



【Online】
Knowledge Co-Creation
Program
(Group & Region Focus)

GENERAL INFORMATION ON

Local Governance
課題別研修「地方自治」
JFY 2021

NO. 201902038J002

Course Period in Japan: From November 8, 2021 to November 19, 2021
Follow up program : Mid-January (Exact date is TBA)

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 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

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 : Local Governance (201902038J002)**
- 2. Course Period in JAPAN:**
November 8 to November 19, 2021
- 3. Target Regions or Countries:**
Argentina, Cote d'Ivoire, Fiji, Ghana, Marshall Islands, Moldova, Nepal, Sierra Leone, Sri Lanka, Tanzania, Thailand, Timor-Leste and Vietnam
- 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) :**
15 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:

| | |
|---|--|
| (1) Preliminary Phase in a participant's home country (October 2021) <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 |

| | | |
|---|--|--|
| (2) Core Phase in Japan (November 8, 2021 to November 19, 2021) <i>Participants attend the Program implemented by Online.</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. | <p>Examples of Lecture</p> <ul style="list-style-type: none"> - Japanese Government and Politics - Relationship between the Central and Local Governments - Local Tax / Public Finance Systems - Local Government System - Political Administrative Corruption and Prevention - Performance Measurement and Evaluation in Japanese Local Government - Crisis Management <p>In addition to a number of lectures, the program provides online visits with a view to enriching and enhancing the participants' perspectives on local governance.</p> | Lectures Technical Online visits Discussion |
| 3. To write a Perspective Report describing medium-term policy issues regarding local governance and their counter-measures. | Discussion for issue analysis Presentation of Perspective Report | Discussion Report Writing Presentation |

<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 (Online activities)

Tentative Schedule (subject to change)
17:00-18:10 and 18:20-19:30 (Japan Time Zone)

| Date | Contents |
|------------|--|
| November 8 | Program Orientation (Briefing of the training program and Inception Report Presentation) |
| 9 | Japanese Government and Politics |
| 10 | Introduce Japanese local town challenges "Ama town, Shimane prefecture" |
| 11 | Local Public Service System |
| 12 | Local Tax / Public Finance Systems |
| 13 | Weekend (Saturday) |
| 14 | Weekend (Sun day) |
| 15 | Local Governments System |
| 16 | Local government-Civil sectors Collaborations: U.S. Frameworks and practice to Japan |
| 17 | NPM, prevention for corruptions, ICT for local governance |
| 18 | Introduce Regional Environmental Policy and Water Utility in Tokyo |
| 19 | Japanese system for health, public insurance and welfare |

***Presentation of Inception report**

As you can see in the tentative schedule above, 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.

*** * Follow up activities (Online Presentation of Perspective report)**

After few months for completion of this KCCP course core phase, 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. Follow up activities date will be informed all the participants during this KCCP course.

III. Conditions and Procedures for Application

1. Expectations from the Participating Organizations:

- (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 .
- (4) JICA is promoting gender equality. Women are encouraged to apply for this program while selection shall be made according to the qualifications mentioned in 2.of each nominee.

2. Nominee Qualifications:

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

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.
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)**.

*If you have any difficulties/disabilities which require assistance, please specify necessary assistances in the Medical History(1-(d)) of the application forms. It may allow us (people concerned in this course) to prepare better logistics or alternatives.

(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 Tokyo in JAPAN** by **October 7, 2021**)

(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 the Local Autonomy College (LAC) 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 October 18, 2021**.

5. Conditions for Attendance:

- (1) to strictly adhere to the program schedule.
- (2) not to change the program topics.
- (3) not to be joined another member(s) during the online program.
- (4) to refrain from engaging in any political activities, or any form of employment for profit or gain

6. Prerequisites for Online Program :

The followings are prerequisite for participation in the Online Program.

(1) Technology Proficiency:

- Online course will be delivered using the following services, Web Conferences (Zoom) and Cloud Storage (Gigapod).
- Online tutorial and support by JICA will be limited. The ability to be self-directed in learning new technology skills are required.
- In case that you have any concerns and/or problems about internet connection and the platform, please consult JICA office in your country.

(2) Internet Connection:

- High Speed Broadband Connection (at least 1Mbps) from your office or your home.
- JICA will conduct test connection sometime in October 2021 before opening of Online Program
- Internet access charge incurred for this course shall be borne by you.

(3) Hardware (Minimum Requirement):

- Regular access to a computer, either from your home or from your office.
- Operating System: Windows or Mac OS (Updated version is preferred).
- Processor: Intel Core 2 Duo or higher; 2GHz or higher
- Memory: 4GB of RAM or higher
- Hard Drive Space: 5GB free disk space
- Browser: Google Chrome or Microsoft Edge should be installed beforehand in order to have access to online meeting service of Microsoft Teams.
- Others: Webcam Microphone, and Audio output Device (Speaker or Headset)
- In some cases, Smartphone (Android OS or Apple iOS) can be used as substitute of PC, but not recommended.

IV. Administrative Arrangements

1. Organizer:

(1) Name: JICA Tokyo

(2) Contact: Attn: Mr. TAKADA Kenji, Industrial Development and Public Policy Division, JICA Tokyo International Centre (E-mail: tictip@jica.go.jp)

In case of contact through E-mail, please add course number (201902038) with your mail subject.

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.

VI. ANNEX:

LOCAL GOVERNANCE

(JFY 2021)

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.

.....

(1)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

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.



CORRESPONDENCE

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

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