

COUNTRY FOCUSED TRAINING

GENERAL INFORMATION ON

**LEADERSHIP DEVELOPMENT PROGRAMME
FOR MIDDLE MANAGEMENT LEVEL
(MANAGERS)**

IN

JAPAN- MALAYSIA ECONOMIC PARTNERSHIP PROGRAM

**(経済連携のための小泉アブドラ研修プログラム)
特別案件マレーシア「EPP 中間管理職のための指導職研修」**

JFY 2015

NO. J15-21560 / ID. 0609002
From August 24, to September 19, 2015

This information pertains to one of the Country Focused Training 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.

Preface

The Japanese Government extends official development assistance (ODA) to developing countries to support self-help efforts that will lead to economic progress and a better life for the citizens of those countries.

Since its foundation in 1974, the Japan International Cooperation Agency (JICA) has implemented Japan's technical cooperation under the ODA program.

As of October 2003, JICA has transformed itself into an "Independent Administrative Institution", a new form of governmental agency. Important changes include closer attention paid to grass-roots level cooperation, peace-building, cost performance, faster decision-making, and accountability. JICA continues to be an official agency responsible for implementing ODA programs, in particular technical cooperation, on behalf of the Government of Japan.

JICA's programs include Technical Cooperation Projects, Dispatch of Technical Cooperation Experts, Technical Training of Overseas Participants, Development Studies, Dispatch of Japanese Volunteers, Disaster Relief and Grant Aid, etc.

Technical Training of Overseas PARTICIPANTS applies to key administrators, technicians and researchers in developing countries and areas. It includes the transfer of knowledge and technologies necessary for the development of those countries and areas through the training conducted by JICA both at home and abroad. This is one of the most fundamental "human resource development" programs implemented by JICA.

Those who have received such technical training are now contributing in many ways to the development of their home countries and areas. Many have gone on to become national leaders, top-ranking administrators, and researchers, while others are now imparting their acquired skills nationwide.

Course Background

In general, Malaysian Public Sector consists of Supporting Staff, Junior Officer, Middle Management Level (Managers) and High Management Level. One of the items stressed under Malaysian Government Training Policy is to have competent staffs at each level. In line with this, the officers should undergo various training programs. The Management Training Program for Middle Management Level (Managers) is designed by JICA for senior officers to develop their leadership ability, enhance and improve their decision making strategy and also to build their ability to achieve high performance.

This course has been implemented under "Economic Partnership Program (EPP)" in "Agreement between Malaysia and Japan for an Economic Partnership (JMEPA)" signed by the former Prime Minister of Malaysia, Dato' Seri Abdullah bin Haji Ahmad Badawi, and the Former Prime Minister of Japan, Junichiro Koizumi.

I. ESSENTIAL FACTS

COURSE TITLE (No.)	Leadership Development Programme for Middle Management Level (Managers) (J1521560)
DURATION	August 24 to September 19, 2015
DEADLINE FOR APPLICATION	July 21, 2015 * for acceptance in the Embassy of Japan (or the JICA office)
NUMBER OF PARTICIPANTS	15
LANGUAGE	English (including English translated from Japanese through interpreters)
TARGET GROUP	Middle management level officials of central/local governments
COURSE OBJECT	Through the training course, participants are expected to (1)understand the role of middle management in organization (2)understand the ability needed for middle management, such as leadership, organizational management, risk management and enhancing subordinates' ability. (3)find the direction for solving the issue faced by the participants
TRAINING INSTITUTION	Pacific Resource Exchange Center (PREX) URL: http://www.prex-hrd.or.jp/index_e.html
ACCOMMODATIONS	JICA will arrange the following accommodations for the participants in Japan: JICA Kansai Address: 1-5-2, Wakinohama-kaigandori, Chuo-ku, Kobe, Hyogo 651-0073, Japan TEL: 81(*)-78(**)-261-0397 FAX: 81(*)-78(**)-261-0465 Url: http://www.jica.go.jp/english/contact/domestic/index.html Contact: Tsune.Ruriko@jica.go.jp
EXPENSES	Aside from living allowance, accommodation allowance and round-trip air tickets including airport facilities charges borne by the Government of Malaysia, the Government of Japan covers the following expenses through JICA in accordance with relevant laws and regulations. Details: Expenses for training, domestic transportation, free medical care for participants who become ill after arrival in Japan (costs related to preexisting illness, pregnancy and dental treatment are not included), etc.

