Secure and Nurture Human Resources
—Recruitment and Training of Technical Cooperation Experts—

Training and Recruitment of Human Resources

Diversification of Required Human Resources
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, there are not many 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), measures against poverty, and governance. 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 assumed 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.

Systems Responding to Requests
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 2003.

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 2003, 35 specialists were recruited.

3. Specialized Technical Advisors
Personnel with advanced specialized skills and knowledge as well as plentiful experience offer advice on a wide range of technical cooperation matters. At the end of fiscal 2003, two advisors were active in this capacity, one in each of the fields of mining and manufacturing industry development, and agricultural development.

4. International Cooperation Personnel Registration System
There are increasing needs for intellectual support such as legal system improvement and global issues like the alleviation of poverty 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 registered.
and recruited. As of the end of fiscal 2003, 4,607 were registered under this system, and 224 among them were recruited as experts in fiscal 2003.

5. International Cooperation Liaison Association for Returning Experts

The International Cooperation Liaison Association for Returning Experts is a network of experts who have returned to Japan after carrying out activities on the front line in developing countries as actors in technical cooperation of JICA. Many experts participate in various regional activities after returning home as persons who possess understanding of international cooperation and experience in ODA fields, thus contributing to the promotion of international cooperation and exchange.

As of the end of fiscal 2003, liaison associations with around 3,440 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 Japan Overseas Cooperation Volunteers (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 2003, 40 young people were recruited, and 134 people, including those from the previous year, took part in job 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 job training at agencies other than JICA and, when necessary, JICA headquarters. 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 2003, three people were recruited, and three including persons 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 staff. 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 2003, 31 people (four from NGOs and the private sector, seven from national government, five former JOCVs, and 15 members of JICA staff) were sent to educational and research institutions in both developed and developing countries. The subjects studied included social development, agricultural and rural development, health and medical care, and peacebuilding in developing countries. The studies were conducted at graduate schools and research institutes in Europe, the US, or developing countries. 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 2003, 23 people started training at graduate schools such as the National Graduate Institute for Policy Studies. The training covers areas such as development assistance policies and development economics, health and medical care, agricultural development, etc.

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 2003, training was conducted for four people.

5. Individual Training for Prospective JICA Experts

This is for participants who have practical experience in the field of international cooperation and intend to work as technical cooperation experts in the future. Through personalized programs lasting up to one year, participants receive practical and technical training both in Japan and overseas to become experts who can serve at any time to meet the diversifying and advanced needs of technical cooperation. This scheme started in the latter half of fiscal 2003 integrating the Carrier Progress System, the Associate Specialists Phase 2,
and Skill-enhancing Training for Experts, and one person started this training in fiscal 2003.

6. 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 2003, we held 17 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 3-12.

7. 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 in the recipient countries, and health management, as well as a three-week language course. Emphasis is placed especially on raising practical communication skills such as presentation in developing regions. In fiscal 2003, these courses were held seven times and attended by a total of 594 people (478 experts and 116 spouses).

2) Supplementary Language and Technical Training

For experts who need language proficiency other than English, language training is provided to further improve their communication skills locally in the countries of their assignment. A total of 154 experts received this training in 31 countries in fiscal 2003. Personalized technical training is also provided at institutions in Japan in order to supplement and improve specialized skills. Thirty-six experts took part in this kind of training in fiscal 2003.

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 seven times in fiscal 2003, and attended by 72 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 four-day practice. Training was held seven times in fiscal 2003, and attended by 422 people.

Expansion at the Lower End of Human Resources for Aid

1. Collaboration with Local Governments and NGOs and Human Development

1) Training in International Cooperation Administration for Local Government Officials

This training is intended to support international cooperation promoted by local government. It comprises a one-week practical training course and an optional three-week language training course. In fiscal 2003, training was held three times at the Institute for International Cooperation in Tokyo and once at the Osaka International Center; a total of 78 people attended.

2) NGO-JICA Joint Workshop Festival

This festival was held in Kagawa, Fukuoka, and Okinawa 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 older 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 mutual understanding of each other’s basic concepts and methods of international cooperation activities. A three-day overnight course was held in September 2003 and was attended by 15 personnel from...
NGOs and 11 personnel from JICA. An overseas program for visiting the project sites of NGOs and JICA was implemented in the Philippines in November to improve domestic training for those who wish to attend, and seven personnel from NGOs and five personnel from JICA took part in it.

2. 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 December 2003, eight participants attended a training course that was held for about two weeks (the course included nine days of overseas training in Cambodia).

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 2003, JICA carried out this training for four 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 2003, eight experts were dispatched. Their technical fields were data processing technique, project formulation, environmental education, small charcoal stove techniques, medical care for children, moxa producing techniques, iodine deficiency disease control, and support for street children.

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 job training as interns. In fiscal 2003, one student participated in the program.

3. Internship Program

This program aims to provide students who major in development assistance and wish to engage in it in the future with an opportunity to work as interns at JICA in order to deepen their understanding of international cooperation. In fiscal 2003, 46 participants, mostly graduate students, were recruited from the public as interns: 26 people were assigned to JICA overseas offices in 18 developing countries and 20 people to JICA headquarters and domestic offices. In addition, 64 undergraduate students were accepted as interns under individual agreements between domestic offices and universities.

4. Invitation of Overseas Development Experts

In this scheme, experts who have academic knowledge and experience in development and aid are invited from overseas to give lectures at open seminars and training for experts for the purpose of implementing effective expert training programs and expanding the lower end of human resources for aid. In fiscal 2003, 10 experts were invited and seminars, lectures, and opinion exchange were conducted in five subjects on health and medical care for Iraq, technical education, safety management, post-conflict reconstruction assistance, and education development.

An expert on health education having a conversation with children in a poor district of Sao Paulo