



Japan International Cooperation Agency
10th & 13th Floors, DHPL Building,
No. 42, Navam Mawatha, Colombo - 2, SRI LANKA.
TEL : (+94)011-2300470 / 2303700
FAX : (+94)011-2300473 / 2303692
E-mail : sl_oso_rep@jica.go.jp
Homepage: <http://www.jica.go.jp/srilanka/english/index.html>
Facebook : <https://www.facebook.com/jicasrilanka>

JICA
Abu's web.
Moff

March 20, 2023

Director General
Department of External Resources
Colombo 1.

Dear Sir,

KNOWLEDGE CO-CREATION PROGRAM:
QUALITY IMPROVEMENT OF HEALTH SERVICES THROUGH
KAIZEN APPROACH
COURSE NO: 202208254J001

This is to inform you that Japan International Cooperation Agency (JICA) will consider completed applications of qualified participants nominated by the Government of the Democratic Socialist Republic of Sri Lanka for the above Technical Training Course.

The duration of the training course is from July 25 to August 18, 2023.

The participants for the above course should be nominated in accordance with the General Information (GI) regulations. Eight copies of the General Information (GI) booklets are attached for distribution to the relevant authorities.

To further expedite the selection procedures, let us suggest the following institution(s) as below mentioned that are considered as eligible in accordance with the stipulations of the GI.

- **Ministry of Health**
- **Division of International Health**
- **All Provincial Department of Health**

Please make necessary arrangements to submit duly completed documents to reach JICA Sri Lanka office **on or before 3 May 2023.**

- **Duly filled prescribed Application Form**
- **Copy of the Nominee's English Score Sheet (e.g. TOEFL, TOEIC, IELTS)**
- **Copy of the passport (Pls. attach along with the application form with Name, Date of Birth, Nationality, Sex, Passport No. and Expiry Date)**

In completing the application forms, kindly advise the nominees to use the same name order as given in the passport, where JICA shall issue official documents relevant to visa in the similar order on his/her acceptance by JICA. In case passports are not available at the time of nomination, on receipt of JICA acceptance notification letter, nominees are expected to issue passports in the same name order as mentioned in the training application.

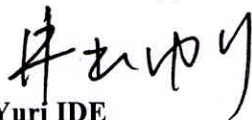
Cont.../2

We also note that, handwritten training applications shall not be accepted by JICA at any reason.

In addition, kindly advise the nominating organizations to share the GI Booklets with their nominees for a better understanding of the training requirements, whereas JICA conducts its selection interviews principally based on the contents of the respective GIs.

Thank you.

Yours sincerely,



Yuri IDE
Senior Representative
JICA Sri Lanka office

C. C - Secretary, Ministry of Health
Director, Division of International Health
Mr. Kenji OHASHI, Head of Economic & Development Cooperation Section,
Embassy of Japan



Knowledge Co-Creation Program (Group & Region Focus)

General information on

**Quality Improvement of Health Services through
KAIZEN Approach**

課題別研修「カイゼンを通じた保健医療サービスの質向上」

JFY 2023

Course No.: 202208254J001

Course Period in Japan: From July 25 to August 18, 2023

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

JICA Knowledge Co-Creation Program (KCCP)

The Japanese Cabinet released the Development Cooperation Charter in February 2015, which stated, *“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' will serve as a foundation of mutual learning process.

I. Concept

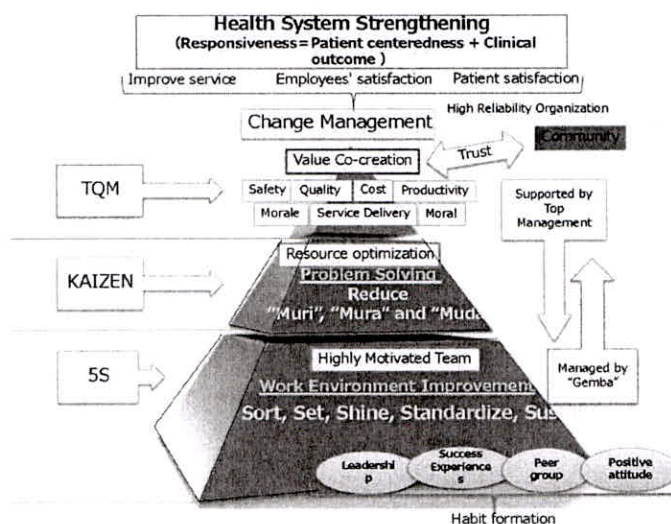
Background

Management improvement as a breakthrough

Despite chronic shortage of resources, health facilities must provide various services to the general public in a safe, effective and efficient manner, regardless of its category, size and location. Management is a key element for improving health services provided by health facilities. Hospital managers are always required to coordinate and efficiently utilize a variety of resources such as human resources, medical supplies, infrastructure, budget, etc. and are continuously attempted to solve managerial issues. Strong leadership is also asked of hospital managers for involving all hospital staffs in improvement of health services. Improvement of managerial skills can become a valuable breakthrough to overcome existing different constraints in health facilities.

5S-KAIZEN-TQM Approach to enhance health services

"Asia Africa Knowledge Co-Creation Program-Total Quality Management for Better Hospital Services (AAKCP-Hospital TQM)", implemented by JICA from 2007 to 2012, addressed the important target to improve the hospital management of public sector hospitals in Africa, despite their technical and administrative problems. For this purpose, AAKCP promoted a modified version of a management framework from the Japanese manufacturing sector, known as the 5S-KAIZEN-TQM framework which is comprised of three distinctive steps. This course has been developed in 2009 as part of the AAKCP program.



Five (5) S is a principle for improving the work environment, which can be applied to every corner of the hospital. The five steps of *Sort, Set, Shine, Standardize and Sustain* are simple; they are universally applicable processes for improving work environments including both physical and work-system set-ups in the hospital.

