

2 Secure and Nurture Human Resources

—Recruitment and Training of Technical Cooperation Experts—



Pre-dispatch training for experts

Training and Recruitment of Human Resources

■ Diversification of Human Resources is required

Technical cooperation is based on the promotion of development through the transfer of technology on a person-to-person basis. Technical cooperation experts must possess skills that are backed up by experience, communication skills, and understanding of a technology transfer* methodology, as well as a thorough grasp of conditions in their country of assignment.

Furthermore, they are required to collaborate on even the smallest detail with personnel from other donors* (donor countries and agencies) in order to provide aid efficiently. Individual experts must not only fully understand the mechanisms and trends of aid, they must also have the skills to coordinate and negotiate with local counterparts* and other aid personnel. JICA dispatches about 3,000 experts each year; however, it is not easy to find people who meet these requirements, and substantial training is necessary when dispatching personnel.

Moreover, for the last few years an increasing variety of expertise in human resources has been required by developing countries. There has been increased demand for experts in intellectual areas such as information technology (IT), environmental policy, development of legal systems, and the transition to a market economy. However, it has sometimes been difficult to secure personnel in these areas, which makes the training of human resources who can address these needs an urgent challenge.

At JICA, these roles are played by the Human Resources Assignment Department and the Institute for International Cooperation, both of which are engaged actively in the recruitment and training of personnel.

Securing Experts

The following systems are intended to respond to requests for experts received from developing countries rapidly and appropriately.

1. Senior Advisors

Highly skilled experts with extensive experience in international cooperation are recruited to play key roles in overseas operations as leaders of technical cooperation projects, and in Japan as an advisory committee for development studies, training course leaders, and leaders of research activities. Ninety-three senior advisors* were recruited in fiscal 2002.

2. Temporary Employed Specialists

Competent and appropriate human resources are secured primarily from among experts who have returned to Japan or who have similar work experiences and are eligible for dispatch as experts. In fiscal 2002, 17 specialists were recruited.

One of them was recruited through a career progress system. The system was improved and expanded from the current temporary employment system. It aims to nurture practical human resources who have a thorough knowledge of updated aid trends through service at JICA headquarters and other places for one year. This service involves practical training that exposes the expert to the fast changes of current aid trends.

3. Specialized Technical Advisors

Personnel with advanced specialized skills and knowledge as well as plentiful experience give advice on a wide range of technical cooperation matters. Three advisors are currently active in this capacity, one in each of the fields of social development, mining and manufacturing industry development, and agricultural development.

4. International Cooperation Personnel Registration System

There is an increasing need for intellectual cooperation such as policy support and global issues* like the alleviation of pover-

ty in developing countries and regions. However, it is no easy task to secure human resources capable of responding to these new needs. In order to respond to diverse requests from developing countries promptly and properly, through this international cooperation personnel registration system, people in various fields who are interested in Japanese technical cooperation activities are openly recruited and registered. As of the end of fiscal 2002, 3,352 were registered under this system, and 276 among them were recruited as experts in fiscal 2002.

5. International Cooperation Liaison Associations for Returning Experts

Formation of International Cooperation Liaison Associations for Returning Experts is promoted mainly by JICA's domestic branches and international centers. The aims are to forge closer links between experts who have returned to Japan after overseas service, to enhance international awareness in regional communities of Japan, and to promote public understanding of international cooperation.

As of the end of fiscal 2002, liaison associations with around 3,360 members were active at 42 locations throughout Japan. With the use of their experience working in cooperation projects, they conduct activities such as promoting understanding of international cooperation through seminars and symposiums, providing information to experts prior to dispatch, and producing newsletters and member lists.

Training Experts

Training as described below is provided to foster experts possessing comprehensive and specialized skills in line with the needs of recipient countries.

1. Associate Specialists

Aimed specifically at young people with international experience (such as JOCVs, Junior Professional Officers [JPOs]* and personnel of NGOs), this training is intended to enable such people to play a part as experts, etc., in international cooperation through practical in-country training and overseas dispatch. In fiscal 2002, 32 young people were recruited, and 113 people took part in training both in Japan and overseas.

JICA also implemented the Associate Specialists Phase 2, in which participants who completed the associate specialists program receive additional training mainly at JICA headquarters and, when necessary, agencies other than JICA. The aim of the program is to improve the abilities of human resources for aid and to nurture human power with higher expertise and experience. In fiscal 2002, two people were

recruited, and three including one from the previous year took part in training both in Japan and overseas.

