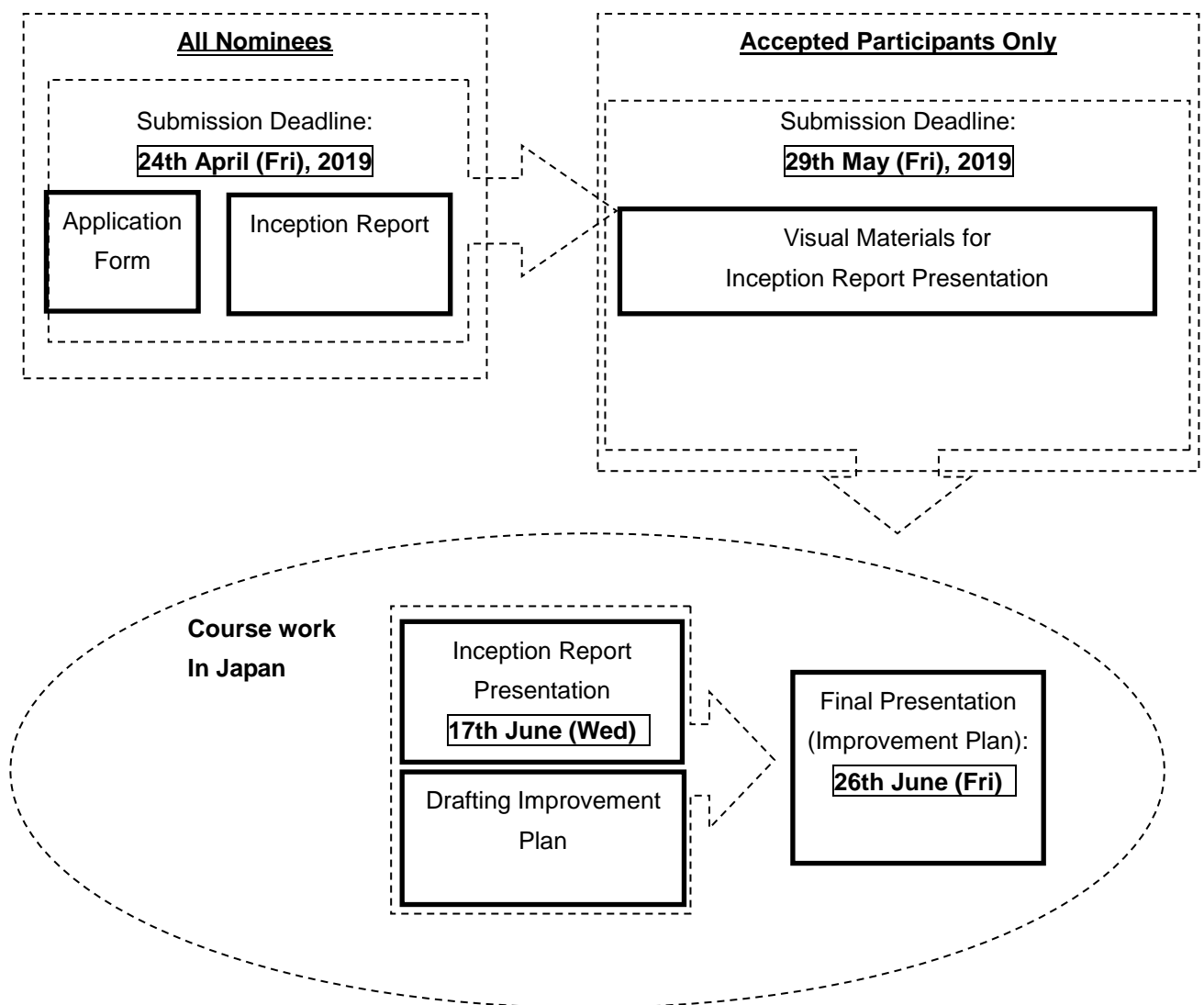
(3) Notice of Acceptance

Notification of results will be made by the JICA office (or the Embassy of Japan) **not later than 13th May (Wed), 2020.**

5. Document(s) to be Prepared by Accepted Participants:

The accepted participants are expected to make **visual materials for their “Inception Report Presentation”** and submit them to tictree@jica.go.jp (JICA Tokyo) by **29th May (Fri), 2020**.

The accepted participants are expected to deliver a presentation regarding “Inception Report” at the beginning of the course in Japan (June 17th (Wed) 2020). Each participant has about 15 minutes for the presentation including Q&A session (*See “VI. Annex 2. “Inception Report Presentation” ”)



6. Conditions for Attendance:

The accepted participants are required;

- (1)** to strictly adhere to the Program schedule.
- (2)** not to change the Program topics.
- (3)** not 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 Program 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.