(*) country code of Japan (**) area code

(Notes)

The Pacific Resource Exchange Center (PREX) was established in April 1990 in response to a proposal adopted at the general assembly of the Pacific Economic Cooperation Council (PECC). Since its inception, PREX has been contributing to promote international exchanges through human-resource development projects and their related activities in developing countries. For up-to-date information access PREX on the Web at: http://www.prex-hrd.or.jp/index_e.html

II. CURRICULUM

Each day will start with a lecture or site visit followed by Q&A and discussion session. This basic structure will bring the best results for the purpose of the seminar that is information exchange and mutual understanding. The curriculum is as follows:

Seminar Contents	Items	Seminar Methods
(1) Current situations and issue analysis Participants will identify current situation and issues faced by them as manager.	<ul style="list-style-type: none"> ◆ Identifying issues at current department (assignment before coming to Japan) ◆ Setting the issues which participants work on in the training course 	<ul style="list-style-type: none"> ◆ Self-analysis ◆ Questionnaire submission ◆ Presentation ◆ Group discussion
(2) Basic Information about Japan Participants will get better understanding of the knowledge they acquire in this course by learning basic information about Japan. Participants will gain basic knowledge of Japan in order to facilitate their understanding of the training course contents.	<ul style="list-style-type: none"> ◆ Japanese society (i.e. society, culture, language, education, etc.) ◆ Japanese economy ◆ Japanese administrative structure 	<ul style="list-style-type: none"> ◆ Lectures ◆ Site visits ◆ Discussion
(3) Organization Management Method of Japanese Enterprises. Participants will understand the management skills carried out by private enterprises and the roles performed by managerial staff.	<ul style="list-style-type: none"> ◆ Transition of Japanese Economy ◆ Management of Japanese enterprises ◆ The role of managerial staff ◆ Organization management Organization management Teamwork Leadership Communication Human resource management, 	<ul style="list-style-type: none"> ◆ Lectures ◆ Site visits ◆ Discussion

	development, and evaluation. Others	
<p>(4) Ethic of public officer</p> <p>Participants will understand the ideal role of public officer.</p> <p>Also they will know the work ethic and attitude which public officer should to obtain through the case study.</p>	<ul style="list-style-type: none"> ◆ Mission of the public officer ◆ Work Ethics 	<ul style="list-style-type: none"> ◆ Lectures ◆ Discussion
<p>(5) Action Plan Presentation</p> <p>Each participant is requested to compile the actions to be taken for the issues they set at the beginning of the course as a middle management officer and make a presentation of the action plan at the end of the programme.</p>	<ul style="list-style-type: none"> ◆ Sum up the learning from the training ◆ Preparation of Action Plan ◆ Presentation of Action Plan 	<ul style="list-style-type: none"> ◆ Self-analysis ◆ Group discussion ◆ Presentation ◆ Submission of the Action Plan

*The contents might be changed.

