



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

## GENERAL INFORMATION ON

### Local Governance

課題別研修「地方自治」

**JFY 2018**

NO. J1804329 / ID. 1884507

Course Period in Japan: From May 15, 2018 to June 22, 2018

This information pertains to one of the JICA Knowledge Co-Creation Programs (Group & Region Focus) of the Japan International Cooperation Agency (JICA), it is implemented as a part of the Official Development Assistance of the Government of Japan based on bilateral agreement between both Governments.

‘JICA Knowledge Co-Creation (KCC) Program’ as a New Start

The Development Cooperation Charter released from the Japanese Cabinet on February 2015 has 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.”* JICA believes that this ‘Knowledge Co-Creation Program’ serves as a central pillar of these mutual learning exercises.

# ***I. Concept***

## **Background**

This is the program that deals with a local unit of government. The participants of this program will study local governance and related policy issues from several different perspectives. In some states, centralization remains the basic format of political system. This would often prohibit the development of local governance in the country. In others, although local system exists, the central government continues to be dominant and quite frequently controls the local sub-units from the center resulting in the lack of regional autonomy. In an additional example, local governments are financially fragile and depend on the central government for financial assistance. This would also impede the growth of independent local units of government. While an international pressure from donor organizations such as the World Bank, IMF, or Asian Development Bank often catalyzes decentralization, recipient countries tend to be short of human resources to carry out the international mandate.

These are some of the issues that developing countries face in their attempts towards the development of local system of government. The following is a list of potential issues and problems in these efforts. It is provided as a reference for the applicants to this program. They are encouraged to focus on ONE SINGLE ISSUE of the problems and formulate the research agenda related to such issues as decentralization, development of local system of government or other connected policy issues:

1. Problem of centralization and lack of local governance
2. Central financial control and shortage of fiscal means of local government
3. Lack of human resources and problem of local public administration
4. Colonial background and inexperience in local public administration
5. High incidence of corruptions and mal-function of local governance

## ***II. Description***

- 1. Title (J-No.): Local Governance (J1804329 )**
- 2. Course Period in JAPAN:**  
May 15 to June 22, 2018
- 3. Target Regions or Countries:**  
Afghanistan, Cambodia, Cote d'Ivoire, Ghana, Indonesia, Jordan, Laos, Mali, Nepal, Philippines, Solomon Islands, South Sudan, Sri Lanka, Uzbekistan
- 4. Eligible / Target Organization:**  
This program is designed for central government offices (the Ministry of Interior, etc.) and local public organizations responsible for local administration.
- 5. Course Capacity (Upper limit of Participants) :**  
16 participants
- 6. Language to be used in this program:**  
English
- 7. Course Objective:**  
Each participant will put forth a plan to improve the performance of the local government units of their country.
- 8. Overall Goal:**  
Each participant will finalize a five- or ten-year-plan which will be implemented for improving the local governance in their country.

## 9. Expected Module Output and Contents:

This program consists of the following components. Details on each component are given below:

<b>(1) Preliminary Phase in a participant's home country</b> (March to May 2018) <i>Participating organizations make required preparation for the Program in the respective country.</i>	
Expected Module Output	Activities
Inception Report is formulated	Formulation and submission of Inception Report

<b>(2) Core Phase in Japan</b> (May 15, 2018 to June 22, 2018) <i>Participants dispatched by the organizations attend the Program implemented in Japan.</i>		
Expected Module Output	Subjects/Agendas	Methodology
1. To analyze problems regarding local governance in participating countries in comparison with Japan and other participating countries.	Presentation of Inception Report	Presentation Discussion
2. To consider the applicability of local government measures of Japan and other participating countries and create a plan for solving problems.	Examples of Lecture <ul style="list-style-type: none"> <li>- Japanese Government and Politics</li> <li>- Relationship between the Central and Local Governments</li> <li>- Local Tax / Public Finance Systems</li> <li>- Local Public Service System and HRD</li> <li>- Administrative Corruption and Prevention</li> <li>- Performance Measurement and Evaluation in Japanese Local Government</li> </ul> <p>In addition to a number of lectures, the program provides visits with a view to enriching and enhancing the participants' perspectives on local governance.</p>	Lectures Technical visits Discussion