KAIZEN, often expressed as a problem-solving process conducted by a work unit

via “teamwork” and “positive attitude”. We usually use the original Japanese term KAIZEN which is known around the world as a term related to quality management activities.

Globally, ‘Total Quality Management’ (TQM) is a popular term among managers but sometimes difficult to define. In this JICA program, TQM is defined as top-down approach that top and executive managers can make managerial decisions based on evidence-based information provided by all work units as results of 5S and KAIZEN activities. To enable this approach, full participation of all staff is clearly mandatory; utilizing bilateral communication trucks among top management, middle managers and frontline work units. Strengthening leadership should be emphasised as a prerequisite for enhancing TQM implementation. Each level in the managerial ladder of an organisation should have appropriate leadership respecting task sharing and the delegation of power.

Although the AAKCP program has ended in 2012, attempts to apply the above three-step stepwise 5S-KAIZEN-TQM approach have been underway in more than 30 countries to date. JICA is providing several technical assistances to them, such as follow-up project, technical cooperation project, Knowledge Co-Creation programs etc. This course aims to sustain such efforts. Discussion among participants and exchanges of information are also highly expected during and even after the program period.

For what?

Through practical case studies, this program aims to improve participants' capacity, particularly in terms of problem identification and analysis skills, knowledge and the sense of leadership necessary for hospital management and quality management.

For whom is the program designed?

This program is offered to hospital manager(s) who (i) are responsible for quality management in the hospital (member of hospital management, head of Quality Improvement Committee/Team etc.), (ii) has identified own hospital's challenges in hospital management and quality services, and (iii) are taking measures to improve the situation continuously.

How?

In this program, participants shall be enrolled in the following opportunities to ensure program's effectiveness:

1. Lectures
2. Practical sessions
3. Brainstorming and discussions
4. Field visit

II. Description

1. Title (Course No.)

**Quality Improvement of Health Services through KAIZEN Approach
(202208254J001)**

2. Course Duration in Japan

July 25 to August 18, 2023

3. Target Regions or Countries

Benin, Burundi, Egypt, Ethiopia, Fiji, Ghana, Iran, Lebanon, Liberia, Malawi, Nepal, Senegal, Sierra Leone, Sri Lanka, Tanzania, Togo, Tunisia, Uganda, Vietnam and Zambia

4. Eligible / Target Organization

(1) Department/Directorate of Quality or Public Hospital in the Ministry

- It is desirable that 5S-KAIZEN-TQM Approach has been already introduced in the health sector.
- The department/directorate has been planning or executing an implementation plan to introduce and strengthen 5S-KAIZEN-TQM Approach at the national level.

(2) Secondary/Tertiary Level Public Hospital

- It is desirable that the hospital has been already implementing at least 5S activities, and continuously taking actions to overcome the problems which the hospital has been taking own initiative to identify.

5. Capacity (Upper Limit of Participants)

20 participants

6. Language

English [NOTE: There is no translation and interpretation support from English to other languages]

7. Objective(s)

The participant will obtain practical knowledge, skills to analyze problem and sense of leadership necessary to improve hospitals' service, and formulate a strategy plan aiming to establish the structure to promote KAIZEN (continuous improvement of hospital service)

8. Overall Goal

Quality of healthcare services is improved at a hospital(s) to which the participant is belonging or supervise by utilizing 5S-KAIZEN-TQM Approach.

9. Output and Contents

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

Expected Output	Major subjects/agendas	Methodology
(1) To review policy and measures, and good practices in each country regarding service quality improvement and analyze their healthcare facility's challenges.	<p>【Work】</p> <ul style="list-style-type: none"> - Pre-course assessment - Presentation of an Inception Report <p>【Lecture】</p> <ul style="list-style-type: none"> - Health systems in Japan and its development and transition - Quality and Safety in healthcare services - Positive mindset for quality improvement - Challenges for the participants of JICA course after the training - Problem analysis of current situation for effective quality management planning <p>【Discussion】</p> <ul style="list-style-type: none"> - Free talk session by the participants 	Lecture Exercise Group work and discussion Field visit
(2) To broaden knowledge about KAIZEN.	<ul style="list-style-type: none"> - Basic concept of 5S-KAIZEN-TQM - How to introduce and teach 5S, introduction of 5S tools - Introduction of KAIZEN with QC story - How to monitor and evaluate 5S-KAIZEN-TQM - Analysis of work process (utilization of process flow chart) - Field visit to public hospital(s) in Japan 	
(3) To deepen the knowledge on how to apply KAIZEN to the quality improvement of health services and hospital management.	<ul style="list-style-type: none"> - Establishment of implementation structure for 5S-KAIZEN-TQM - Incident reporting system - Team STEPPS - Hazard Prediction Training 	
(4) To formulate a strategy plan aiming to establish the structure to promote continuous service improvement in their healthcare facilities.	<ul style="list-style-type: none"> - Formulation/revision of strategy plan - Presentation of a strategy plan - Post-course assessment 	Workshop

<Structure of the Course>

Topic outline (subject to minor changes)

Lecture, Exercise and Workshop in JICA Tokyo

- (1) Health systems in Japan and its development and transition
- (2) Quality and Safety in healthcare services
- (3) Inception reports from participating countries
- (4) Positive mindset for quality improvement

- (5) Basic concept of 5S-KAIZEN-TQM
- (6) Introduction of KAIZEN with QC story
- (7) Incident reporting system, Team STEPPS, Hazard Prediction Training
- (8) Formulation/revision of strategy plan

Site visit in Japan

Web forum (August 16)

Web forum titled (temporarily) "KAIZEN forum" will be held on August 16, 2023.