Training Program

Course: Leadership Development Program for Middle Management Level (Managers) JFY2013 [J1321734]

JICA Kansai, Japan International Cooperation Agency

Duration: September 9, 2013- October 5, 2013

Tel: 078- 261-0341

Date	Time	Type	Subject	Lecturer or Organization		Place to Visit	Purpose/Contents of the session
				Name	Position & Organization		
9-Sep	MON		Arrival in Japan				
10-Sep	TUE	10:30-12:00	Briefing			Seminar Room 41, JICA Kansai, (3F)	
		13:45-14:00	Orientation by Medical Coordinator			Briefing Room, JICA Kansai (2F)	
		14:00-14:15	Orientation				
		14:30-15:30	Program Orientation by JICA	Ms. TSUNE	Program Officer, JICA Kansai	Orientation Room 1 & 2, JICA Kansai (2F)	Explanation of the objectives and contents of this programme.
		15:30-17:30	Program Orientation by PREX		PREX		
11-Sep	WED	10:00-11:30	L General Orientation by JICA (Japanese education)	Mr. OTA	JICA	Seminar Room 31 & 32, JICA Kansai (3F)	
		13:00-15:00	L Japanese lesson		JICA		
		15:30-17:30	L General Orientation by JICA (Japanese people and society)	Mr. FUJITA	JICA		
12-Sep	THU	9:30-12:00	L Leadership and Organizational Management in Japan	Prof. LAU SIM YEE	Reitaku Univ.	Orientation Room 1 & 2, JICA Kansai (2F)	To understand the framework and characteristics of Japanese corporate management and required qualities of managerial staff as a junior manager.
		13:00-16:30	D Understanding status quo and setting tasks				To set the priority for the obstacles you are facing as a Middle Management by doing the following activities. And also prioritize topics you are to deepen your understanding in this program. 1)To share he problems you are facing as a junior officer within the group. 2)To explain the issue with Prof. Lau and other participants
13-Sep	FRI	8:30-9:00	Introduction	Ms. MIURA	PREX	Room 303, Osaka University Nakanoshima Center	Comparative study on traditional arts of Japan, Noh and that of Malaysia, followed by dialog session with Japanese participants of Cyber Tekijuku on management styles
		9:00-11:30	L Japanese three traditional performing arts (focusing on Noh play)	Ms. KURAHASHI	Researcher, Ritsumeikan University/ Waseda University		
		13:00-15:00	D Comparison of characteristics between Malaysians and Japanese from the perspective of arts and culture		Cyber Tekijuku Promotion Association	Meeting Room 2, Osaka Chamber of Commerce and Industry	
		15:30-18:00	O Observation of Japanese traditional performing art - Noh play	Mr. YAMAMOTO	Yamamoto Noh Theater	Yamamoto Noh Theater	
		18:30-20:30	D Discussion with Middle Management of Private Companies		Cyber Tekijuku Promotion Association	Meeting Room 6, My Dome Osaka	
14-Sep	SAT		N				
15-Sep	SUN		N				
16-Sep	MON	10:00-12:00	L Japanese Economy	Prof. HARADA	Kobe University	Room 301, Osaka University Nakanoshima Center	To understand the characteristics of Japanese Economy and Japanese Corporate Management.
		13:00-16:00	L Japanese Corporate Management				
17-Sep	TUE	10:00-12:30	L Outline of Japanese Political and Administration System	Professor Emeritus SOURI	Osaka City University	Room 301, Osaka University Nakanoshima Center	To understand the general scheme and role of Japanese central and local governments. This session is provided for the better understanding of other lectures by having basic knowledge on Japanese administrative system.
		14:30-16:30	O Organizational Management	Mr. HARA	ASAHI electrochemical Co., Ltd.	ASAHI electrochemical Co., Ltd.	To lean the examples of Japanese SME's top management on Organizational management, etc.
18-Sep	WED	10:00-12:00	O Leadership	Mr. MORISHIMA	Rika Industries co., Ltd.	Rika Industries co., Ltd.	To lean the examples of Japanese SME's top management on Leadership, Human resource development, management-labor cooperation, etc.
		14:30-16:30	L Operation in malaysia	Mr. OKUMOTO	SHINYEI KAISHA	SHINYEI KAISHA	To lean the examples of Japanese SME's top management on overseas peration in Malaysia.
19-Sep	THU	9:30-12:00	L Corporate Philosophy of Global Corporations	Mr. ONISHI	Onishi Marketing	Room 201, Osaka University Nakanoshima Center	To have basic understand on management strategy by having the Panasonic Corporation as an example of global corporation. Also to gain ideas about the difference of Japanese style and western style management.
		14:30-16:00	O Corporate Philosophy of Global Corporations	Mr. EZAKI	Deputy Director, Konosuke Matsushita Museum	Konosuke Matsushita Museum (Panasonic Corporation Historical Museum) to know the founder's management principles through the time-series exhibition and explanation.	
20-Sep	FRI	10:00-12:00	L Corporate Philosophy and Human Resource Development of Daikin	Mr. YAHATA	HRD Division, Daikin Industries, Ltd.	Daikin Industries, Ltd., Osaka City	To understand the significance of the relation between corporate management and human resource development from the Daikin Industries Ltd.'s philosophy "management centering on people".
		14:00-16:30	L Administrative Reform of Osaka Prefectural and Municipal Government	Mr. TANAKA	Local Government Reform Bureau, Osaka Prefectural/City Government	Osaka Prefectural Government	To know the specific case of administrative reform in Osaka Prefectural and Municipal Government, and exchange of opinions.
			(Move to JICA Kansai)				
21-Sep	SAT						
22-Sep	SUN						