<p>3. To write a Perspective Report describing medium-term policy issues regarding local governance and their counter-measures.</p>	<p>Discussion for issue analysis Presentation of Perspective Report</p>	<p>Discussion Report Writing Presentation</p>
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## <Structure of the program>

### 1. Preliminary Phase (activities in the participant's home country)

Preparation of the Inception Report:

The applicants should submit the Inception Report together with the Application Form. It will be used for selection of participants and will be the basic materials for the session "Presentation of the Inception Report" in the program. The instructions on the Inception Report are shown in the IV ANNEX.

### 2. Core Phase (activities in Japan)

Tentative Schedule(This schedule is subject to change)

Date	Contents
May 15	Arrival in Japan
16	Briefing / Registration Program Orientation
17	Opening Ceremony / Orientation at LAC [L] General Overview of MIC & LAC
18	General Orientation on Japan's Politics / Economy / Society
19	Holiday
20	Holiday
21	Presentation of Inception Report
22	[L] Japanese Government and Politics
23	[L] Local Government System
24	[L] Relationship between the Central and Local Governments [V] Ministry of Internal Affairs and Communications (MIC)
25	[L] Local Public Service System and HRD
26	Holiday
27	Holiday
28	[L] Local Tax / Public Finance Systems
29	[L&G] Theory and Practice of Program Planning
30	[L] Political / Administrative Corruption and Prevention
31	[L] Administrative Reform in Japan
June 1	[L] Regional Environmental Policy in Tokyo [L] Human Resource Development at Tokyo Metropolitan Government
2	Holiday
3	Holiday
4	TBD
5	[L] Performance Measurement and Evaluation in Japanese Local Government Opinion Exchange with LAC President Orientation on "Recap Discussion", "Perspective Report"
6	[V] Tachikawa Art / Recycle(Tachikawa City, Tokyo*)
7	[V]Promotion of Local Industries and SMEs (Sumida Ward, Tokyo*)

8	[V] Elementary School / Education Committee(Tachikawa City, Tokyo*) [V] Tax Collection and Methods to Deal with Tax Evaders(Kokubunji City, Tokyo*)
9	Holiday
10	Holiday
11	[V] Election System / Election Management Committee(Kawasaki City, Kanagawa*) [D & G] Recap Discussion Orientation on the Study Tour to Nagano
12	Move to Nagano [V] Agricultural Policy(Miyata Village, Nagano*)
13	[V] Disaster Prevention / Courtesy Call to Mayor (Iida City, Nagano*)
14	[V] Tourism(Komagane City, Nagano*)
15	[V] Child Care Support / Courtesy Call to Mayor(Toumi City, Nagano*) Move back to Tokyo
16	Preparation of Perspective Report
17	Preparation of Perspective Report
18	Discussion for the Betterment of the Perspective Report
19	Preparation of Perspective Report
20	Presentation of Perspective Report
21	Evaluation Meeting Closing Ceremony / Farewell Party
22	Departure from Japan

[L]: Lecture

[V]: Visit \*These are Visiting Places for last year (JFY2017)

[G] Group work [D] Discussion

MIC: Ministry of Internal Affairs and Communications

LAC: Local Autonomy College

### **\*Presentation of Inception report**

At the beginning of the seminar, each participant will make a presentation based on his/her inception report. These presentations give the participants the opportunity to compare the local government system among participating countries. Each participant will have 15 minutes for presentation and 5 minutes for questions and discourse.

### **\*Presentation of Perspective report**

At the end of the seminar, each participant will formulate a perspective report describing medium-term policy issues regarding local governance and a plan to address the issues the participant takes up in his/her inception report.

Participants are recommended to bring statistics and other relevant materials (e.g. documents, charts etc.) to enrich his/her perspective report to Japan.