This forum aims at getting way forward to effective and efficient use of 5S-KAIZEN-TQM Approach for further improvement; through sharing experiences and good practices of the approach among the JICA ex-participants. Therefore, all ex-participants of KCCP on KAIZEN Approach and the stakeholders in the participant-countries (the regions of Pacific oceans, Asian and African etc.) will be invited online.

III. Eligibility and Procedures

1. Expectations to the Applying Organizations

- (1) This course is designed primarily for organizations that intend to address specific issues or problems identified in their operation. Applying organizations are expected to use the program for those specific purposes.
- (2) This course is enriched with contents and facilitation schemes specially developed in collaboration with relevant prominent organizations in Japan. These special features enable the course to meet specific requirements of applying organizations and effectively facilitate them toward solutions for the issues and problems.

2. Nominee Qualifications

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

(1) Essential Qualifications

- 1) Current Duties:
 - If you are working in a hospital: the nominee should be in-charge who are responsible for quality management in the hospital (member of hospital management team, head of Quality Improvement Committee/Team etc.)
 - If you are working in a ministry's office: the nominee should be working in the department of Quality Management or the department having jurisdiction and supervision to public hospitals
- 2) Experience in Quality Improvement: more than 3 years management experience in the secondary or tertiary level hospital
- 3) Language: have a competent command of all English
Note that during the online program, there is no language assistance for the participants at all.
- 4) Health: must be in good health, both physically and mentally, to participate in the program. To reduce the risk of worsening symptoms associated with respiratory tract infection, please be honest to declare in the Medical History (QUESTIONNAIRE ON MEDICAL STATUS RESTRICTION of the application form) if you have been a patient of following illnesses; Hypertension / Diabetes / Cardiovascular illness / Heart failure / Chronic respiratory illness.
- 5) Computer skill: Basic EXCEL and WORD skill are required.

(2) Recommended Qualifications

Those who are counterpart of JICA's projects may have higher priority than the others. Please describe your relationship and responsibility related to JICA's

project in Application Form.

3. Required Documents for Application

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

* If you have any difficulties/disabilities which require assistance, please specify necessary assistances in the QUESTIONNAIRE ON MEDICAL STATUS RESTRICTION (1-(c)) of the application form. Information will be reviewed and used for reasonable accommodation.

(2) Photocopy of Passport: You should submit it 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.

*The following information should be included in the photocopy:

Name, Date of Birth, Nationality, Sex, Passport Number and Expiry Date

(3) English Score Sheet: to be submitted with the application form, if the nominees have any official English examination scores. (e.g., TOEFL, TOEIC, IELTS)

4. Procedures for Application and Selection

(1) Submission of the Application Documents

Closing date for applications: **Please confirm the local deadline with the JICA overseas office (or the Embassy of Japan).**

(All required material must arrive at **JICA Center in Japan** by **May 10, 2023**)

Note that the application form must be filled in English

(2) Selection

Primary screening is conducted at the JICA overseas office (or the embassy of Japan) after receiving official documents from your government. JICA Center will consult with concerned organizations in Japan in the process of final selection. Applying organizations with the best intentions to utilize the opportunity will be highly valued.

The Government of Japan will examine applicants who belong to the military or other military-related organizations and/or who are enlisted in the military, taking into consideration of their duties, positions in the organization and other relevant information in a comprehensive manner to be consistent with the Development Cooperation Charter of Japan.

(3) Notice of Acceptance

The JICA overseas office (or the Embassy of Japan) will notify the results not later than **May 24, 2023**.

5. Additional Documents to Be Submitted by Accepted Candidates

Inception Report and Quality management plan to be submitted by **June 30, 2023**: Accepted candidates are required to prepare Inception Report and Organizational plan (Please read Annex for detailed information.) before their departure. They should be sent to JICA (ticthdop@jica.go.jp) and Fujita Planning Co., Ltd. (kaizen_training@fujita-plan.com), preferably by e-mail.

6. Conditions for Participation

The participants of KCCP are required

- (1) to strictly observe the course schedule,
- (2) not to change the air ticket (and flight class and flight schedule arranged by JICA) and lodging by the participants themselves,
- (3) to understand that leaving Japan during the course period (to return to home country, etc.) is not allowed (except for programs longer than one year),
- (4) not to bring or invite any family members (except for programs longer than one year),
- (5) to carry out such instructions and abide by such conditions as may be stipulated by both the nominating Government and the Japanese Government in respect of the course,
- (6) to observe the rules and regulations of the program implementing partners to provide the program or establishments,
- (7) not to engage in political activities, or any form of employment for profit,
- (8) to discontinue the program, should the participants violate the Japanese laws or JICA's regulations, or the participants commit illegal or immoral conduct, or get critical illness or serious injury and be considered unable to continue the course. The participants shall be responsible for paying any cost for treatment of the said health conditions except for the medical care stipulated in (3) of "5. Expenses", "IV. Administrative Arrangements",
- (9) to return the total amount or a part of the expenditure for the KCCP depending on the severity of such violation, should the participants violate the laws and ordinances,
- (10) not to drive a car or motorbike, regardless of an international driving license possessed,
- (11) to observe the rules and regulations at the place of the participants' accommodation, and
- (12) to refund allowances or other benefits paid by JICA in the case of a change in schedule.

IV. Administrative Arrangements

1. Organizer (JICA Center in Japan)

(1) **Center:** JICA Tokyo Center (JICA TOKYO)

(2) **Program Officer:** Ms. Rei SAKAMOTO and Mr. Yasuhiro MORIMOTO

(Sakamoto.Rei@jica.go.jp, Morimoto.Yasuhiro@jica.go.jp
ticthdop@jica.go.jp *Team address)

2. Implementing Partner

(1) **Name:** Fujita Planning Co., Ltd.

