



Japan International  
Cooperation Agency (JICA)  
Malaysia Office



# SUPPORT TO SOUTH-SOUTH COOPERATION OF MALAYSIA: 2019

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**Support to South-South Cooperation of Malaysia: 2019  
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# HIGHLIGHT IN 2019

## 4 NEW COURSES FOR INDUSTRIAL DEVELOPMENT IN AFRICA KICKED OFF



Under the initiative of the seventh Tokyo International Conference for African Development (TICAD) held in Yokoyama, Japan in 2019, four new courses started for African countries in the area of industrial development for economic diversification

and industrialization. Third Country Training Programme (TCTP) on Trade Promotion, Investment Promotion, Productivity Enhancement, and SME Development started their respective three-year cycles in order to improve business environment of African countries. Target countries for these courses have been focused on countries with less training opportunities.



Trade seminar for African countries



Team Excellence of productivity improvement



Hybrid system

## VOCATIONAL TRAINING ON AUTOMOBILE MAINTENANCE IMPLEMENTED



Centre for Instructor and Advanced Skill Training (CIAST) implemented an intensive training on New Generation Automobile Maintenance for the instructors of Laos and Myanmar. The participants managed to

acquire full knowledge in both theoretical and especially in the practical aspects of skills. The training curriculum was successfully implemented with full commitment from participants and trainers. Despite having language barrier, the participants and the CIAST trainers had tried their best in order to make the course successful.

## OCCUPATIONAL SAFETY AND HEALTH (OSH): SUCCESSFUL CASE STUDIES



In the industries of small and medium enterprises (SMEs) and construction, Department of Occupational Safety and Health, Ministry of Human Resources, Malaysia (DOSH) implemented a three-week course in September 2019. The participants duly understood the OSH concepts



Result of a mock inspection

and gained the knowledge and skills to analyse workplace and identify potential risks such as engineering hazard, mechanical hazard and physical hazard. At the end of the course, the participants practiced their knowledge with case studies (mock inspections on site), from which they extracted good practices and recommendation for better work environment.

## TAX ADMINISTRATION



With two Japanese lectures dispatched from National Tax Agency Japan, TCTP on Tax Administration successfully completed its 2nd year implementation. (See Page 5).

## BIODIVERSITY AND ECOSYSTEM CONSERVATION



TCTP on Integrated Biodiversity and Ecosystem Conservation completed three-year cycles, in which several ex-participants' activities were reported. The reputation of this course is growing. (See Page 4).



*PCM Workshop facilitated by PCM Coordinator of ITBC-UMS (Centre)*

## UNDERLYING LINKAGE IS GROWING

### THIRD COUNTRY TRAINING PROGRAMME ON BIODIVERSITY



Institute for Tropical Biology and Conservation, Universiti Malaysia Sabah (ITBC-UMS) implemented a training of ecosystem conservation for the participants from Asia and Africa. This is the ninth implementation since its inception. Over nearly a decade of implementations built an underlying linkage among practitioners of environment conservation, which was enabled by a unique combination of qualities of this training programme.

A participant from Sri Lanka applied for this training due to a recommendation by her superior who took part in the same training in 2014. Besides, some of other participants had known about the reputation of this training prior to their application. It appears this training is known among practitioners.

What makes this training so reputable? Among many positive

feedbacks given by the participants, three outstanding points can be raised: Tagal System, Project Cycle Management (PCM), and cohesive government collaboration.

Tagal System, Tagal means 'prohibition' in a local language, is indigenous restriction of activities for environment conservation. With Tagal, fishing and littering are prohibited in the protected section of the river, so it allows the fishery to flourish. The local community that involved in Tagal play a role of monitoring, policing, and conservation. Participants understand successful community-based ecotourism through the training.