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

#### **1. Expectations from the Participating Organizations:<sup>1</sup>**

- (1) This program is designed primarily for organizations that intend to address specific issues or problems identified in their operation. Participating organizations are expected to use the program for those specific purposes.
- (2) This program is enriched with contents and facilitation schemes specially developed in collaboration with relevant prominent organizations in Japan. These special features enable the program to meet specific requirements of applying organizations and effectively facilitate them toward solutions for the issues and problems.
- (3) As this program is designed to facilitate organizations to come up with concrete solutions for their issues, participating organizations are expected to make due preparation before dispatching their participants to Japan by carrying out the activities of the Preliminary Phase described in section II-9 .

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

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

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

- 1) Current Duties: **be civil service personnel of central or local government engaged in local administration** and be promising candidate for future management positions.
- 2) Experience in the relevant field: **have more than 5 years' experience in local administration.**
- 3) Educational Background: be a graduate of university.
- 4) Language: **have a competent command of spoken and written English which is equal to TOEFL CBT 250 or more. (This seminar includes active participation in discussions, perspective report development, thus requires high competence of English ability. Please attach an official certificate for English ability such as TOEFL, TOEIC etc, if possible).**
- 5) Age: be aged between 25 to 40 in principle.
- 6) **Those who have participated in the similar program(s) sponsored by JICA or other Japanese organizations are disqualified.**
- 7) Health: must be in good health, both physically and mentally, to participate in the program in Japan. Pregnant applicants are not recommended to apply due to the potential risk of health and life issues of mother and fetus.



### 3. Required Documents for Application

(1) **Application Form:** The Application Form is available at **the JICA office (or the Embassy of Japan)**.

(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 program. 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), please attach it (or a copy) to the application form.

(4) **Inception Report:** to be submitted with the Application Form.

Please refer to VI. ANNEX "Outline of Inception Report" for the details.

### 4. Procedures for Application and Selection :

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

Closing date for applications: **Please inquire to the JICA office (or the Embassy of Japan)**.

(After receiving applications, the JICA office (or the Embassy of Japan) will send them to **JICA Center in JAPAN by March 30, 2018**)

#### (2) Selection:

After receiving the documents through proper channels from your government, the JICA office (or the embassy of Japan) will conduct screenings, and then forward the documents to the JICA Center in Japan. Selection will be made by the JICA Center in consultation with concerned organizations in Japan. *The applying organization with the best intention to utilize the opportunity of this program will be highly valued in the selection. 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 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 (or the Embassy of Japan) **not later than April 16, 2018**.

### 5. Conditions for Attendance:

(1) to strictly adhere to the program schedule.

- (2)** not to change the program topics.
- (3)** not to extend the period of stay in Japan.
- (4)** not to be accompanied by family member(s) during the program.
- (5)** to return to home countries at the end of the program 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 the said laws and ordinances, participant may be required to return part or all of the training expenditure depending on the severity of the 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:

(1) **Name:** JICA Tokyo

(2) **Contact:** tictip@jica.go.jp

### 2. Implementing Partner:

(1) **Name:** Local Autonomy College (LAC)

(2) **Contact:** jitidai-kenkyu@soumu.go.jp

(3) **URL:** <http://www.soumu.go.jp/jitidai/english.htm>

(4) **Remark:** Local Autonomy College was set up in October 1953 as Japan's only central training institution for local public employees. It has been producing excellent personnel for over sixty years since its launch, and many of its graduates have been working actively in the front lines as executives. In addition, Local Autonomy College has another function as a research center on local autonomy. It conducts researches and studies on local autonomy-related systems in and outside Japan and their operations.

### 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. Training Institution in Japan:

Local Autonomy College (LAC)

Address: 10-1, Midori-cho, Tachikawa-city, Tokyo 190-8581, Japan

TEL: 81-42-540-4545 FAX: 81-42-540-4503

(where "81" is the country code for Japan, and "42" is the local area code)

The commuting time from JICA TOKYO to Local Autonomy College is approximately 1 hour 20 minutes each way.

### 5. Accommodation in Japan:

JICA will arrange the following accommodations for the participants in Japan:

JICA Tokyo International Center (JICA TOKYO)

Address: 2-49-5 Nishihara, Shibuya-ku, Tokyo 151-0066, Japan

TEL: 81-3-3485-7051 FAX: 81-3-3485-7654

(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 of TIC at its URL, <http://www.jica.go.jp/english/about/organization/domestic/pdf/welcome.pdf>

## **6. 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.

## **7. Pre-departure Orientation:**

A pre-departure orientation will be held at the respective country’s JICA office (or Japanese Embassy), to provide participants with details on travel to Japan and other matters.