(2) **Contact:** kaizen_training@fujita-plan.com

(3) **URL:** https://fujita-plan.com/?page_id=549

3. Travel to Japan

(1) **Air Ticket:** In principle, JICA will arrange an economy-class round-trip ticket between an international airport designated by JICA and Japan.

(2) **Travel Insurance:** Coverage is from time of arrival up to departure in Japan. Thus, traveling time outside Japan (include damaged baggage during the arrival flight to Japan) will not be covered.

4. Accommodation in Japan

Basically, JICA will arrange the following accommodation for the participants in Japan:

JICA Tokyo Center (JICA TOKYO)

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

TEL: +81-3-3485-7051 FAX: +81-3-3485-7904

(where "81" is the country code for Japan, and "3" is the local area code)

Please refer to facility guide of JICA TOKYO at its URL,
<https://www.jica.go.jp/tokyo/english/office/index.html>

If there is no vacancy at JICA TOKYO, JICA will arrange alternative accommodation for the participants.

5. Expenses

The following expenses in Japan will be provided by JICA

(1) Allowances for meals, living expenses, outfits, and shipping and stopover.

(2) Expenses for study tours (basically in the form of train tickets).

(3) Medical care for participants who become ill after arriving in Japan (the costs related to pre-existing illness, pregnancy, or dental treatment are not included).

(4) Expenses for program implementation, including materials.

(5) 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.

*Link to JICA HP (English/French/Spanish/Russian):

https://www.jica.go.jp/english/our_work/types_of_assistance/tech/acceptance/training/index.html

6. Pre-departure Orientation

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

*YouTube of "Knowledge Co-Creation Program and Life in Japan" and "Introduction of JICA Center" are viewable from the link below.

Image videos of 'Introduction of JICA Center (YouTube)' show the following information of JICA Centers: Location, Building, Entrance, Reception (Front desk), Lobby, Office, Accommodation (Room), Amenities (Hand dryer), Bathroom (Shower and Toilet), Toiletries, Restaurant, Laundry Room (Washing machine, Iron), ICT Room (Computer for participants), Clinic, Cash dispenser, Gym, Neighborhood

Part I: Knowledge Co-Creation Program and Life in Japan	
English ver.	https://www.youtube.com/watch?v=SLurfKugrEw
French ver.	https://www.youtube.com/watch?v=v2yU9ISYcTY
Arabic ver.	https://www.youtube.com/watch?v=1iBQqdpXQb4
Part II: Introduction of JICA Centers in Japan	
JICA Tokyo	https://www.jica.go.jp/tokyo/english/office/index.html

V. Other Information

1. Reference Materials

You may check the textbook and reference materials from the web.

【KAIZEN】

- Case Study "Quality Improvement of Health Services through 5S-KAIZEN-TQM approach"
https://www.jica.go.jp/english/our_work/thematic_issues/health/case.html
- Achievements (academic papers and reports)
https://www.jica.go.jp/english/our_work/thematic_issues/health/case_achievements.html
- Materials relevant to 5S-KAIZEN-TQM Approach
https://www.jica.go.jp/english/our_work/thematic_issues/health/case_materials.htm

You can get various materials from the URL above including;

- Textbook “Change Management for Hospitals through Stepwise Approach, 5S-KAIZEN-TQM” (English, French and Arabic)
 - Video “Improving Hospital Management with TQM: Total Quality Management” (English, French and Portuguese)
 - Video “What is KAIZEN? Improving Quality of Healthcare” (English, French, Arabic and Spanish)
- Brochure “KAIZEN - Japan’s approach towards improved quality and productivity, the driving force of Japan’s rapid growth ”
https://www.jica.go.jp/english/publications/brochures/c8h0vm0000avs7w2-att/japan_brand_02.pdf

【Health Situation in Japan】

- Annual Health, Labour and Welfare Report (Ministry of Health, Labour and Welfare, Japan)
<http://www.mhlw.go.jp/english/wp/index.html>
- “Public Health of Japan 2017” (Japan Public Health Association)
http://www.jpha.or.jp/sub/pdf/PHJ2017_web.pdf
- (JICA DVD) “History of Public Health and Medical Systems in Japan - On the path to Good Health”
(English) <https://www.youtube.com/watch?v=I7f5EAgkRSA>
(French) <https://www.youtube.com/watch?v=SfHMEGzOu2U>
(Spanish) <https://youtu.be/YPM6HrH8e9M>
- “Japan health system review” (Asia Pacific Observatory on Health Systems and Policies)
http://www.searo.who.int/entity/asia_pacific_observatory/publications/hits/hit_japan/en/
(Full report, executive summary and leaflet)

2. Site visit

Short trip is scheduled in the course, so please bring a small bag to separate your belongings. You can leave your suitcase in JICA Tokyo while you are out of Tokyo. If you have a folding umbrella, we recommend bringing it with you.