PCM is a tool to manage development projects. In this training, PCM is employed for participants to manage their understanding of training contents: starting to analyze respective countries' situation, identifying focus of interest during lectures and site visits, and preparing action plans. Participants commended PCM let them

TRAINING PROFILE	
<b>Course title</b>	Third Country Training Programme (TCTP) Integrated Biodiversity and Ecosystem Conservation
<b>Venue</b>	Kota Kinabalu, Sabah
<b>Training institute</b>	Institute for Tropical Biology & Conservation, Universiti Malaysia Sabah (ITBC-UMS)
<b>Partner</b>	Ministry of Foreign Affairs, Malaysia JICA
<b>Training period</b>	From 4 to 25 September 2019 (22days)
<b>Participants</b>	15 participants from 7 countries (Cambodia, Kenya, Philippines, Sri Lanka, Thailand, Uganda, Vietnam)

analytically relate training contents to their respective situations.

Last but not least, cohesive government collaboration means that various government institutions in the Sabah state government band themselves for environment conservation. The evaluation of participants showed that this collaboration is essential to achieving the objective.

A unique combination of a traditional culture, a modern tool and government collaboration, which reflects endeavors for environmental conservation by Sabah State, is the characteristic of this TCTP. It is expected that this uniqueness be shared with more practitioners internationally for more effective environment conservation.



# TAX CALL CENTRE HAS BEGUN SPREADING ACROSS ASIA

## THIRD COUNTRY TRAINING PROGRAMME ON TAX ADMINISTRATION



In tax administration, it is important to raise awareness of taxpayers whereby taxpayers more voluntarily pay tax. As part of this initiative, Malaysia has been operating tax call centres.

The Third Country Training Programme (TCTP) on Tax Administration (Revenue Management) held in November for tax officers of neighboring countries introduced an observation to the call centre for the first time, which attracted great interest from the participants.

In Japan, National Tax Agency (NTA) started the operation of call centre for tax payment from 2002. Meanwhile, Inland Revenue Board of Malaysia (IRBM), referring to the practice by NTA, opened call centres for tax payment from 2004. At present Malaysia's call centers provide various ways of services: apart from receiving inquiries from taxpayers over phone, IRBM calls taxpayers for reminding payment of tax, it also started chat service online, exchanging text messages over the internet. Introduction of call centre takes great effect in reducing tax delinquencies in Malaysia.

The idea of call centre in Malaysia has



Participants of TCTP



started spreading to other countries. In many developing countries, despite tax agencies' endeavor to improve services to taxpayers, it seems difficult to operate call centres as Malaysia does, according to the participants of this TCTP. Therefore, call centre has become one of great examples that the participants

TRAINING PROFILE	
<b>Course title</b>	Third Country Training Programme (TCTP) Tax Administration (Revenue Management)
<b>Venue</b>	Kuala Lumpur
<b>Training institute</b>	Malaysian Tax Academy (MTA)
<b>Partner</b>	Ministry of Foreign Affairs, Malaysia JICA
<b>Training period</b>	From 3 to 16 November 2019 (14 days)
<b>Participants</b>	13 participants from 3 countries (Laos, Myanmar, Vietnam)

wanted to adopt.

However, introduction of facility and technology of call centre to the participants' countries may not be sufficient. Human resource development to support the system is also important in participants' countries. A Japanese expert advised to the participants in the training. In fact, IRBM strived for improving expertise of tax officers through wide range of exchanges such as visits, international conferences, trainings, and of course JICA project etc.

In this TCTP, while IRBM implements this training and share Malaysia's experiences, NTA helps strengthen the training with two Japanese experts who delivered a series of lectures. Based on the trust build through a training on tax administration, it is expected that the network among tax authorities is maintained, and ideas of call centre are spreading.



