



Project management training for specialists

Implementation System: Cooperation Modality

Securing and Training Human Resources

Cultivating Professionals to Support Japan's Assistance Efforts

There is a growing need in the international cooperation arena for professionals with the ability to respond adeptly to increasingly complex and diverse aid needs. JICA is working to expand the pool of international cooperation personnel through its human resource expansion and retention programs. When it comes to personnel with sufficient knowledge and skills to have an immediate impact, recruitment activities can be extremely difficult depending on fields and regions. Given this circumstance, JICA works diligently to enhance capabilities, and conducts pre-dispatch training for specialists to ensure that they are readily able to carry out their assigned missions. JICA also has programs aimed at developing personnel for medium- to long-term domestic and overseas assignments, which include programs for associate specialist training, as well as an internship program for graduate students. Graduates of these programs are active in many aspects of international cooperation.

JICA also operates the website PARTNER, which offers general information on careers in international cooperation. The site provides useful information on career development to those who are looking to work in the field of international cooperation.

Program Contents

Systems to Secure Human Resources

▶ JICA Senior Advisors

JICA Senior Advisors play a dominant role in all project areas. As international cooperation professionals and specialists in a range of development issues, Senior Advisors take significant responsibilities for improving project quality. JICA Senior Advisors provide advice and other forms of assistance regarding the formulation and implementation of plans as well as evaluation of JICA projects. They are assigned on a rotation basis to duties in Japan, and to overseas duties in developing countries. Senior Advisors are recruited and selected from among

the general public. In fiscal 2008 there were 83 Senior Advisors on assignment (eight new, 75 ongoing).

▶ Special Advisors

The Temporary Specialists Program was established to secure personnel for fields and issues in which the recruitment of experts is particularly difficult. Under this program, personnel wishing to be dispatched as experts following completion of the necessary temporary specialist training period are assigned to domestic duties for up to one year. In fiscal 2008, there were 24 Temporary Specialists on assignment (16 new, eight ongoing).

Cultivating Human Resources for the Future

▶ Associate Expert Program

—Enhancing the Abilities of Young People—

JICA provides young people, who aspire to careers in the area of international cooperation, with experience and expertise in developing countries by providing opportunities to become involved in JICA projects in Japan and overseas. The training period is a maximum of three years, combining both domestic and overseas experience. In fiscal 2008, 100 young people participated in the program (of whom 26 were new trainees).

▶ Long-Term Overseas and Domestic Training Program

—Enhancing Abilities in Specialized Fields—

This program is intended to cultivate specialists and other workers in development aid. Training is provided accordingly to those seeking a master's degree at graduate schools in Japan and overseas to enhance knowledge and skills in their field of specialty. In fiscal 2008, 86 people participated in these training programs (of whom 37 were new trainees, 19 overseas and 18 in Japan).

▶ Individualized Training for Expert Development

This program provides mission-ready personnel with practical experience in developing countries with up to six months of individualized training at aid agencies and educational institutions in Japan and overseas. Training under this program allows participants to handle more complex and demanding development issues. In fiscal 2008, 12 people participated in this program.

▶ JICA Internship Program —Broadening the Base of International Cooperation Personnel—

This program provides graduate students, who conduct research and aspire to a career in international cooperation fields, with one to four months of practical experience at a JICA institution in Japan or overseas. In fiscal 2008, 36 people took part in the Internship Program (open program).

Enhancing the Capabilities of Mission-Ready Personnel

▶ Pre-Dispatch Training for Specialists and Other International Cooperation Personnel —Skills Advancement and Orientation Prior to Dispatch—

JICA provides experts with pre-dispatch training in such areas as New JICA cooperation policy, project content, current trends in aid and effective means of technology transfer. In fiscal 2008, pre-dispatch training was conducted 12 times, with 372 people attending.

▶ Capability Enhancement Training —Short-Term Intensive Training to Enhance the Skills of Mission-Ready Personnel—

This training is conducted for persons, who already possess skills or expertise in certain specialty fields as well as language proficiency, and who expect to be assigned as an expert in a developing country in the near future. Courses cover practical knowledge, current aid trends as well as similar material, and

last for a period of up to five weeks. In fiscal 2008, JICA conducted 17 courses, with 187 people attending (including joint-training courses).

▶ UNHCR eCentre Joint Training

JICA conducts short-term training programs in security risk management in conjunction with the Office of the United Nations High Commissioner for Refugees (UNHCR) eCentre for individuals engaged in international cooperation

both within and external to the Agency. In fiscal 2008, JICA conducted three courses, with a total of 121 participants.

▶ Training for Staff at Overseas Offices —Enhancing Field and Issue Response Capabilities at Assistance Sites—

JICA provides training in enhancing field and issue response capabilities for overseas JICA administrative workers

and local staff members in order to allow New JICA to provide more effective and efficient cooperation. On this basis, steps are taken to further strengthen JICA's on-site assistance. In fiscal 2008, 133 members participated in pre-dispatch training, while 80 participated in training during their assignment.

Developing Materials to Train International Cooperation Personnel

JICA develops a wide range of materials as part of its development program for international cooperation personnel, centered on the Training Center for International Cooperation, Department of Human Resources for International Cooperation. This section introduces some of the materials developed during fiscal 2008.

■ Practical Handbook for International Cooperation Personnel—New JICA Edition (First Edition)

JICA projects require on-site cooperation between JICA members and personnel from various other international cooperation agencies. New JICA needs to provide extensive synergistic benefits through more effective collaboration with everyone involved. The "Practical Handbook for International Cooperation Personnel" was created to help all parties gain a deeper understanding of JICA's operations. The handbook is an easy to follow how-to book providing a full summary of New JICA's organization, implementation structure and operations, and has become an indispensable guide for JICA personnel.

■ JICA Work Process Management Handbook for Experts (New Edition)

To achieve better results from activities in developing countries, even experts with considerable knowledge and experience in their field of specialty need to give encouragement to their counterparts, and utilize care and ingenuity in their efforts. To achieve this, experts need to practice positive management at sites where they are engaged. JICA has codified

these various behavioral patterns into a management method, and compiled it in the "JICA Work Process Management Handbook for Experts."

The handbook helps to enhance ownership of the relevant parties and organizations at each project worksite, by providing a compilation of management methods to achieve goals while promoting the mindset of independent advancement and capacity development. The handbook is used in pre-dispatch training lectures and workshops, and can be utilized as a tool for greater efficiency at project sites.

■ The Challenges of JICA Professionals

JICA has compiled a variety of reports as its main means of passing on the results and lessons of each Technical Assistance project. However, how specialists were involved with on-site assistance projects, how processes were advanced, and the actual problems faced were not always clear from these reports.

The "Challenges of JICA Professionals" series was created as a way of passing on the specific lessons and wisdom gained from past projects and involves specialists imparting their experiences in a factual storytelling format. The handbook is made up of interviews

conducted with various experts, and allows readers to grasp the various processes as each story unfolds. This method not only communicates the successes and lessons to be learned by JICA members, but also helps promote a deeper understanding of JICA's operations.

JICA will utilize this medium as additional material for its work process management and in other courses for experts prior to dispatch. Through these means, JICA will continue to collect and pass on the on-site wisdom of experts and other personnel.



A portion of the material developed during fiscal 2008