【Several scenes of the course on “KAIZEN for Quality Improvement for Health Services through KAIZEN (JFY2019 in Japan & JFY2022 online)”】



Lecture on Hospital Management
(JFY2019)



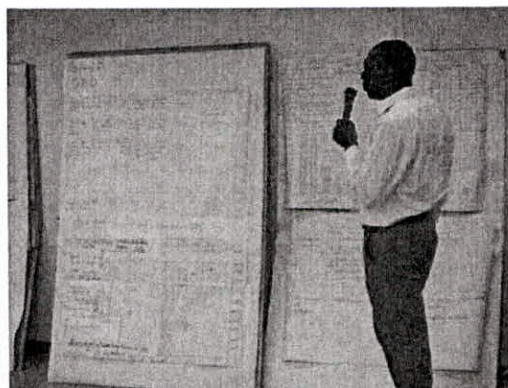
Practical session of 5S activities
(JFY2019)



Group work on KAIZEN activities
(JFY2019)



Group work on KAIZEN activities
(JFY2019)



Participant's presentation on KAIZEN step
(JFY2019)



Closing ceremony held online
(JFY2022)

VI. Annex: Preparations for the Program

∴ This is only for those accepted ∴

There are four (4) pre-assignments of the training program as follows:

Pre-assignment	Outline	Instruction
(1) Development and submission of an inception report	<ul style="list-style-type: none"> • Purpose: To share the situation regarding QI program in your country and organization as well as to recognize the current challenges in QI activities • Each of the participants will be asked to have a presentation based on your inception report 	<ul style="list-style-type: none"> • Please use the report format that we distribute (PowerPoint or equivalent data format) • Your report should be made in <u>English only</u>
(2) Pre-reviewing YouTube video on 5S-KAIZEN-TQM Approach (2 YouTube videos)	<ul style="list-style-type: none"> • Purpose: To promote acquisition of knowledge and skill during the program by pre-viewing the overview of 5S-KAIZEN-TQM Approach before attending the program 	<ul style="list-style-type: none"> • Please kindly watch the following two videos: <p>[VIDEO #1] Improving Hospital Management with TQM (English) https://youtu.be/_N_AgCLNf9k (French) https://youtu.be/LnaSptazlHo</p> <p>[VIDEO #2] What is KAIZEN? Improving Quality of Healthcare (English) https://youtu.be/PpoOFn6JU4o (French) https://youtu.be/LK7aXrW4lwc (Arabic) https://youtu.be/yMpQ-oHC8sQ</p> <ul style="list-style-type: none"> • After watching two videos, please write your impressions in your inception report format: there is a specific slide
(3) Reading PDF file on "KAIZEN with QC story"	<ul style="list-style-type: none"> • To acquire basic knowledge on "KAIZEN with QC Story" before the program 	<ul style="list-style-type: none"> • Please read PDF file namely "KAIZEN with QC story"
(4) Submitting organizational plan related to QI activities such as annual operational plan, annual QIT action plan, hospital, etc.	<ul style="list-style-type: none"> • To refer existing plan related to QI activities of your organization for developing realistic plan during the program 	



- | |
|--|
| <ul style="list-style-type: none"> ■ Please send your inception report and organizational plan to the following two email addresses: ticthdop@jica.go.jp, kaizen_training@fujita-plan.com ■ When you send the data via e-mail, <u>please include course number [202208254J001] and the course title [KAIZEN] in the subject line of your e-mail.</u> ■ Deadline for submission is by June 30, 2023 |
|--|

For Your Reference

JICA and Capacity Development

Technical cooperation is people-to-people cooperation that supports partner countries in enhancing their comprehensive capacities to address development challenges by their own efforts. Instead of applying Japanese technology per se to partner countries, JICA's technical cooperation provides solutions that best fit their needs by working with people living there. In the process, consideration is given to factors such as their regional characteristics, historical background, and languages. JICA does not limit its technical cooperation to human resources development; it offers multi-tiered assistance that also involves organizational strengthening, policy formulation, and institution building.

Implementation methods of JICA's technical cooperation can be divided into two approaches. One is overseas cooperation by dispatching experts and volunteers in various development sectors to partner countries; the other is domestic cooperation by inviting participants from developing countries to Japan. The latter method is the Knowledge Co-Creation Program, formerly called Training Program, and it is one of the core programs carried out in Japan. By inviting officials from partner countries and with cooperation from domestic partners, the Knowledge Co-Creation Program provides technical knowledge and practical solutions for development issues in participating countries.

The Knowledge Co-Creation Program (Group & Region Focus) has long occupied an important place in JICA operations. About 400 pre-organized courses 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 is being customized by the different target organizations to address the specific needs, 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, as the first non-Western nation to become a developed country, built itself into a country that is free, peaceful, prosperous and democratic while preserving its tradition. Japan will serve as one of the best examples for our partner countries to follow in their own development.

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 a process of adoption and adaptation, of course, has been accompanied by countless failures and errors behind the success stories.

Through Japan's progressive adaptation and application of systems, methods and

technologies from the West in a way that is suited to its own circumstances, Japan has developed a storehouse of knowledge not found elsewhere from unique systems of organization, administration and personnel management to such social systems as the livelihood improvement approach and governmental organization. It is not easy to apply such experiences to other countries where the circumstances differ, but the experiences can provide ideas and clues useful when devising measures to solve problems.

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.



Contact Information for Inquiries

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

JICA Tokyo Center (JICA TOKYO)

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

TEL: +81-3-3485-7051 FAX: +81-3-3485-7904



Application Guideline for the JICA Knowledge Co-Creation Program

This guideline explains how to apply for the Knowledge Co-Creation program (KCCP) of the Japan International Cooperation Agency (JICA) under the Official Development Assistance Program of the Government of Japan.

Please complete the Application Forms according to the guideline. For additional information, please consult the JICA Office, or in its absence, the Embassy of Japan in your country.

Form	Filled by
Form1. Official Application Form	<ul style="list-style-type: none"> · To be filled by you and your supervisor* · To be signed by your supervisor · Official stamp of your organization is needed.
Form2. Nomination from the Organization	You and your supervisor *
Form3. Individual Application Form	You
Form4. Questionnaire on Medical Status and Restrictions	You
Form5. Terms and Conditions, and Declaration	You

*Supervisor: the head of the department/division of your organization

Please be advised:

- (a) To carefully read the General Information (GI) of the KCCP,
- (b) To fill only in typewritten except for signature,
- (c) To fill in the form in **English**,
- (d) To use "√" or "x" to mark the () options,
- (e) To attach your photographs,
- (f) To prepare document(s) described in the GI and/or confer with the JICA Expert or JICA overseas office, and attach these documents to the completed Application Forms,

In submitting the Application Forms and attached documents, please make sure:

- (g) To prepare a copy of your passport,
- (h) To confirm the application procedure stipulated by your government,
- (i) To submit the original Application Forms with all necessary document(s) to the responsible organization of your government according to its application procedure, and
- (j) That your participation may be denied, if you fail to provide all required information and documents completely and on time.