# ASSETS

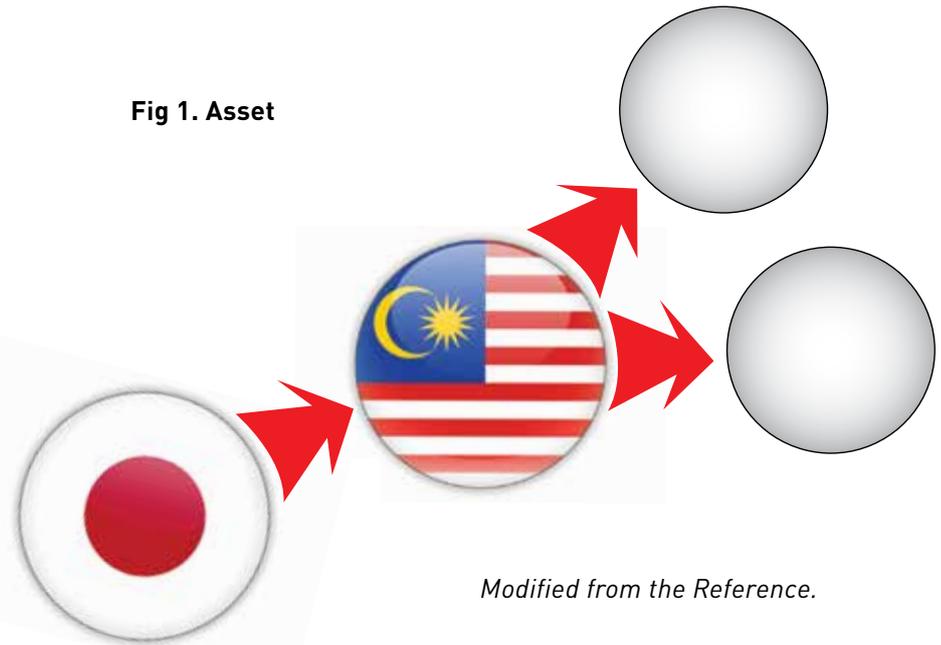
SIGNIFICANT ROLE IN SUPPORT OF SOUTH-SOUTH COOPERATION



## What is Asset?

After Malaysian organisations received cooperation by Japan, it is observed that they often developed the acquired knowledge and experiences and disseminate them to other organisations both in and out of Malaysia. The dissemination to other countries are through Third Country Training Programme (TCTP) in Malaysia, Third Country Expert (TCE) to other countries, or Study Trip to Malaysia. The organisations and their respective dissemination processes are regarded as an Asset, which is an integral part of JICA's support to South-South Cooperation in Malaysia. Assets significantly contributed to international support for implementing effective and targeted capacity-building in developing countries for the Sustainable Development Goals (SDGs).

Fig 1. Asset



Modified from the Reference.

## Nature of Assets

Majority of Assets derives from Technical Cooperation Project (TCP) of JICA. A TCP embraces dispatch of JICA experts, training of local officials for 'capacity development', supply of equipment or financial assistance, subject to the specific needs of the project.

Knowledge and experience gained after and/or during a successful implementation of TCP were shared with other developing countries

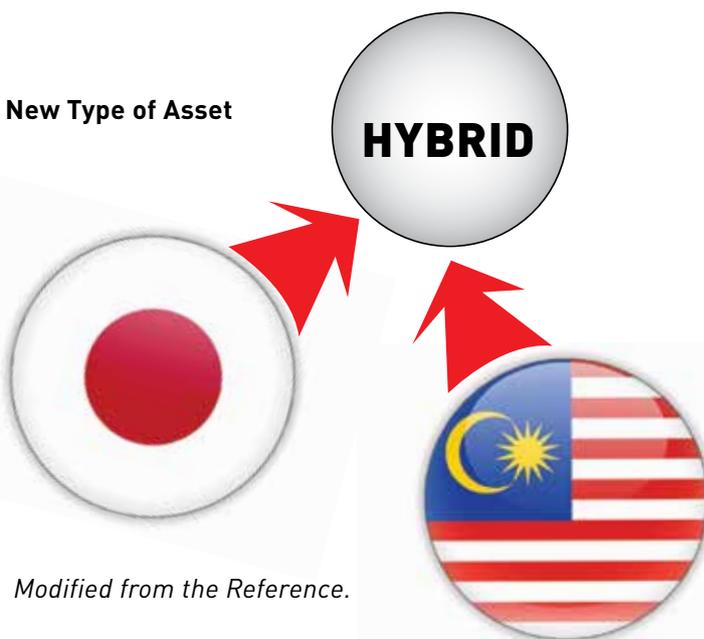
through knowledge sharing on mutually agreed terms, whereby more appropriate intermediary knowledge adapted to the context of Malaysia can be utilized in other developing countries.

