



# Knowledge Co-Creation Program (Group & Region Focus)

## GENERAL INFORMATION ON

**Improving ICT Policy Promotion Skills Utilizing Standards  
-overcome challenges by deployment of ICT infrastructure  
corresponding to the situation-**

**課題別研修「国際標準を活用した ICT 政策の推進能力向上  
～途上国の状況に応じた ICT インフラ整備による課題解決～」  
JFY 2019**

**NO. 201984578-J002**

**Course Period in Japan: From January 22 to February 8, 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 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**

Information and communications services have become much more sophisticated and diversified due to the rapid socioeconomic development and technological innovation in recent years.

Under such circumstances, international standard is necessary to ensure network interoperability (network-network or network-terminal) and to grasp advanced technology trends effectively. In addition, due to globalization, the Technical Barriers to Trade (TBT) agreement of the WTO requires that the international standard should be applied to the government procurement.

It is therefore essential that all countries around the world share a common understanding concerning the trends of standardization relating to Information and Communication Technologies (ICT).

## **For what?**

This course aims to support participants to deepen their understanding about ICT standards and policies. It also supports them to improve their ICT policy planning and promoting skills and develop a suitable ICT infrastructure, which incorporates the standards and international trends, in order to overcome their challenges.

## **For whom?**

This course is offered to directors or an equivalent class of promoter engaged in ICT standardization and ICT policy in governmental or public organizations.

Targeted organizations are governmental authorities, municipal departments of telecom administration or divisions of public telecom operators, in charge of telecom standardization.

## **How?**

Participants shall have opportunities to learn the standardized and the to-be standardized technologies and relevant promotion practices by ICT policy through a series of lectures, field visits and discussions.

## ***II. Description***

**1. Title (No.)**

Improving ICT Policy Promotion Skills Utilizing Standards -overcome challenges by deployment of ICT infrastructure corresponding to the situation- (201984578-J002)

**2. Course Period in JAPAN**

January 22 to February 8, 2020

**3. Target Countries**

Brazil, Malaysia, Pakistan, Philippines, Uganda, and Viet Nam

**4. Eligible / Target Organization**

This course is offered to the governmental authorities and municipal departments of telecom administration or division of public telecom operator, in charge of standardization of telecommunications.

**5. Course Capacity (Upper limit of Participants)**

6 participants

**6. Language to be used in this course**

English

**7. Course Objective**

To understand ICT international standardization and initiatives in ICT policies that incorporate international standards (e.g. requirements of government procurement and advanced technology trends).

To consider appropriate ICT policies in order to solve challenges (development of ICT infrastructure, proposal of procurement etc.) in participants' respective countries.

**8. Overall Goal**

Participants are expected to improve their ICT policy planning and promotion skills in order to overcome challenges in their respective home countries.

## 9. Expected Output

To meet the above course objectives, participants are expected to engage in the following activities (ANNEX 1: course schedule of 2018 for reference) in Japan;

- (1) To analyze issues concerning ICT infrastructure in their respective countries.
- (2) To understand the latest ICT trends as well as ICT standardization by industry-government academies.
- (3) To consider appropriate ICT policies that incorporate international standards in order to overcome challenges in their respective countries,

## 10. Contents

This course consists of the following components:

### 1. Preliminary Phase in a participant's home country

(December 2019 to January 2020, by the beginning of the core phase in Japan.)

*Selected participants undertake required preparation for the Course in their respective countries.*

Modules	Activities
Submission of Country Report	All participants are required to formulate and submit the Country Report <b><u>by January 10 (Friday), 2020.</u></b> (Please see ANNEX 2)  At the beginning of the core phase in Japan, all participants are expected to deliver a 25-minute presentation about the Country Report.