IV. Administrative Arrangements

1. Organizer:

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

(2) **Contact:** Tatsuaki INOUE (Mr.) (ticttee@jica.go.jp)

2. Implementing Partner*:

(1) **Name:** Japan International Corporation of Welfare Services (JICWELS),

(2) **URL:** <http://www.jicwels.or.jp>

3. Supervising Organization

(1) **Name:** Ministry of Health, Labor and Welfare

(2) **URL:** <http://www.mhlw.go.jp/english/index.html>

4. 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.

5. Accommodation in Japan:

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

JICA Tokyo 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)

Please refer to facility guide of JICA Tokyo at its URL:

<https://www.jica.go.jp/tokyo/english/office/index.html>

(English Guide to JICA Tokyo)

<https://www.youtube.com/watch?v=jWyCOMj3ljE>

(Video Images of JICA Tokyo)



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

* The course includes field trips outside Tokyo in Japan. JICA will arrange hotels for the participants.

6. Computers

Participants are requested to bring their own laptop/notebook computers for preparation and presentation of Improvement Plan, and for communication by e-mail. Please note that text materials will be provided only in electronic forms.

7. Expenses:

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

- (1)** Allowances for accommodation, meals, living expenses, outfit, and shipping
- (2)** Expenses for field trips (basically in the form of train tickets.)
- (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
 - * Rain gears, clothes, pen-and-pencil set and camera will not be provided to participants.
 - * For more details, please see the brochure for participants titled “KENSHU-IN GUIDE BOOK” (III. ALLOWANCES), which will be given before the departure.

8. Pre-departure Orientation:

A pre-departure orientation will be held at the respective countries' JICA offices or Embassies of Japan to provide participants with details on travel to Japan, conditions of the workshop, and other matters.

V. Annex 1

«For ALL Nominees – With Application Form»

1. Inception Report:

- by 24th April (Fri), 2020

(1) What is “Inception Report”?

All nominees are required to submit “Inception Report” with Application Form to the respective countries’ JICA offices (or Embassies of Japan). This report will be used as one of the nominees’ screening materials.

(2) Why do we need “Inception Report”?

The role of “Inception Report” is to share the present issues of water supply administration related to participants’ organization with other participants and lecturers. Moreover, “Inception Report” is supposed to assist Course Organizer, Implementing Partner and other lecturers to know about the details of participants’ professional careers, present challenges and expectation toward the program.

(3) Contents of “Inception Report”

“Inception Report” should be typewritten in **English** on **A4** size paper. It is highly recommended to include graphs, figures and maps in your report.

Inception Report should include the following 9 topics about the individual water supply utility or national / local government which the nominee belongs to. Please make sure to describe the contents based on these 9 topics:

- 1. Outline of Water Supply Services**
- 2. Water Supply Service Levels**
- 3. Management of Water Quality**
- 4. Reduction of Non-Revenue Water**
- 5. Accounting system of Water Supply Service**
- 6. Major Recent Achievements in Improvement of Water Supply Services**
- 7. Recent Challenges to Improvement of Water Supply Services**
- 8. Expectations toward Japan**
- 9. Expectations toward the Program**

(4) Format of “Inception Report”

Please refer to the next page.

Inception Report

Country:

Name:

1. Outline of Water Supply Services

1-1. Legal Basis of Water Supply Services

(What kind of laws and regulations are Water Supply Services based on?)

1-2. Demarcation of Water Supply Services

(Which ministry is in charge of what kind of field of water?)

1-3. Main Actor of Water Supply Utilities

(e.g. In Japan, most water utilities are public bureau under local government.)

1-4. Mission/Vision of Water Supply Utilities

1-5. Your Mission/Vision in your organization

2. Water Supply Service Levels

2-1. Main Performance Indicators (PI)

Coverage area	(sq. km)
Population Served	
Collection ratio	(%)
Production capacity	(m3/day)
Supply duration	(hr/day)
Supply pressure	
Non-Revenue Water	(%)
Water quality	
Staff number	
Number of connections	
Staff/1,000 connections	(people/1,000connections)

2-2. Any Monitoring by Performance Indicators (PI)

3. Management of Water Quality

3-1. Current Situation and Major Challenges/Problems

3-2. Current Actions against Those Challenges/Problems

3-3. Any Achievements

3-4. Water Quality Standards for Drinking Water

3-5. Monitoring System or Plans for Safety of Drinking Water in Your Organization / Regulatory Body / Independent Institution /Others

3-6. Implementation of Water Safety Plans* or Similar Efforts

(* Water Safety Plans: refer to the following URL and review before participating in the Course, the Chapter 4 "Water Safety Plans" of the "Guidelines for drinking-water quality, third edition"