On the other hand, through JICA's practices in Malaysia, non-conventional Assets exist: some Assets derives from collaboration with other stakeholders relevant to Japan, which would be an innovative global technology facilitation mechanism through improved coordination among existing engagements.

In both instances, knowledge of Assets previously supported by Japan have further improved by the Asset itself, as a result of which current knowledge of the Asset may lose a trace of Japan on surface or it may spin off from the original knowledge. In either case, Assets play an important role in implementing effective capacity-building in developing countries.

Furthermore, a new type of Assets will loom. Even if a certain knowledge of a Malaysian organization is not originated from Japan, with the synergy of the unique knowledge of the organisation and that of Japan, a hybrid knowledge would be co-created as a result, which may deliver an innovative effectiveness for sustainable development of other developing countries.

Fig 2. New Type of Asset



Modified from the Reference.

**Reference:** Shunichiro Honda, "The Approaches and Mechanisms of JICA's Triangular Cooperation: An Analysis", Tackling Global Challenges Through Triangular Cooperation, 108-109

## CURRENT ASSETS OF JICA FOR SOUTH-SOUTH COOPERATION IN MALAYSIA

### Asset of JICA's cooperation

TRAINING INSTITUTE	RELEVANT COOPERATION
Centre for Instructor and Advanced Skill Training (CIAST) 	Establishment of the Center for Instructor and Advanced Skill Training (1982, 1983)
	The Center for Instructor and Advanced Skill Training (CIAST) (1982-1991)
Department of Occupational Safety and Health, Ministry of Human Resources, Malaysia (DOSH) 	Capacity Building of National Institute of Occupational Safety and Health in the Field of Occupational Safety and Health (2000-2005)
	Project for Improving Occupational Safety and Health Administration of Department of Occupational Safety and Health of Malaysia (2007-2012)
Institute for Tropical Biology & Conservation, Universiti Malaysia Sabah (ITBC-UMS) 	Bornean Biodiversity and Ecosystems Conservation in Sabah, Malaysia (2002-2007)
	Bornean Biodiversity and Ecosystems Conservation (BBEC) II (2007-2012)
	Project on Sustainable Development for Biodiversity and Ecosystems Conservation in Sabah (2013-2017)
Malaysian Tax Academy (MTA) 	Project on Human Resource Development and Improvement in Tax Administration (2003-2007)
	Human Resource Development and Improvement in Tax Administration Phase 2 (2007-2010)
	Human Resource Development and Improvement in Tax Administration (2010-2013)
Malaysian External Trade Corporation (MATRADE) 	External Trade Development Cooperation (1994-1999)



Southeast Asian Minister of Education Organisation, Regional Centre for Education in Science (SEAMEO RECSAM) 	Science and Mathematics Education (2010-2011, 2012-2014) Science Education (2014-2015, 2016-2019, 2019-)
SME Corporation (SME Corp) 	Development of Human Resource for Small and Medium Industries (2006-2009)
	SMIDEC-JICA Human Resource Development Phase 2 (2009-2012)