## 2. Core Phase in Japan

(January 22, 2020 to February 8, 2020)

*Participants attend the course implemented in Japan*

Expected Module Output	Contents	Methodology
1) To analyze issues concerning ICT infrastructure in respective countries.	-Presentation about Country Report and exchanging ideas on issues regarding ICT infrastructure.	Presentation and exchange of opinions
2) To understand the ICT standardized technology and the latest trends.	-Importance of ICT international standard.  -Policy for ICT standardization by Ministry of Internal affairs and Communications.  -Vendor, R&D, and case on development of infrastructure.  -Standardized activity, such as approaching to the national bodies such as ITU by national ICT standardization bodies.  -Case on standardization of smart house, optical infrastructure and mobile phone.	Lectures and observations
3) To consider ICT policy which incorporates international standards for overcoming challenges in respective countries	-Drafting and sharing of individual reports.	Presentation and exchange of opinions

### **III. Conditions and Procedures for Application**

#### **1. Expectations for the Participating Organizations**

- (1) This course is designed primarily for organizations intending to address specific issues or problems identified in their operation on ICT. Participating organizations are expected to use this course for these specific purposes.
- (2) 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 below.
- (3) Applying organizations are also expected to make use of knowledge acquired by the nominees for said purpose.

#### **2. Nominee Qualifications**

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

##### **(1) Essential Qualifications**

###### **(a) Current Duties:**

be a Director or an equivalent class of promoter engaged in ICT standardization and ICT policy in governmental or public organizations of ICT

###### **(b) Experience in the relevant field:**

have engaged in ICT policy planning for more than five years  
(Preferable experience: promotion of ICT technology, infrastructure, and standardization policy planning.)

###### **(c) Educational Background**

be university graduates specialized in communication engineering or electronic engineering, or have the equivalent technical knowledge and experience

###### **(d) Language:**

have a sufficient command of spoken and written English (for group discussions)

###### **(e) Health:**

be in good health both physically and mentally to participate in the course in Japan. Pregnant applicants are not recommended to apply due to the potential risk of health and life issues of mother and fetus.

##### **(2) Recommendable Qualification**

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

### 3. Required Documents for Application

**(1) Application Form:** Application Form is available at the JICA office.

**(2) Photocopy of passport:** to be submitted with the application form, if you possess your passport which you will carry when entering Japan for this course. 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.

**(3) Nominee's English Score Sheet:** to be submitted with the application form if you have any official documentation of English ability. (e.g., TOEFL, TOEIC, IELTS)

### 4. Procedures for Application and Selection

#### (1) Submission of the Application Documents

Closing date for applications: Please inquire to the JICA office.

(After receiving applications, the JICA office will send them to the JICA Tokyo Center in Japan by November 22 (Friday), 2019.)

#### (2) Selection

After receiving the documents through due administrative procedures in the respective governments, the JICA office shall conduct screenings and send the documents to the JICA Tokyo Center (JICA TOKYO).

Selection shall be made by JICA TOKYO in consultation with the organizations concerned in Japan based on submitted documents according to qualifications. Organizations that have the intention of utilizing this course to improve their own related activities will be given priority in the selection process.

Those who have already participated in the same program will be less priority in the selection process.

Qualifications of applicants who belong to the military or other military-related organizations and/or who are enlisted in the military will be examined by the Government of Japan on a case-by-case basis, consistent with the Development Cooperation Charter of Japan, taking into consideration of 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 not later than December 9 (Monday), 2019.

**5. <For Accepted Applicants only>**

**Submission of documents to be submitted**

**Country Report**

**- Format:**

Should be typewritten in English on A4 size paper (21 cm by 30 cm, MS Word) formatted in digital data with attachment of organization chart (ANNEX3). (Detailed information is provided in **ANNEX2**.)

**- Way to Submit:**

Please send to JICA TOKYO, preferably by e-mail **tictee@jica.go.jp** (Attention: Mr. Ryuichi Ito).

When you send e-mail, please include the course title “Improving ICT Policy Promotion Skills Utilizing Standards (201984578-J002),” as well as the name of your country.

**- Deadline: January 10 (Friday), 2020**

**6. Conditions for Attendance:**

- (1)** to strictly adhere to the course schedule.
- (2)** not to change the course topics.
- (3)** not to extend the period of stay in Japan.
- (4)** not to be accompanied by family members during the course.
- (5)** to return to home countries at the end of the course 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.



## IV. Administrative Arrangements

### 1. Organizer:

JICA Tokyo Center (JICA TOKYO)

### 2. Implementing Partner:

Under procurement

### 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 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)

If there is no vacancy at JICA TOKYO, JICA will arrange alternative accommodations for the participants. Please refer to facility guide and service guide of JICA TOKYO at its URL,

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

### 5. 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 study tours (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

For more details, please see “III. ALLOWANCES” of the brochure for participants titled “KENSU-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 to provide participants with details on travel to Japan, conditions of the course and other matters.