URL: http://www.who.int/water_sanitation_health/dwq/gdwg3_4.pdf)

4. Reduction of Non-Revenue Water

4-1. Current Situation and Major Challenges/Problems

4-2. Current Actions against Those Challenges/Problems

4-3. Any Achievements

4-4. Constitution of NRW (If you have the data, please fill in the table)

Authorized consumption	Revenue water	Billed authorized consumption	(m3 /year) (%)
	Non-Revenue Water (NRW)	Unbilled authorized consumption (ex. fire fighting, cleaning)	(m3 /year) (%)
Water losses		Apparent losses (Unauthorized consumption (i.e. Illegal use), Customer metering inaccuracies)	(m3 /year) (%)
		Physical losses (Leakage)	(m3 /year) (%)

4-4. Situations about Leakage Detection Measures (DMA etc.)

5. Accounting system of Water Supply Service

5-1. Water Tariff in your Organization

5-2. Balance Sheet of your Organization

5-3. Profit and Loss Statement of your Organization

(*[Public Utilities] (1) Profit and Loss Account

(2) Capital Income and Expenditures of your Organization)

(* You can check the case of Tokyo in the chapter 4 "Financial System and Future Financial Management" of this file.

URL: http://www.waterprofessionals.metro.tokyo.jp/pdf/wst_02.pdf)

6. Major Recent Achievements in Improvement of Water Supply Services/Management

7. Recent Challenges to Improve Water Supply Services

8. Expectations toward Japan

8-1. Expectations toward Japanese Government and JICA

8-2. Expectations toward Japanese Water Utilities

8-3. Expectations toward Japanese Private Companies

9. Expectations toward the Program.

(Any comments and requests are appreciated.)

END.

VI. Annex 2

«For Accepted Participants-After receiving Acceptance Notification»

2. “Inception Report Presentation”: **- by 29th May (Fri), 2020**

(1) What is “Inception Report Presentation”?

The accepted participants are expected to bring visual materials for their “Inception Report Presentation” in their USB flash drive (Attachment 2). Participants will have to give presentations based on “Inception Report” at the beginning of the course in Japan. Each participant has about 15 minutes for the presentation including Q&A session.

(2) Requirements of “Inception Report Presentation”

Regarding the visual materials for “Inception Report Presentation”, it is recommended to include photos, graphs, maps and statistic information to promote understandings and discussions among lecturers and participants (Microsoft Power Point with less than 15 slides).

(3) Format of “Inception Report Presentation”

Accepted applicants will receive the Power Point format to follow for the presentation with the notification of acceptance to the program.

(4) JICA Report “Japan’s Experiences on Water Supply Development”

JICA has summarized comprehensive report on waterworks history and development in Japan. This report covers governance and regulations for water supply, water supply system, water quality management, non-revenue water (NRW) management, finance and tariffs, and so on. This report should be helpful for you to understand whole picture of waterworks in Japan.

Please refer to following URL and read it before your departure.

<http://gwweb.jica.go.jp/km/FSubject0301.nsf/VIEWALL/58841DBF2F9A88D94925810C00270B4C?OpenDocument#EnglishReport>

«For Accepted participants – At the end of the course in Japan»

3. Improvement Plan:

(1) What is “Improvement Plan”?

By the end of this Knowledge Co-Creation Program in Japan, all participants are required to formulate “Improvement Plan”. The plan should focus on something you may carry out upon returning to your organization in the next 6 months to 1 year, based on your Problem Analysis Matrix. In addition, it should be referred to the knowledge and skills, which you have gained during this course. (Please do not extract from existing national plans/on-going plans when you prepare this draft of improvement plan.) Therefore, “Improvement Plan” should be both concrete and practical. Participants are expected to make the plan by using the existing human and financial resources in your organization in the most efficient and effective way.

(2) Why do we need “Improvement Plan”?

The role of “Improvement Plan” is to apply the gained knowledge from the course to your own actual situation upon return to your country. The preparing process itself will help participants turn their ideas into feasible actions to improve the current situation.

(3) Contents of “Improvement Plan”

“Improvement Plan” should focus on how to address challenges and to set one specific goal. The detail of how to formulate the “Improvement Plan” will be explained during the course. Moreover, the final version of the “Improvement Plan” will be elaborated through discussions with other overseas participants and Japanese experts during the program in Japan.

(4) Format of “Improvement Plan”

Accepted Participants will receive the example of the improvement Plan with the notification of acceptance to the program.

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, Knowledge Co-Creation Programs (KCCPs), JOCV programs, etc.

Within this wide range of programs, KCCPs 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 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 Center (JICA TOKYO)

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