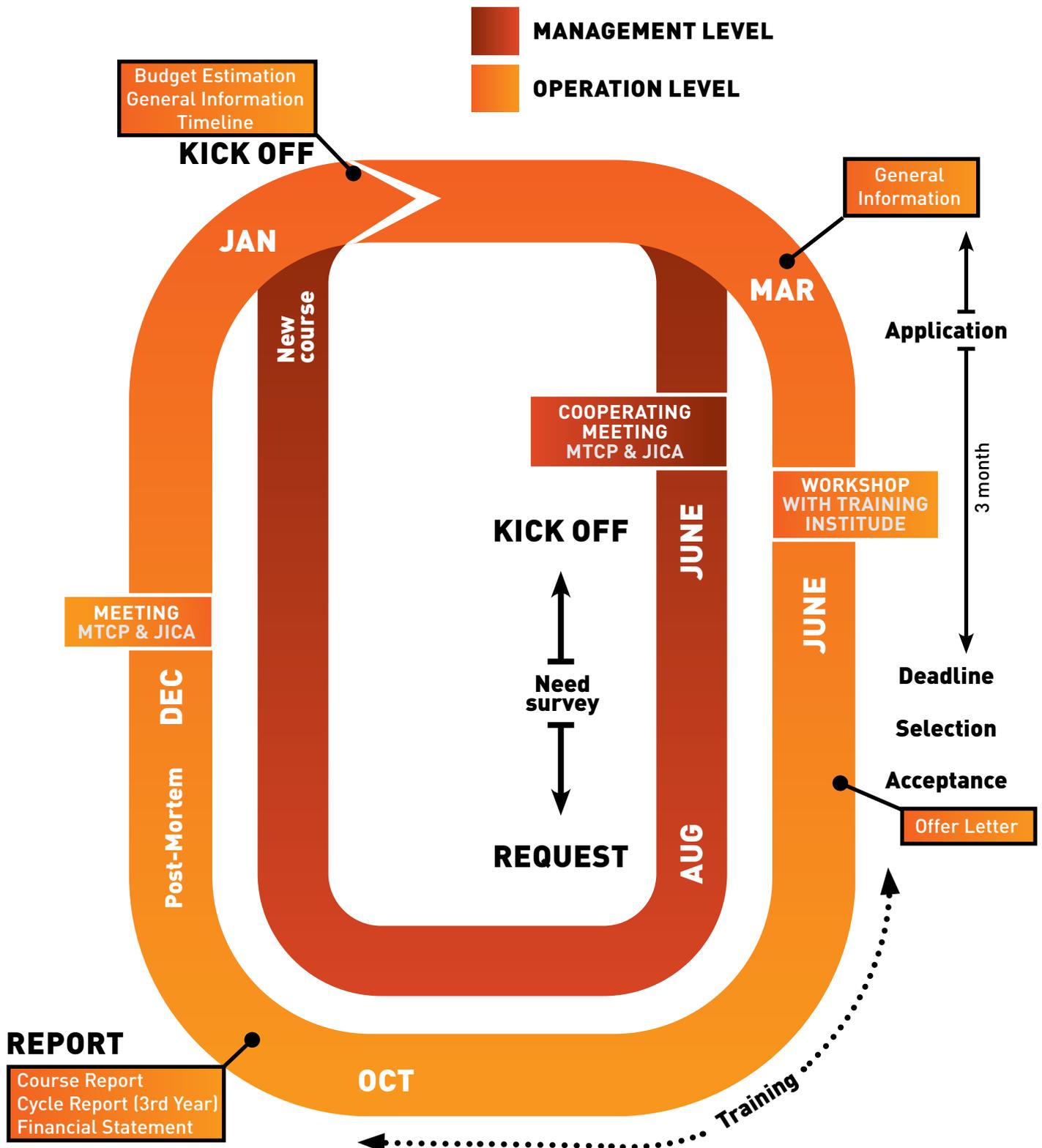
### Asset of other cooperation

Other than JICA TCP, assets in Malaysia spans across a wide variety of cooperation such as other Japanese government organisation, an international organisation of which core knowledge derives from Japanese knowledge.