## ***V. Annex***

ANNEX 1: Reference (Course schedule in JFY2018)

ANNEX 2: Country Report Guidance (for Accepted Applicants Only)

ANNEX 3: Organization Chart (Sample) (Attachment of County Report)

**ANNEX 1: Reference (Course schedule in the previous fiscal year (JFY2018))**

Date	Content
1/23 (Wed)	Arrival
1/24 (Thu)	Briefing Session
	Program Orientation
1/25 (Fri)	Assemble and Leave for Tokyo Tower by JICA bus
	Observation: Tokyo Tower
	Move to MIC by JICA bus / Lunch Break
	Courtesy Call on the Director of the Standardization Division / Group Photo
	Lecture: Standardization of ICT in Japan
	Lecture: Radio Policy in Japan
	Lecture: Telecommunications Policy in Japan
	Welcome Reception hosted by ITU-AJ
1/26 (Sat)	Free
1/27 (Sun)	Free
1/28 (Mon)	Lecture/Exercise: Project Management Methods (Assessing Standardizing Activities by using PCM Method and Group Discussion on Factors necessary to Maximize Consumers' Benefit)
1/29 (Tue)	Presentation: Country Report
1/30 (Wed)	Lecture: Standardization in ICT Fields and ITU-T / Towards Global Standardization in TTC
	Lecture: Standardization of Radio Systems
	Assemble and Leave for TELEC by JICA bus
	Lecture: Certification System for Radio Equipment in Japan
	Observation: Certification Facility for Radio Equipment
1/31 (Thu)	Lecture: KDDI's ICT Service and R&D Technology Strategies
	Lecture: Overview of HATS
	Lecture: IP Camera Security as IoT Sensor
	Lecture: The History of Facsimile Interconnectivity Testing Activity
	Lecture: Interoperability Test Program for Optical Access System
	Assemble and Leave for NICT by JICA bus
	Lecture: NICT's R&D and Standardization
	Observation: NICT Show Room
2/1 (Fri)	Lecture: Global Standardization of Mobile Communication Systems
	Lecture: Introduction of Standardization on Future Network
	Assemble and Leave for Fujitsu by JICA bus

		Lecture: Standardization Activities in Fujitsu
		Observation: Fujitsu Show Room "Technology Hall"
2/2	(Sat)	Free
2/3	(Sun)	Free
2/4	(Mon)	Assemble and Leave for Kanagawa Institute of Technology by JICA bus
		Lecture: Current Status of Smart-Houses
		Luncheon hosted by KAIT
		Observation: Smart House
2/5	(Tue)	Assemble and Leave for NHK by JICA bus
		Lecture: Setup of Digital Terrestrial Television Broadcasting Network
		Lecture: The Roles and Convergence of Broadcasting and Communications
		Lecture: The Current State of Digital Service
		Observation: Technical Operation Center (TOC), Cross Media Station
		Move to JICA Tokyo by JICA bus / Lunch Break
		Assemble and Leave for Hitachi Kokusai Electric by JICA bus
		Lecture: Overseas Deployment of Radio Systems (High-Precision Foreign Object Debris Detection System for Runway – Linear Cell Radar System)
		Observation: Tokyo Works (Production Line and Equipment)
		Lecture: Case Studies of VHF Band Wireless Broadband System
2/6	(Wed)	Lecture/Exercise: Project Management Methods (Assessing Standardizing Activities of Participants' Countries by using PCM Method and Group Discussion on Available Activities)
2/7	(Thu)	Presentation: Individual Report
		Assemble and Leave for Meiji Shrine by JICA bus
		Study Visit of Japanese Culture - Meiji Shrine
2/8	(Fri)	Evaluation Meeting
		Closing Ceremony

Fujitsu = Fujitsu Limited

HATS = Harmonization of Advanced Telecommunication Systems

ITU-AJ = ITU Association of Japan

KDDI = KDDI CORPORATION

MIC = Ministry of Internal Affairs and Communications

KAIT = Kanagawa Institute of Technology

NHK = Japan Broadcasting Corp.

NICT = National Institute of Information and Communications Technology

TTC = The Telecommunication Technology Committee

## ANNEX 2

### **Country Report Guidance** (for Accepted Applicants Only)

#### **1.Submission of Country Report:**

After the notice of acceptance from JICA, **all the participants** are required to prepare Country Report documents providing information on the following contents.