2. Long-term Overseas Training

This training lasts two years at most and is aimed at personnel from the private sector and government agencies, former JOCVs, and JICA personnel. It is intended to foster their ability to take part in international cooperation. Participants acquire the skills and expertise necessary to take leadership roles equipped with practical and theoretical aspects in balance.

In fiscal 2002, 26 people (four from the private sector, five from national government, five former JOCVs, and 12 members of JICA staff) were sent to educational and research institutions in both developed and developing countries. The subjects studied included health and medical care, education, regional development, environmental conservation, agricultural and rural development, peacebuilding, etc., in developing countries. The studies were conducted at graduate schools and research institutes in Europe and the United States. Upon completion of their courses, the participants return to Japan and take part in JICA programs as technical cooperation experts or as members of study teams who will be sent to developing countries.

3. Long-term Domestic Training

This training is conducted at graduate schools and research institutes in Japan and is designed for the same people eligible for long-term overseas training for the same period of time. In fiscal 2002, we commenced training for 11 people at the National Graduate Institute for Policy Studies. The training covered areas such as development assistance policies and development economics.

4. Skill-enhancing Training for Experts

This is for young people such as those who have returned from JOCV assignments with a relatively high level of technical skill. Through personalized programs lasting up to one year, participants receive practical and technical training both in Japan and overseas to become technical cooperation experts. In fiscal 2002, training was conducted for eight people.

5. Training for Future JICA Experts

This training is intended to enable people who will soon be sent overseas as experts to acquire the wide range of knowledge and skills that will be demanded of them. In fiscal 2002, we held 16 courses attended by 127 people, each course lasting eight weeks (except infectious disease control course, which lasts four weeks). The content of the courses is shown in Table 3-17.

Table 3-17 Training Courses for Future JICA Experts Held in FY 2002

First Course June 17 to August 9	Second Course September 30 to November 22	Third Course January 14 to March 7
Rural development Infrastructure* Primary health care Anti-poverty measures Support for development of legal systems	Forest environment Conservation of marine environments Technical education and vocational training Reproductive health* Practice of social and gender* study methods	Rural infrastructure readjustment Infrastructure Education Global environment Environmental health
Infectious disease control (July 1 to July 26)		

6. Training for Experts

This is provided in principle for experts serving overseas for more than a year.

1) Pre-dispatch Group Training

Intended for people whose overseas assignments as experts have been decided, this training consists of two weeks of general training, including instruction on updated aid trends, the roles of experts, local conditions and health management, and a three-week language course. Emphasis is placed especially on raising practical communication skills such as presentation in developing regions. In fiscal 2002, these courses were held seven times and attended by a total of 688 people (549 experts and 139 spouses).

2) Supplementary Language and Technical Training

Personalized language training is provided to experts who need linguistic proficiency other than English for their services. Fifty-nine people participated in fiscal 2002. To further improve communication skills, JICA also has a system that involves training in local languages in the experts' countries of assignment. A total of 145 experts received this training in 39 countries in fiscal 2002. Personalized technical training is also provided at institutions in Japan in order to supplement and improve specialized skills. Sixty-three experts took part in this kind of training in fiscal 2002.

3) Training for Project Coordinators

This training is aimed at coordinators* who are scheduled to be dispatched to technical cooperation projects and is designed to improve their project administration abilities, which are necessary for proper project implementation. The training course consists of lectures on coordinators' roles and practices, accounting, public relations, and other subjects. Training was held six times in fiscal 2002, and attended by 67 people.

4) Training for Monitoring and Evaluation

This training is aimed at experts who are scheduled to be dispatched to technical cooperation projects and is designed to teach monitoring and evaluation skills required for effective and efficient management of a project. The training course consists of a six-day practice. Training was held eight times in fiscal 2002, and attended by 298 people.

7. Collaboration with Local Governments and NGOs and Training

1) Training in International Cooperation Administration for Local Government Officials

This training is intended to support international cooperation provided by local government. It comprises a one-week practical training course and an optional three-week language training course. In fiscal 2002, training was held three times at the Institute for International Cooperation in Tokyo and once at the Osaka International Centre; a total of 71 people attended.

2) NGO-JICA Joint Workshop Festival

This festival was held in Hiroshima and Fukuoka for the purpose of promoting collaboration between NGOs and JICA. Local NGOs and citizens took part in the events.