TRAINING INSTITUTE	RELEVANT COOPERATION
Malaysian External Trade Corporation (MATRADE) 	<b>Japan External Trade Organization (JETRO)</b> A government-related organization promoting mutual trade and investment between Japan and the rest of the world.
Malaysian Investment Development Authority (MIDA) 	
Malaysia Productivity Corporation (MPC) 	<b>The Asian Productivity Organization (APO)</b> An intergovernmental organization committed to improving productivity in the Asia-Pacific region.

# ANNUAL CYCLE

MALAYSIAN TECHNICAL COOPERATION PROGRAMME (MTCP)  
 - JICA THIRD COUNTRY TRAINING PROGRAMME (TCTP)



## ROBUST ANNUAL CYCLE FACILITIES EFFECTIVE IMPLEMENTATION



Since 2008, a holistic annual management system has been installed between Malaysian Technical Cooperation Programme and JICA with two annual dialogues as the core: they are the Cooperation Meeting and the Workshop.

The former facilitates a strategic dialogue between MTCP and JICA on the current and future South-South Cooperation (SSC) in the management layer, which inks up with the Needs Survey of JICA where new courses are considered.

Whilst the latter feedbacks the former's result to Training Institutes (TI) which conduct operation of SSC in the operation layer. Annual operation starts from December of the preceding year where MTCP and JICA formulates annual plan of the next year. Thereafter a series of occasions are set out with necessary tools:

### Success factor: Cost Sharing

Why such a system has been installed and maintained? Among others, cost sharing of 50:50 between MTCP and JICA is key. Since the both parties will have to dully execute the available resources in time for respective different fiscal years (MTCP: Jan-Dec, JICA: Mar-April next year). This situation necessitates carefully synchronized coordination between both parties including Training Institutes.

### Challenge: Harmonization of two different systems

Harmonizing two different systems of MTCP and JICA in one programme of MTCP-JICA remains a challenge. Integrated system including joint improvement of management tools and holistic review of the harmonized system will significantly reduce the transaction cost.



### Occasions and Tools

OCCASIONS	TOOLS	NOTE
A. Kick-Off Meeting	1) Budget Estimation 2) General Information 3) Timeline	To start the preparation. 7 months prior to the training.
B. Selection	4) List of Applicants 5) Selection Summary	Over email. Face-to-face meeting is only for too many applicants.
C. Acceptance	6) Offer Letter	With agreement by participants.
D. Travel arrangement	7) Travel Agent's Contacts 8) Training schedule 9) Invitation to ceremony	Invitation to ceremony
E. Training	10) Programme Book	Booklet of training and participants
F. Post-Mortem Meeting	11) Report 12) Actual Financial Statement	To review the training implementation.
G. Cooperation Meeting	Summary of the year, Next year's plan, New courses etc.	Attended by MTCP, JICA, Embassy of Japan
H. Workshop	Ditto	Hosted by MTCP & JICA, Attended by Training Institutes