1) Topics to be included:

Please see the next page

2) Format of the Report Document:

The Reports should be typewritten in English on A4 size paper (21 cm by 30 cm, MS Word), formatted in digital data.

3) Deadline:

January 10 (Friday), 2020,

4) Way to Submit:

The Report should be sent to JICA Tokyo Center preferably by e-mail to [ticttee@jica.go.jp](mailto:ticttee@jica.go.jp) (Attention: Mr. Ryuichi Ito).

#### **2.Preparation for Country Report Presentation:**

At the beginning of the core phase in Japan, **all the participants** are required to deliver a **20 minutes presentation** about Country Report.

They are expected to prepare for their presentation material (MS Power Point). The presentation session is open to the general.

1) Content:

At your presentation, please focus on the following topic.

**Part II. Telecommunications Policy Structure and Statistical Data**

II-2. Current policy and regulatory environment

5. Major challenges and specific problems that need to be solved in your country's telecommunications / broadcasting sector and telecommunications /broadcasting business, as well as the part of role you expect Japan to play in the field.

2) Way to Submit:

Please submit it (by USB Flash Drive) to the JICA Tokyo at the program orientation session on January 24, 2020.

3) Others:

It is recommended to bring relevant materials(e.g. brochures, videos and pictures) to make your presentation more attractive

· **【Topics to be covered in Country Report】**

### **Part I. Personal Details of Participant**

1. Name of participant and nationality
2. Name of participant's organization and section
3. Type of organization (choose one of the following)
  - a) Governmental organization (excluding public company)
  - b) Public company (fully state-owned company or business organization)
4. Organization chart  
Please attach a chart outlining the structure of the participant's organization that shows the participant's position and responsibilities. (see attached ANNEX 3)
5. Participant's special interests

### **Part II. Telecommunications Policy Structure and Statistical Data**

#### **II-1. Policy-making and regulatory authority**

1. Name of the authority(ies) responsible for telecommunications/broadcasting policy
2. Name of the authority or divisions within the authority responsible for telecommunications/broadcasting regulations
3. Legal structure for regulating the telecommunications/broadcasting sector

#### **II-2. Current policy and regulatory environment**

1. Basic laws governing telecommunications/broadcasting businesses
2. Policy on privatization  
(Please mention whether privatization of the state-owned telecommunications carrier has been effected or is planned, in your country. If effected, please describe how privatization was undertaken.)
3. Policy on competition  
(Please mention whether entry of new common carriers has been undertaken, or is planned, in your country. If effected, describe how this was undertaken.)
4. National policy on developing ICT (information and communications technology) and broadcast technology.

5. Major challenges and specific problems that need to be solved in your country's telecommunications/broadcasting sector and telecommunications/broadcasting business, as well as the part of role you expect Japan to play in the field.  
(e.g., tariff issue resulting from use of different Mobile Country Code (MCC) and different Mobile Network Code (MNC), if any.)  
(※ At the Country Report presentation session, please focus on this topic)
6. Future programs of telecommunications/broadcasting development in your country (if any)
7. International assistance in the field of telecommunications/broadcasting (year, name of countries/aid agencies, budget, etc.)
  - a) Completed projects
  - b) Ongoing projects
  - c) Planned projects
8. Participant's own experience and future prospects in their profession

### **II-3. Standardization activities**

Please describe 1-9 below in detail because this information is very important for this course.

1. Main organization in charge of standardization policy of ICT and broadcasting technology.
2. Standardization of ICT and broadcasting technology and public/private Standardization Developing Body such as NIST in US, ETSI in Europe, TTC and ARIB in Japan.
3. Situation regarding participation in standardization activities undertaken by international standardization organizations like ITU-T, ISO, IEC , ISO/IEC JTC1
4. National standardization activities such as formulating strategy for standardization and/or, funding for standard activities. And the areas of ICT standardization which are important in your country.
5. Which forum standards (such as W3C, IETF, IEEE, not International Standard like ISO, IEC) are important? What kind of activity is carried out in your country?
6. Have you discussed "standardization gap" issues in your country? What is your definition of "standardization gap"?

7. Scheme of Standardization in your country
  - a) related organizations
  - b) roles of each organization of a)
  - c) relationship between the organizations of a)

\* Drawing map would be preferable for easy understandings.
8. Others

#### **II-4. Market Structure**

Please indicate the following market environment of each service type.