**CHECK LIST before submission:**

Items	Form No.	Check
1. Fill in all items in typewritten	All the forms	
2. Your signature	Form 3, 4, 5	
3. Signature of your supervisor*	Form 1, 2	
4. Official stamp of your organization	Form 1	
5. Your photo	Form 3	
6. Attach a copy of passport (Machine Readable Zone) *Applicants from Latin American and the Caribbean Countries, please refer to the note below.	-	
7. Attach the required document(s) as instructed in the GI	-	

*Supervisor: the head of the department/division of your organization

Note for Applicants from Latin American and the Caribbean Countries:

- (1) If you are from any of the countries listed below and have a passport with a valid U.S. visa, please attach herewith a copy of Identification Pages on the inside cover of your passport (i.e. the two pages that include your photograph and detailed passport information), and the page of U.S. visa:

Antigua and Barbuda, Argentina (only Japanese descendants), Barbados, Bolivia, Brazil, Chile, Colombia, Dominica, Ecuador, Grenada, Guatemala, Guyana, Haiti, Mexico, Peru, Rep. of Dominica, St. Christopher and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, or Venezuela.

- (2) If you are from any of countries listed below and have a passport without a valid U.S. visa, please attach herewith a copy of Identification Pages on the inside cover of your passport (i.e. the two pages that include your photograph and your detailed passport information).

Belize, Costa Rica, El Salvador, Honduras, Jamaica, Marshall, Micronesia, Nicaragua, Palau, Panama, Paraguay, Trinidad and Tobago, and Uruguay.



Application form for the JICA Knowledge Co-Creation Program:

Form1. OFFICIAL APPLICATION FORM

*To be signed by your supervisor (the head of the relevant department / division of your organization).

1. Course Title (as shown in the GI)**2. Course Number** (the number as "xxxxxxxxJxxx" shown in the GI)**3. Course Duration**From to (DD/MM/YYYY)**4. Country****5. Organization****6. Name of the Nominee(s)**

1)	3)
2)	4)

7. Confirmation by the organization in charge

Our organization hereby applies for the Knowledge Co-Creation Program of the Japan International Cooperation Agency and proposes to dispatch qualified nominees to participate in the programs.

Date:			Signature:		
Name:					
Title / Position				Official Stamp	
Department / Division					
Office Address and Contact Information	Address:				
	Tel:	E-mail:	Fax:		

(If necessary) Confirmation by the organization in charge

I have examined the documents in this form and found them true. Accordingly, I agree to nominate this person(s) on behalf of our government.

Date:			Signature:		
Name:					
Title / Position				Official Stamp	
Department / Division					



Application form for the JICA Knowledge Co-Creation Program

Form2. NOMINATION FROM THE ORGANIZATION

*To be signed by your supervisor (the head of the relevant department / division of your organization).

1. Reason for nominating the Applicant

Please describe the reason(s) why the Applicant was selected, referring to the following points; 1) Program requirement, 2) Capacity/Position, 3) Future plan to be done by the Applicant after the KCCP, 4) Future plan of your organization and 5) Others.

2. Expectation and Future Plan of Actions

Please describe how your organization shall make use of the expected achievement of the Applicant after the program, in addressing the said issues or problems.

By nominator (head of relevant department/division)

Date

Name and
Title/Position

Signature



Application form for the JICA Knowledge Co-Creation Program:

Form3. INDIVIDUAL APPLICATION FORM

*To be filled by Applicant.

1. **Course Title:** (as shown in the GI)

2. **Course Number:** (the number as "xxxxxxxxJxxx" shown in the GI)

Attach **here**
your photo

(taken within
the last six months)

Size: 4.5x3.5cm

3. Personal Information on Applicant

1) **Name of Applicant (as shown in the passport)**

*Please type the name as shown in the passport carried. The information will be used for flight arrangements.

Family Name /Surname

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

First Name

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Middle Name

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

2) Nationality (as shown in the passport)				
3) Sex (for VISA application)	() Male		() Female	
4) Date of Birth	Date	Month (ex. April)	Year	Age (as of the date of the form)

5) Passport/Visa

Passport possession	() Yes	() No	Expiry date of passport	Date	Month	Year
USA visa possession*	() Yes	() No				

*Applicants from Latin American and the Caribbean Countries only.

**6) Contact Information**

Private	Address:	
	TEL*:	Mobile*:
	FAX*:	E-mail:
Office	Address:	
	TEL*:	Mobile*:
	FAX*:	E-mail:
Emergency Contact	Name:	
	Relationship to you:	
	Address:	
	TEL*:	Mobile*:
	FAX*:	E-mail:

*Please fill it out from country code for telephone, mobile, and fax number.