## PROJECT LIST OF SOUTH-SOUTH COOPERATION, MALAYSIA, JAPANESE FISCAL YEAR\*1 2019A

■ Budget 100% by JICA

NO	SECTOR	COURSE TITLE	TRAINING INSTITUTE	TYPE <sup>2</sup>	TARGET COUNTRY	NUMBER OF PARTICIPANTS	DURATION	
							FROM	TO
1	Planning	Tax Administration	MTA (Malaysian Tax Academy)	TCTP Group	1.Laos, 3.Myanmar, 4.Vietnam	13pax	03 Nov	16 Nov
							14 days	
2	Private Sector Dev.	SME Development for African Countries	SME Corp (SME Corporation)	TCTP Group	1. Ethiopia, 2. Ghana, 3. Mauritius, 4. Nigeria, 5. Tanzania, 6. Uganda	10pax	06 Oct	19 Oct
							14 days	
3	Private Sector Dev.	Enhancement of Productivity and Competitiveness through KAIZEN Approach for African Countries	MPC (Malaysia Productivity Corporation)	TCTP Group	1. Botswana, 2. Burkina Faso, 3. Djibouti, 4. Ethiopia, 5. Mali, 6. Mozambique, 7. Rwanda, 8. Uganda, 9. Zimbabwe	14pax	29 Sep	12 Oct
							14 days	
4	Private Sector Dev.	Project on Capacity Development for KAIZEN Implementation for Quality and Productivity Improvement and Competitiveness Enhancement	MPC (Malaysia Productivity Corporation)	TCTP Country-Focused	1. Ethiopia	16pax	14 Jul	27 Jul
							14 days	
5	Private Sector Dev.	Investment Promotion for African Countries	MIDA (Malaysian Investment Development Authority)	TCTP Group	1. Benin, 2. Cameroon, 3. Ghana, 4. Lesotho, 5. Rwanda, 6. Tanzania, 7. Uganda, 8. Zimbabwe	12pax	08 Oct	17 Oct
							10 days	
6	Private Sector Dev.	Trade Promotion for African Countries	MATRADE (Malaysian Trade External Corporation)	TCTP Group	1. Angola, 2. Ghana, 3. Kenya, 4. Madagascar, 5. Mozambique, 6. Uganda, 7. Zimbabwe	12pax	16 Sep	27 Sep
							12 days	
7	Private Sector Dev.	ASEAN Automobile Policy Study Tour for Federal Ministry of Industry, Trade and Investment, Nigeria	MITI (Ministry of International Trade and Industry)	Study Trip	1. Nigeria	3pax	29 Jun	02 Jul
							4 days	
8	Private Sector Dev.	Study Trip from South Africa for Learning Best Practice of HR Development Centre and System in Automotive Industry in Malaysia	MARii (Malaysia Automotive Robotics and IoT Institute)	Study Trip	1. South Africa	2pax	26 Nov	29 Nov
							4 days	
9	Transportation	Market Study on the Logistics Development in Neighboring ASEAN Countries -Malaysia	Ministry of Finance, Ministry of Transport etc.	Study Trip	1. Cambodia	2pax	09 Sep	13 Sep
							5 days	
10	Human Resource Dev.	Capacity Development for Technical Vocational Education and Training (TVET)	CIAST (Centre for Instructor and Advanced Skill Training)	TCTP Group	1.Laos, 2.Myanmar	4pax	26 Aug	05 Oct
							41 days	
11	Environment	Integrated Biodiversity and Ecosystem Conservation	ITBC-UMS (Institute for Tropical Biology & Conservation, Universiti Malaysia Sabah)	TCTP Group	1. Cambodia, 2. Philippines, 3. Thailand, 4. Vietnam, 5. Sri Lanka, 6. Kenya, 7. Uganda	15pax	04 Sep	25 Sep
							22 days	
12	Social Welfare	Occupational Safety and Health Management for Cambodia, Lao PDR, Myanmar and Vietnam (CLMV)	DOSH (Department of Occupational Safety and Health, Ministry of Human Resources, Malaysia)	TCTP Group	1.Cambodia, 2Laos, 3.Myanmar	13pax	22 Sep	12 Oct
							21 days	
13	Transportation	Training on International Advanced Interdiction & Boarding Inspection Course (IAIBIC) 2019	MMEA (Malaysian Maritime Enforcement Agency)	TCTP Country-Focused	1. Cambodia 2. Indonesia 3. Philippines 4. Myanmar 5. Thailand 6. Vietnam 7. Cote d' Ivoire 8. Djibouti 9. Ghana 10. Kenya 11. Seychelles	10pax	23 Sep	04 Oct
							12 days	
14	Transportation	International Intermediate Maritime Crime Scene Preservation Course (IIMCSPC)	MMEA (Malaysian Maritime Enforcement Agency)	TCTP Country-Focused	1. Cambodia, 2. Indonesia 3. Philippines 4. Myanmar 5. Thailand 6. Vietnam	12pax	17 Feb	28 Feb
							12 days	
						<b>138pax</b>		

\*1 Japanese Fiscal Year starts from April and ends March next year.