1. Telephones
  - a) Number of telephones (Number of telephones = fixed phones + mobile phones)
  - b) Telephone density (per 100 inhabitants)
2. Fixed Telecommunications Services
  - a) Business license(s) required, or other restrictions on operators
  - b) Number of carriers or service providers
  - c) Number of subscribers
  - d) Subscribers per 100 inhabitants
  - e) Coverage of population (%)
  - f) Number of applicants waiting to have fixed telephones installed
  - g) Comparison of current number of applicants waiting for fixed telephones with that of 5 years ago (%)
  - h) Name of the incumbent or the largest carrier and its share of the market
  - i) Organizational character of the incumbent or the largest carrier
  - j) Organizational character of the second largest and third largest carriers and their shares of the market
3. Mobile Telecommunications Services
  - a) Business license(s) required, or other restrictions on operators
  - b) Number of carriers or service providers
  - c) Mobile telephone systems  
(4G (LTE-Advanced, WiMAX2), 3G (LTE, WiMAX, W-CDMA, -CDMA2000), 2G (GSM, CDMA, PDC))
  - d) Number of subscribers
    - Number of subscribers to 2G/3G/4G mobile phone services
    - The ratio of 2G/3G/4G mobile phone subscribers to total mobile phone subscribers (%)
  - e) Subscribers per 100 inhabitants
  - f) Coverage of population (%)
  - g) The ratio of mobile telephone subscribers to total telephone subscribers (%)
  - h) Name of the incumbent or the largest carrier and its share of the market
  - i) Organizational character of the incumbent or the largest carrier



- j) Organizational character of the second largest and third largest carriers and their shares of the market
- k) Number of existing Mobile phone subscribers and penetration of mobile phones which can connect to the network
- l) Number of smart phone subscribers and the penetration of smartphones
- m) Frequency allocation for mobile telecommunication service.
- n) Information of public Wi-Fi service provider, the relationship between public Wi-Fi service provider and mobile telecommunications carrier

#### 4. Internet and Broadband

- a) Business license(s) required, or other restrictions on operators
- b) Number of service providers
- c) Name of the largest service provider and its share of the market
- d) Organizational character of the largest service provider
- e) Organizational character of the second largest and third largest service providers and their share of the market
- f) Number of internet users
  - Number of users through telephone line (dial up)
  - Number of users through Broadband line (FTTH, DSL, Cable TV, WiMAX and others)
  - Others (satellite communications, etc)
- g) Internet users per 1,000 inhabitants
- h) Number of personal computers per 1,000 inhabitants
- i) Broadband price per 100 kbps

#### 5. Internet Application Service

- a) Name of Internet services in your countries (i.e. Facebook, Twitter, Skype, game).
- b) Number of SNS user, penetration rate
- c) Name of a famous, domestically-produced Internet service
- d) Name of a network service and search engine widely used in your country
- e) A case example of a movie-on-network service or OTT (Over The Top) and IPTV (Internet Protocol Television)
- f) Number of IPTV users, penetration rate
- g) The case example of Digital Signage/DOOH(Digital Out Of Home) and the type (stand alone or network?), major service provider.

### **Part III. General Questions**

**1. If your country has any difficulties with its telecommunications infrastructure for Internet services in rural areas, please indicate the current situation in accordance with the following:**

- Any geographical factors which have become the cause of difficulties, such as mountains, sea, scattered islands, distance from urban areas, etc., and the description of the current status.
- Any social, economical and/or technological factors which make it difficult to promote Internet services in your country.

**2. What kinds of Internet applications/solutions as a public/civil service does your country hope to introduce, such as e-learning, e-agriculture, e-healthcare, emergency information, governmental bulletin, etc., and the reasons for such introduction ?**

- Service applications/solutions as a public/civil service
- Issues to be resolved
- How do you cooperate with other ministries and government offices?