23-Sep	MON	9:30-11:00	L	Rekishi-Kaido Program (Introduction of World Heritage Route of Japan)	Mr. MATSUEDA	Rekishi-Kaido Promotion Council	Seminar Room 31 & 32, JICA Kansai (3F)	To have basic knowledge about Japanese history and its characteristics.
		13:30-17:45	O	Observation of Himeji Castle and Akashi Kaikyo Bridge		Rekishi-Kaido Promotion Council	Himeji Castle and Akashi Kaikyo Bridge	To visit the world heritage castle and feel the Japanese history, and to visit the building built by utilizing current technology.
24-Sep	TUE	9:30-12:00	O	Risk Management	Mr. OKAMOTO	CEO, Zero Seiko Co., Ltd.	Zero Seiko Co., Ltd.	To learn the examples of Japanese SME's top management on Risk management, Human resource development, management-labor cooperation, etc.
		14:00-16:30	O	Human Resources Development	Mr. HATANO	Chairman, CHUO ELECTRIC WORKS LTD.	CHUO ELECTRIC WORKS LTD.	To learn the examples of Japanese SME's top management on Human resource development, management-labor cooperation, etc.
25-Sep	WED			(Move to Tokyo) JICA Kansai -> ANA Crowne Plaza to leave luggage -> Shin-Osaka Station	(Group ticket is used for Shinkansen)			
		14:00-16:30	L	Importance of Organizational Management	Mr. HASEGAWA	Human Logic Institute	Seminar room 2, JICA Tokyo (3F)	To learn the significance of human factors in the successful organizations through the lectures and academic analysis.
26-Sep	THU	9:30-12:00	D	Interim Review	Prof. LAU SIM YEE	Reitaku Univ.	Seminar room 2 and 17, JICA Tokyo (3F and 4F)	To share the information and knowledge at the half point of the course to review the result, guided by Professor Lau.
		13:30-16:00	D	Japanese administration on erosion control and disaster prevention (discussion with an officer at the central government)	Mr. TSUTSUI	Ministry of Land, Infrastructure and Transportation		Free dialog session with the representative of federal Government on the roles and Functions of government officers
27-Sep	FRI	10:00-12:30	L	Overview of Japanese Public Employee System and HRD	Mr. YAMASHITA	National Personnel Authority	Seminar room 2, JICA Tokyo (3F)	To deepen understanding about the Japanese public service personnel system, including its role and structure.
		14:00-16:30	L	Comparison of Personnel Systems	Mr. NIIYA	National Personnel Authority		Comparative study on the Human Resource Development of Japanese Government and other countries
28-Sep	SAT		O	Study tour on Japanese culture			Asakusa, Tokyo	Sightseeing in Tokyo
				(Move to Osaka) JICA Tokyo -> Asakusa	(Group ticket is used for Shinkansen)			
29-Sep	SUN							
30-Sep	MON	10:00-12:00	L	Ethics and Desired Roles of Public Workers	Prof. NAKAYA	Kinki University	Room 301, Osaka University Nakanoshima Center	Case studies on the roles and functions of Japanese government officers and organizational management at the public sectors
		13:00-16:00	D	Organizational Management				
1-Oct	TUE	10:00-12:00	L	Suggestions to Public Workers in Comparison of Public and Private Sectors	Mr. SAITO	Ex-Director of Education Board, Shiga Pref.	Room 303, Osaka University Nakanoshima Center	To learn the wisdoms through the lecturer's presentation and hints, who experienced working as the executive managerial positions both at the private companies and partly public sectors.
		14:00-16:30	L	Administrative Reform of Local Government	Mr. INOUCHI	Executive Director, The Federation of Mie Chamber of Commerce and Industry		To know the specific case of administrative reform based on real experience in Mie Pref. local government and consider the significance of reform activities.
2-Oct	WED	10:00-12:00	L	Japanese Economy	Prof. HARADA	Kobe University	Room 301, Osaka University Nakanoshima Center	To understand the characteristics of Japanese Economy and Japanese Corporate Management.
		13:00-16:00	L	Japanese Corporate Management				
3-Oct	THU	9:30-12:00	P	Guidance and Preparation for Final Presentation			Seminar Room 31, 32 & 35, JICA Kansai (3F)	Present the issues of the theme, find hints for problems solving, and explain the direction of efforts to be made in each office. After each presentation, comments & advices are given from Professor Lau.
		13:00-16:00		Final Presentation	Prof. LAU SIM YEE	Reitaku Univ.		
4-Oct	FRI	10:00-11:00		Evaluation Meeting	Ms. TSUNE	Program Officer, JICA Kansai	Orientation Room 1 & 2, JICA Kansai (2F)	
		11:15-12:00		Closing Ceremony		JICA	Briefing Room, JICA Kansai (2F)	
		12:00-13:00		Farewell Party		JICA	Orientation Room 1 & 2, JICA Kansai (2F)	
5-Oct	SAT			Departure				
L: Lecture D: Discussion P: Presentation O: Observation								