# ***V. Other Information***

## **1. Things to bring**

### **1) Laptop computer:**

Participants are encouraged to bring their own PCs for preparing a presentation on Inception Report and writing Perspective Report. Only a limited number of PCs are available for lending.

### **2) Small bag for study tour**

For the long-distance study tour in Japan, participants are advised to bring a separate small bag so they can leave behind a big suitcase at the hotel in Tokyo.

## **VI. ANNEX:**

### **LOCAL GOVERNANCE**

**(JFY 2018)**

#### *Outline of Inception Report*

**All applicants for this program are required to submit “Inception Report” on one of the issues elaborated below to identify the problems which you are facing.**

The Committee of Experts of this program will select the participants based on your report. **Therefore, the report must be submitted with the Application Form.** The paper should be in English. It ought to be type written in double-space and in an A4 size paper. **The length is approximately 6 pages.**

**The Report should include:**

- 1. Name of the Course**
- 2. Name of Applicant and Country**
- 3. Major Theme of Your Report**

The primary theme of this program is about local government and related policy. The program is centered on such prominent issues as decentralization, local governance and local human capacity building. Of many problems and issues, an applicant ought to choose ONE ISSUE and formulate the report along this single problem. The applicant is encouraged to elaborate on the issue in his/her own experience. Those reports which would only enumerate several issues without analytical comments would be screened out and considered disqualified.

#### **4. The Organization which you belong to**

##### **(1) What is the issue?**

Taking the thematic contour of program into account, you are first asked **clearly to identify the most important issue that your local governments have lately been facing.**

**\*Please take up only one issue which you think is the most important. Please DO NOT take up more than one issue.**

##### **(2) Why is the issue so critical?**

You are likewise requested **to elucidate and elaborate on the reason for the problem.** Your report ought to provide a deep analysis and statistical data to substantiate your opinion.

##### **(3) How has your government been dealing with the problem?**

You are also requested **to describe your policy efforts to alleviate the effects of the critical issue.**

**(4) What is your future program to combat the issue?**

You must write a future policy to deal with the problem.

**Sample**

Below is an excerpt from an ex-participant’s inception report. Please use it as a guide to writing your own inception report.

**3. Major Theme of Your Report**

Development of Union Councils by Own Financial Resources Mobilization

**4. The Organization which you belong to**

**(1) What is the issue?**

.....

Union Councils being the century old rural local government are yet to fulfill the expectations of rural citizen which is mainly due to own resources constrains including miserable local resources mobilization.

.....

**(2) Why is the issue so critical?**

.....

Since the independence, many projects have been taken for rural development. But still 40% of the population lives under the poverty line. It is perceived that there were weak revenue administration, inadequate adjustments and assignments of local revenue sources, absence of effective tax assessment system.

.....

**(3)How has your government been dealing with the program?**

The government has recognized the Union Councils as a primary economic and administrative unit of rural local government and has undertaken initiatives to streamline the local revenue administration and resources mobilization.

.....

In 2009, first 174 Union Councils and then 264 Union Councils in LIC areas received predictable formula-based direct block grants, for FY 2008-2009 and 2009-2010 respectively to accomplish necessary development for their constituents.

.....

**(4) What is your future program to combat the issue?**

.....

The Union Councils will implement activities aimed at identifying potential areas of resource mobilization, such as public-private partnerships, outsourcing and improved management and collection of current or new fees, taxes and licenses. In parallel, the campaign program will be conducted to . . . .

## *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 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.



***CORRESPONDENCE***

For enquiries and further information, please contact the JICA office or the Embassy of Japan. Further, address correspondence to:

**JICA Tokyo International Center (JICA TOKYO)**  
**Address: 2-49-5 Nishihara, Shibuya-ku, Tokyo 151-0066, Japan**  
**TEL: +81-3-3485-7051 FAX: +81-3-3485-7654**