7) Present Position

Organization		
Year that entered the organization		
Department / Division		
Title		
No. of years of service in the present position	Years	From (Month/Year)
Type of Organization	<input type="checkbox"/> National Government <input type="checkbox"/> Local Government <input type="checkbox"/> Public Enterprise <input type="checkbox"/> Private (profit) <input type="checkbox"/> NGO/Private (Non-profit) <input type="checkbox"/> University <input type="checkbox"/> Other : _____	
Number of employees		
Home Page Address		

【Questionnaire on Relationship with the Military】

***If your organization and/or your status is related to the Military, please mark with YES or NO below in the () which best describes the relationship.**

- (YES / NO) the Military, an active military personnel or a military personnel listed in the muster roll/military register
- (YES / NO) an organization affiliated with the Military, or a personnel who does not belong to the military at present but is listed in the muster roll/military register
- (YES / NO) the Department or the Ministry of Defense, an organization affiliated with the Ministry of Defense, or staff of the Ministry of Defense
- (YES / NO) an civilian organization but with military personnel or a military division within the organization
- (YES / NO) an organization which will be affiliated with or under the control of the Military in times of emergency as specified clearly in its organic law/law of establishment



4. Experience and Eligibility

1) Career Background (After graduation and before taking the present position)

*Only Applicants for KCCP (Group and Region Focused) are requested to fill in this part.

Organization	City/ Country	Period		Position or Title and Department/Division	Brief Job Description
		From Month/Year	To Month/Year		

2) Academic Background (University, College or Higher Education)

Institution	City/ Country	Period		Degree	Major
		From Month/Year	To Month/Year		

3) Experience of Training or Study in Foreign Countries (including all the training experience in JICA's programs)

*Only Applicants for KCCP (Group and Region Focused) are required to fill in this part.

Institution	City/ Country	Period		Field of Study / Program Title
		From Month/Year	To Month/Year	

4) Language Proficiency (Self-Assessment)

1) Language to be used in the course (as shown in GI)					
Listening	() Excellent	() Good	() Fair	() Poor	
Speaking	() Excellent	() Good	() Fair	() Poor	
Reading	() Excellent	() Good	() Fair	() Poor	
Writing	() Excellent	() Good	() Fair	() Poor	
Language Test Scores if any (ex. TOEFL, TOEIC, etc.)					
2) Mother Tongue					



3) Other languages ()	() Excellent	() Good	() Fair	() Poor
---------------------------	---------------	----------	----------	----------

Excellent	Refined fluency skills and topic-controlled discussions, debates & presentations. Formulates strategies to deal with various essay types, including narrative, comparison, cause-effect & argumentative essays.
Good	Conversational accuracy & fluency in a wide range of situations: discussions, short presentations & interviews. Compound complex sentences. Extended essay formation.
Fair	Broader range of language related to expressing opinions, giving advice, making suggestions. Limited compound and complex sentences & expanded paragraph formation.
Poor	Simple conversation level, such as self-introduction, brief question & answer using the present and past tenses.

5. Background and Purpose of Application

- 1) **Current challenges in the organization in relation to the theme of the KCCP you are applying:**
Describe the issues that your organization/department intends to tackle by participating in this program.

- 2) **Main duties of Applicant:** Describe your main duties and responsibilities in relation to this program.

- 3) **Relevant Experience of Applicant:** Describe previous occupational experiences that is highly relevant in this program.

- 4) **Your individual Goal:** Elaborate on your plans to apply the lessons learned from this program to your organization.



5) **Area of Interest and/or your expectation:** Specify your particular interest with reference to the contents of this program.

By Applicant

Date

Name and
Title/Position

Signature

Form4. QUESTIONNAIRE ON MEDICAL STATUS AND RESTRICTION

(Self-Declaration)

1. Present Medical Status

(a) Have you taken any medicine or had a medical checkup by a physician for your illness such as diabetes, hypertension, asthma, etc.?

<input type="checkbox"/> No	<input type="checkbox"/> Yes: Name of illness (_____), Name of medicine (_____) <i>If yes, please attach your doctor's letter (preferably, written in English) that describes the current status of your illness, and gives agreement to your participation in the program.</i>
-----------------------------	---

(b) Do you have any allergies with medicine, food, pollen, etc.?

<input type="checkbox"/> No	<input type="checkbox"/> Yes: What are you allergic to? What kind of allergic symptoms do you have such as itch, rash, hives, etc.? (_____)
-----------------------------	---

(c) Please indicate any needs arising from disabilities that may require additional support or facilities.

<input type="checkbox"/> No	<input type="checkbox"/> Yes: (_____) <i>Note: Disability will not lead to exclusion of the Applicant from the program. However, the Applicant may be directly inquired by the JICA official in charge for a more detailed account of his/her condition.</i>
-----------------------------	--

2. Medical History

(a) Have you had any illness such as heart, hepatic, kidney disease, etc.?

<input type="checkbox"/> No	<input type="checkbox"/> Yes: Please specify (_____)
-----------------------------	---

(b) Have you or/and your family members had tuberculosis?

<input type="checkbox"/> No	<input type="checkbox"/> Yes: Please specify (_____)
-----------------------------	---

(c) Have you ever been a patient in a mental clinic or been treated by a psychiatrist?

<input type="checkbox"/> No	<input type="checkbox"/> Yes: Please specify (_____)
-----------------------------	---

(d) Have you ever had any sleeping, eating or other disorders?

<input type="checkbox"/> No	<input type="checkbox"/> Yes: Please specify (_____) Name of medicine taken if any (_____)
-----------------------------	--



3. Other Medical Issues/Conditions

If you have any medical issues/conditions that are not described above, please indicate below.

* Are you pregnant?

<input type="checkbox"/> No	<input type="checkbox"/> Yes: Weeks of pregnancy (weeks)
-----------------------------	---

I certify that I have read the above instructions and answered all questions truthfully and completely to the best of my knowledge.

I understand and accept that medical conditions resulting from an undisclosed pre-existing condition may not be financially compensated by JICA and may result in termination of the program.

I understand and accept that this questionnaire will be checked for my health care by the people who are engaged in the program during my stay in Japan.

By Applicant

Date

Name and
Title/Position

Signature

※ Please notify JICA staff upon any changes in your health condition after submission of the form.