\*2 TCTP (Third Country Training Program), Group: Multiple Target Countries, Country-Focused: Single Target Country

## PROJECT LIST OF SOUTH-SOUTH COOPERATION, MALAYSIA, JAPANESE FISCAL YEAR\*1 2020 (PLAN)

■ Budget 100% by JICA TBC : To be confirm

NO	SECTOR	COURSE TITLE	TRAINING INSTITUTE	TYPE*2	TARGET COUNTRY	NUMBER OF PARTICIPANTS	DURATION	
							FROM	TO
1	Private Sector Dev.	SME Development for African Countries	SME Corp (SME Corporation)	TCTP Group	1. Angola, 2. Burkina Faso, 3. Benin, 4. Cote d'Ivoire, 5. Ethiopia, 6. Ghana, 7. Guinea, 8. Kenya, 9. Liberia, 10. Madagascar, 11. Mauritius, 12. Namibia, 13. Nigeria, 14. Senegal, 15. Somalia, 16. South Sudan, 17. Tanzania, 18. Uganda, 19. South Africa	15pax	23 Jun	01 Jul
2	Private Sector Dev.	Enhancement of Productivity and Competitiveness through KAIZEN Approach for African Countries	MPC (Malaysia Productivity Corporation)	TCTP Group	1. Burkina Faso, 2. Benin, 3. Botswana, 4. Djibouti, 5. Ethiopia, 6. Gabon, 7. Ghana, 8. Kenya, 9. Comoro, 10. Liberia, 11. Lesotho, 12. Madagascar, 13. Mali, 14. Mauritania, 15. Mozambique, 16. Namibia, 17. Niger, 18. Rwanda, 19. Sudan, 20. Senegal, 21. Somalia, 22. South Sudan, 23. Uganda, 24. South Africa, 25. Zambia, 26. Zimbabwe	14pax	22 Sep	07 Oct
3	Private Sector Dev.	Investment Promotion for African Countries	MIDA (Malaysian Investment Development Authority)	TCTP Group	1. Benin, 2. Cote d'Ivoire, 3. Cameroon, 4. Ethiopia, 5. Gabon, 6. Ghana, 7. Kenya, 8. Liberia, 9. Lesotho, 10. Madagascar, 11. Mozambique, 12. Nigeria, 13. Rwanda, 14. Sudan, 15. Senegal, 16. Somalia, 17. South Sudan, 18. Tanzania, 19. Uganda, 20. South Africa, 21. Zambia, 22. Zimbabwe	15pax	05 Oct	15 Oct
4	Private Sector Dev.	Trade Promotion for African Countries	MATRADE (Malaysian External Trade Corporation)	TCTP Group	1. Angola, 2. Burkina Faso, 3. Cameroon, 4. Eswatini, 5. Ethiopia, 6. Ghana, 7. Kenya, 8. Madagascar, 9. Mauritius, 10. Mozambique, 11. Nigeria, 12. Rwanda, 13. Senegal, 14. South Africa, 15. South Sudan, 16. Sudan, 17. Tanzania, 18. Uganda, 19. Zimbabwe	15pax	01 Sep	12 Sep
5	Agriculture	Training in Management of Rams and Bull Progeny Test for Palestinians	MARDI (Malaysian Agricultural Research and Development Institute)	TCTP Country-Focused	1. Palestine	TBC	TBC	
6	TBC	TBC	TBC	TCTP Country-Focused	1. Palestine	TBC	TBC	

\*1 Japanese Fiscal Year starts from April and ends March next year.

\*2 TCTP (Third Country Training Program), Group: Multiple Target Countries, Country-Focused: Single Target Country,



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