III. REQUIREMENT FOR APPLICATION

This seminar is designed for participants who are:

- (1) mid-level officials of central or local government with more than five (5) years of practical experience, and under 52 years of age.

Applicants should:

- (1) be nominated by their government in accordance with the procedures mentioned in IV. below,
- (2) have a sufficient command of English,
- (3) Must be in good health, both physically and mentally, to participate in the Program in Japan,
- (4) Must not be serving any form of military service.

ATTENTION

Participants are requested:

- (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 Malaysian government.
- (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.

IV. PROCEDURE FOR APPLICATION

1. The government desiring to nominate applicants for the seminar should fill in and forward one (1) original of the Application form for each applicant, to the Embassy of Japan (or the JICA office) **by July 21, 2015.**

***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, and
3. doctor's letter with permission of her training participation.

Please ask JICA Staff for the details.

2. The Embassy of Japan (or the JICA office) will inform the applying government whether or not the nominee's application has been accepted **no later than July 28, 2015**

3. Submission of Questionnaire:

Each applicant is required to submit his/her answers to the Questionnaire (page 12, Annex 2.) together with the Application Form. They will be used to set up the targets which he/she has to tackle through this seminar with the final goal of preparing an action plan. Questionnaire should be completed accordingly by following the instructions below.

Purpose of Answering the Questionnaire

- To clarify issues and problems that participants faced presently in their work, and by so doing to enable knowledge and ideas gained that lead to creation of solutions during the seminar.
- To provide advance information on issues and problems faced by participants and as references to the lecturers and organizations to be visited that may also contribute to finding solutions.