3) NGO-JICA Partnership Training

This training is intended for younger personnel in NGOs and JICA and is held jointly with the Japan NGO Center for International Cooperation (JANIC) for the purpose of strengthening the partnership through mutually understanding of each other's basic concepts and methods of international cooperation activities. A three-day overnight course was held in October 2002 and was attended by 16 personnel from NGOs and 16 personnel from JICA.

8. NGO Capacity Building Program

For the purposes of the capacity-building* of NGOs, who are partners in the implementation of international cooperation, JICA implements the following training programs.

1) NGO Staff Domestic and Overseas Training

This training allows middle-level personnel in NGOs to learn techniques and skills required for international cooperation and to deepen their understanding of ODA and JICA programs. In February 2002, 10 participants attended a training course that was held for about two weeks (the course included a one-week overseas training course in the Philippines).

2) Long-term Domestic Training for NGO Staff

This training is implemented in master courses at Japanese graduate schools for full-time NGO staff who will play a key role in the course of their future activities. In fiscal 2002, JICA carried out this training for two participants.

3) Dispatch of Technical Experts to NGOs

Under this scheme, JICA dispatches technical experts to Japanese NGO's activity sites overseas for up to three months. In fiscal 2002, seven experts were dispatched. Their technical fields were management of sports event, waste disposal, maternal and child health and regional health care, environment education for juvenile, sewing, humanitarian removal of landmines, dental and oral health care.

4) NGO Experience Program

Graduate students in international cooperation are sent to overseas activity sites where JICA and NGOs jointly provide

cooperation to deepen their understanding of these activities through practical training. In fiscal 2002, four students participated in the program.

9. Internship Program

This program aims to provide graduate students, who majored in development assistance and wish to engage in it in the future, with an opportunity to work as interns at JICA's headquarters, domestic offices, and overseas offices, in order to deepen their understanding of development assistance. The program was provided in fiscal 2002 for a total of 51 interns: 26 students at overseas offices in 18 developing countries, including Viet Nam, Bangladesh, China, and Bolivia, and 25

Front Line

● Institute for International Cooperation Dispatch of Technical Experts to NGOs

Support the First Step toward Humanitarian Landmine Removal

Dispatch of Technical Experts to NGOs

Roles of dispatch of technical experts

The program of dispatch of technical experts to NGOs supports NGO activities by sending personnel with relevant knowledge, experience, and skills to activity sites to cover fields that cannot be attended by current staff alone and fields necessary for expanding NGO activities so that NGO can provide more effective activities in developing areas.

In fiscal 2002, seven personnel were dispatched under this program. They possessed the necessary technical skills and had good results in various fields of cooperation projects implemented by NGOs, which utilized their respective characteristics.

Conditions of landmines in Sri Lanka

The dispatch of technical experts to remove landmines in Sri Lanka is a good example of timely ODA assistance. It was the first step for a Japanese NGO to launch humanitarian landmine removal.

In Sri Lanka, a cease-fire agreement was finally concluded between the Liberation Tigers of Tamil Eelam (LTTE)

and the government in February 2002. Support for post-conflict reconstruction in the devastated northern area is now under way. However, numerous landmines are still buried in the war zone, especially near the borderline with the LTTE controlled area, and the residents are forced to live as internally displaced persons. The aid activities cannot progress unless those landmines are removed.

Japan's first cooperation in landmine removal

The Japan Center for Conflict Prevention, an independent non-profit organization, has been implementing various conflict prevention programs in Sri Lanka since 2000. In light of the above-mentioned conditions, the NGO has been collecting information necessary to start Japan's first cooperation for humanitarian landmine removal. Launching a specific project needs detailed preparation, including procurement and delivery of necessary equipment and materials, recruitment and training of local staff members, and coordination with local NGOs and precedent donors. To carry out those tasks, a technical expert with



Technical expert in landmine removal working in Sri Lanka

special knowledge of landmines and conflict prevention was dispatched under this program. During three months of service, this expert established a cooperative relationship with the Sri Lankan Ministry of Defense, UNDP, and international NGOs for landmine removal, selected a prospective location for the humanitarian landmine removal center and target areas for landmine removal, confirmed necessary equipment and materials, researched the possibility of local procurement of them, and planned a landmine removal project. Based on these results, the Japan Center for Conflict Prevention is preparing for the launch of full-scale operation in fiscal 2003 with financial aid from various sources.

(Institute for International Cooperation, JICA)