Form5. TERMS AND CONDITIONS

1. General Rules

The participants are requested:

- (1) to strictly observe the course schedule,
- (2) not to change the air ticket (and flight class and flight schedule arranged by JICA) and lodging by the participants themselves,
- (3) to understand that leaving Japan during the course period (to return to home country, etc.) is not allowed (except for programs longer than one year),
- (4) not to bring or invite any family members (except for programs longer than one year),
- (5) to carry out such instructions and abide by such conditions as may be stipulated by both the nominating Government and the Japanese Government in respect of the course,
- (6) to observe the rules and regulations of the program implementing partners to provide the program or establishments,
- (7) not to engage in political activities, or any form of employment for profit,
- (8) to discontinue the program, should the participants violate Japanese laws or JICA's regulations, or the participants commit illegal or immoral conduct, or get critical illness or serious injury and be considered unable to continue the course,
- (9) to return the total amount or a part of the expenditure for the KCCP depending on the severity of such violation, should the participants violate the laws and ordinances,
- (10) not to drive a car or motorbike, regardless of an international driving license possessed,
- (11) to observe the rules and regulations at the place of the participants' accommodation, and
- (12) to refund allowances or other benefits paid by JICA in the case of a change in schedule.

2. Privacy Policy

The participants are requested to understand Privacy Policy of JICA as follows.

(1) Scope of Use

Any information used for identifying individuals that is acquired by JICA will be stored, used, or analyzed only within the scope of JICA activities. JICA reserves the right to use such identifying information and other materials in accordance with the provisions of this Privacy Policy.

(2) Limitations on Use and Provision

JICA shall never intentionally provide information to a third party that can be used to identify individuals, with the following three exceptions:

- (a) legally mandated disclosure requests;
- (b) the information provider grants permission for information disclosure to a third party;
- (c) JICA commissions a party to process information collected, in which case the information provided will be within the scope of the commissioned tasks.

(3) Security Notice

JICA takes any measures required to prevent leakage, loss, or destruction of acquired information, and to otherwise properly manage such information.

***Information Security Policy of JICA in relation to Personal Information Protection**

- JICA will properly and safely manage personal information collected through Application Forms in accordance with JICA's Privacy Policy and the relevant laws of Japan concerning protection of personal information and take protection measures to prevent divulgence, loss or damages of such personal information.
- Unless otherwise obtained approval from the Applicant him/herself or there are valid reasons such as disclosure under the laws and ordinances, etc. and except for the reasons 1-3 below, JICA will neither provide nor disclose personal information to any third party. JICA will use personal information provided only for the purposes in 1-3 below and will not use the information for any purposes other than those described in 1-3 below without prior approval of the Applicant him/herself.
 1. To provide the KCCP to Participants.
 2. To provide the KCCP to Participants under the Citizens' Cooperation Activities.
 3. In addition to 1 and 2 above, if the government of Japan or JICA determines it necessary in technical cooperation.

※JICA's policy for the transfer of personal data from the European Economic Area (EEA) to outside the EEA (to Japan and third countries);

JICA has revised "Bylaws for the Implementation of Personal Information Protection" which was published based on Japan's legislation by adding new provisions regarding how to deal with personal data within the EEA in order to meet General Data Protection Regulations (GDPR's) requirements for data protection. Based on the new bylaws, JICA entered into the EU Standard Contractual Clauses (SCCs) which allows us to transfer personal data from offices within the EEA to offices outside the EEA (in Japan and third countries).

3. Copyright Policy

The participants are requested to comply with the following;

1. The participants shall use all the documents provided for the KCCP (including texts, materials, etc.), within the scope approved by each copyright holder.
If the participants apply to the KCCP, the participants shall also comply with terms of use of copyrighted works for the KCCP that are shown on the JICA website.
(https://www.jica.go.jp/english/our_work/types_of_assistance/tech/acceptance/training/index.html)
2. All the documents for the KCCP (including reports, action plans, presentations, etc.) shall be prepared by the participants themselves in principle. If the participants use a third party's work (reproduction, photograph, illustration, map, figures, etc.), which is protected under the laws and regulations in the participants' country or copyright-related multinational agreements, the participants shall obtain a license to use the work within the scope approved by the copyright holder.
3. The participants shall agree that JICA may use the documents prepared by the participants (including but not limited to reproduction, public transmission, distribution and modification) for other programs conducted by JICA (for example, as reference for other KCCP courses and project formulation).



4. Portrait Right Policy

During the implementation period of KCCP, JICA (including hired photographer and program implementing partners) will shoot photographs and video footage mainly for the following purposes:

- Use on the website or in SNS administrated/operated by JICA,
- Use in JICA publications (public relations magazines, annual reports, journals, etc.) in printed or electronic form,

*Photos and images taken will not be used for commercial purposes and the participants' personal information will not be disclosed to any third party without the consent of the participants.

JICA would appreciate it if the participants of KCCP grant the participants themselves portrait right license to JICA for photos and images taken described above.

It is, however, not a requirement of KCCP. The participants do not agree to grant the participants themselves portrait right license to JICA, has absolutely no problem in participating KCCP. JICA respects the intention of each Participant.

DECLARATION (to be signed by the Applicant)

- I understand and fully agree to the following terms and conditions set forth above.
 1. General Rule
 2. Privacy Policy
 3. Copyright Policy
- I will be subject to any penalties imposed as a consequence of my failure to abide by the above terms and conditions.
- I understand the intention of JICA on "4.Portrait Right Policy" mentioned above, and my intention for usage/publication of photographs and videos including the portrait of myself by JICA for the purpose above is as follows:
 Agree / Disagree
- I certify that the statements I made in this form are true, complete and correct to the best of my knowledge and belief.

By Applicant

Date
Name and Title/Position
Signature