**3. If the wireless access system can be practically considered in your planning for rural areas, please provide information on the following:**

- Necessary functions for the terminal (fixed and/or mobile)
- Estimated initial fee for a user
- Estimated monthly fee for a user
- The restrictions of radio frequency under the regulations

**4. What is the general view regarding the future network in your country?**

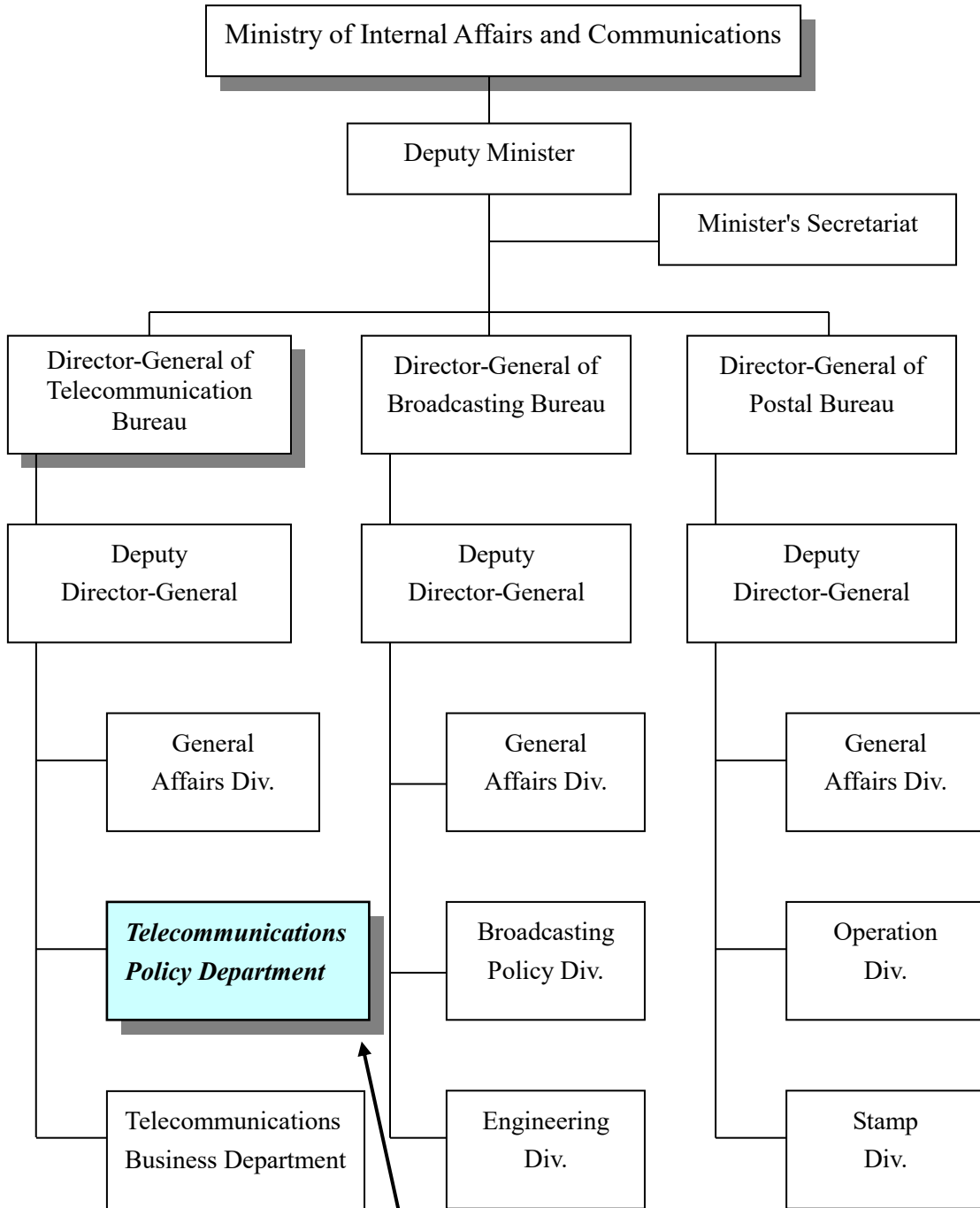
- Any image or picture of the new future network
- Any policy for the assurance of end-to-end connectivity and QoS

**5. How does your country use ICT (information and communications technology) for disaster countermeasures?**

- Any prevention plan for disasters.
- Any management plan when a disaster strikes.

**ANNEX 3**  
(Attachment of County Report)

**Organization Chart (Sample)**



\* Please identify **your position and department** in the Organization Chart.

## ***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.



For enquiries and further information, please contact the JICA office.

:

**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**