Instructions for Preparing Answers to the Questionnaire

- Answer the Questionnaire (page 12) after reading carefully II. Curriculum (page 4) and Understand the concept of this seminar.
- List three (3) challenges or less for each topic.
- Each challenges should be typewritten in thirty (30) words or less, and be
 - (1) typed written directly onto the Questionnaire in the ANNEX of this brochure, or
 - (2) typed written on an A4 size sheet of paper with double spacing.

V. OTHER MATTERS

1. Pre-departure orientation is held at the PSD and JICA Malaysia to provide the selected candidates with details on travel to Japan, conditions of training, and other matters. At the same time, the training institution is going to provide a course orientation for deeper understanding before departure through the JICA-NET (JICA-NET may be cancelled under a certain circumstance)
2. Participants who have successfully completed the seminar will be awarded a certificate by JICA.
3. It is very important that your currency must be exchanged to Japanese Yen at any transit airport or Kansai International Airport (KIX) in Osaka, Japan soon after your arrival. It is quite difficult to exchange money after that, due to no facility or time during the training program
4. You may face some difficulties of finding Halal food while you are staying in Japan. If possible, please bring enough Halal food with you.

ANNEX 1. Concept of Curriculum Structure of the Management Training Program for Malaysian Government Officers

This training program is provided for officers attached to the agencies of Malaysian Government and is designed to improve their abilities by introducing examples of organizational management as well as the human resources development methods carried out in Japanese administrative bodies and private enterprises, so that the participants can reinforce the structure of the organizations to which they are attached or enhance their own abilities to execute their duties.

In accordance with the career level of participants, two courses, (1) “Management Training Program for Junior Officer” and (2) “Management Training Program for Middle Management Level Manager” are implemented. In planning the training program of this fiscal year, JICA has standardized the basic composition of these courses and clearly differentiated the curriculums while tailoring them to the participants. The features of respective courses are shown below.

Not only in Japan and Malaysia, but there are many discussions worldwide on how public administration should be. It is necessary for administrative organizations to alter themselves in response to the changing situation. Administrative organizations in Japan have experienced changes in their roles and services through administrative reformations. In the reformations, they have tried to learn from corporate management know-how which have improved management system according to dynamic business environment. Those enterprises lead economic growth in Japan, and their middle managers assume large roles in terms of corporate management.

The nature of administrative organization and enterprises may be different, but it is important to learn from the lessons from private enterprise and apply in some sense. Based on this situation, this training course largely focused on the organizational management of private enterprises and its role of managerial staff. Participants are expected to examine what they can apply them to improve current situations that they are facing.

1. Target group of each course:

(1) “Management Training Programme for Junior Officer”:

Junior officers working for administrative bodies in Malaysia

* With working experiences of more than 3 years up to 10 years as a junior officer

(2) “Management Training Programme for Middle Management Level Manager”:

Middle management level managers working for administrative bodies in Malaysia

* With work experiences of more than 5 years as a middle management level manager and age of 50 years or younger

ANNEX 2. QUESTIONNAIRE

(Before you answer the questionnaire, please read **3. Submission of Questionnaire** under *IV. PROCEDURE FOR APPLICATION* and follow the instructions.)

QUESTIONNAIRE

Please prepare the following material prior to your visit to Japan. It is to be used at the initial part of the seminar in Japan.

Your Name: _____

Organization you are attached to: _____

- (1) Please describe three problems as a middle management that you are facing in your “team”.
(Three items maximum, each in 30 words or less)

1

2

3

- (2) What skills would like you to improve as the Middle Management Level (Managers)?
(Three items maximum, each in 30 words or less)

1

2

3

Thank you for your cooperation.

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 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 Embassy of Japan.
Further, address correspondence to:

JICA Kansai International Center (JICA Kansai)

Address: 1-5-2, Wakinohama-kaigandori, Chuo-ku, Kobe, Hyogo 651-0073, Japan

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