



Knowledge Co-Creation Program (Group & Region Focus)

GENERAL INFORMATION ON

Local Governance in Global Perspectives 課題別研修「ローカル・ガバナンスの世界的潮流」 JFY 2025

NO. 202411492J001

Course Period: From May 18, 2025 to June 21, 2025

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 June 2023, 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

1. General Contour of the Program:

This course aims to analyze the issues related to local governance in participating countries, with a specific focus on comparing Japan with other participating countries. By identifying and understanding the challenges faced by local governments in different contexts, this course will provide insights and recommendations for improving local governance systems.

2. Background of the Program:

Local governance plays a vital role in shaping and maintaining effective public administration within a country. However, various challenges can hinder the efficiency and effectiveness of local governments, thereby impacting their ability to deliver quality services to citizens. This program focuses on comparing the problems encountered in local governance in Japan and other participating countries, with the aim of identifying similarities, differences, and potential solutions.

3. Overall Course Content:

The program will begin by identifying common issues prevalent in local governance across participating countries. These may include but are not limited to: lack of transparency, bureaucratic inefficiencies, limited citizen participation, inadequate resource allocation, and challenges in policy implementation. The course will delve into the specific problems encountered in Japan's local governance system and compare them with those in other participating countries.

4. Outcomes of the Program:

The course will provide a comprehensive overview of the challenges faced in local governance, highlighting both similarities and differences between Japan and other participating countries. By examining the unique contexts of each nation, this program will hopefully be able to identify underlying causes and systemic factors contributing to these issues.

II. Description

1. Title: (Course No.)

Local Governance in Global Perspectives (202411492J001)

2. Course Duration in JAPAN:

May 18 to June 21, 2025

3. Target Regions or Countries:

Algeria, Bangladesh, Bhutan, Egypt, Fiji, Ghana, Kyrgyz, Malawi, Maldives, Mongolia, Papua New Guinea, Philippines, Uganda, Viet Nam and Zambia

Note: Additional participants from other countries may join under the scheme of JICA KCCP (Country Focus).

4. Eligible / Target Organization:

This program is designed for both central government offices (the Ministry of Interior, etc.) and local public organizations responsible for local administration.

5. Capacity:

16 participants

6. Language:

English

7. Objective(s):

Participants will develop a Final Report for the feasibility of integrating some of the policies you have observed in Japan into the policy framework of your local government.

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. Output and Contents:

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

Stage 1 (Preparatory Phase of the Program) = April 2025.

The participants of this program are expected to prepare and submit "Inception Report" to JICA. Each participant will be requested to deliver one's report at the outset of the course in Japan.

Expected Output	Activities
Inception Report is formulated	Formulation and submission of Inception Report

(2) Stage 2 (Main Phase of the Program) = May 18, 2025, to June 21, 2025

The participants will receive various lectures on different topics of significance of local government and governance. Likewise, they will visit a number of local governments or facilities to experience actual operations of Japan's local units of government.

Expected Output	Subjects/Agendas	Methodology
<p>1. To deepen the awareness and knowledge of participants about the challenges facing local government administration in their own countries and mitigation measures to alleviate these challenges.</p>	<p>Presentation of Inception Report</p>	<p>Presentation/ Discussion</p>
<p>2. To examine and deepen analysis of how to improve the management of local governments in their own countries by touching upon the current state of local administration in Japan and the participating countries.</p>	<p>This program has two parts: one is a list of lectures and another is site visits to either local governments or locations/facilities of interests.</p> <p>Examples of Lectures:</p> <ul style="list-style-type: none"> - Japanese Government and Politics - Local Government System - Relationship between the Central and Local Governments - Local Tax / Public Finance System - Civil Service System - Citizen Participation and Collaboration - Digital Government - Political Administrative Corruption and Prevention - Public Health - Crisis Management - Promotion of Small and Medium Enterprises - Agriculture System - Land Expropriation and Land Readjustment (Designated Administrator System) <p>In addition to a number of lectures, the program provides technical visits to enhance the participants' perspectives on local governance.</p>	<p>Lectures/ Site Visits/ Discussion</p>
<p>3. To write a Final Report on the feasibility of incorporating the local government policy findings obtained in Japan into the local government policy framework in their own countries.</p>	<p>Discussion for issue analysis Presentation of Final Report</p>	<p>Discussion/ Report Writing/ Presentation</p>

<Structure of the program>

1. Preparatory Phase

*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 VI. ANNEX 1.

2. Main Phase

Tentative Schedule (subject to change)

Date	Contents
May 18	Arrival in Japan
19	Briefing / Registration / Program Orientation
20	Opening Ceremony / Orientation at LAC / General Orientation at JICA
21	Presentation of Inception Report
22	Lectures
23	Lectures
24-25	Holiday
26-	Lectures
27-28	Study Tour / Lecture
29	Lectures
30	Study Tour
May/June 31-1	Holiday
June 2-6	Lectures and Site Visits / Orientation on the Study Tour
7-8	Holiday
9	Study Tour
10	Lectures
11	Study Tour / Lecture
12	Lectures
13	Lecture and Recap Discussion
14-15	Holiday
16	Study Tour
17	Preparation of Final Report
18	Presentation of Final Report
19	Presentation of Final Report / Study Tour
20	Evaluation meeting / Closing Ceremony / Farewell Party
21	Departure from Japan

*** Presentation of Inception Report**

At the beginning of the program, 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. When presenting, it is desirable to use PowerPoint slides.

*** Presentation of Final Report**

During the course, Participants will prepare and complete a Final Report for exploring the feasibility of integrating some of the policies you have observed in Japan into the policy framework of your local government and make a presentation after all lectures and technical visits are finished.

A committee of experts will screen your products and select the best one(s). The outputs will be uploaded on the website of the Local Autonomy College. You can find the best papers of the past years on

<https://www.soumu.go.jp/jitidai/english.eropa.training.html>

III. Eligibility and Procedures

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.

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 Preparatory 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 the field of local administration.**
- 3) Educational Background: be a graduate of university.
- 4) Language Proficiency: **have a competent command of spoken and written English** which is equal to TOEFL CBT 250 or above. (This course includes active participation in discussions, final report development, thus requires high competence in English. Please attach an official certificate for English ability such as TOEFL, TOEIC etc, if possible).
- 5) **Those who have participated in the similar program(s) sponsored by JICA or other Japanese organizations are disqualified.**
- 6) Health: must be in good health to participate in the program in Japan. 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.

(2) Recommended Qualifications

- 1) Age: between the ages of twenty-five (25) and forty (40) years in principle
- 2) Gender Equality and Women's Empowerment: JICA seeks more female

applicants due to the past records of fewer applications from women. JICA is committed to promoting gender equality and women's empowerment, and provides equal opportunities for all applicants regardless of their sexual orientation or gender identity.

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 QUESTIONNAIRE ON MEDICAL STATUS (1-(c)) of the application forms. 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 Expire date.

*It is recommended that your passport be valid for more than 6 months after the last day of the program.

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

It will be used for selection of participants. The instructions of the Inception Report are shown in VI. ANNEX 1 "Outline of Inception Report" for the details. You should also submit a presentation material (desirably PowerPoint slides) of the Inception Report for group discussion by the beginning of the course in Japan.

(5) Questionnaire: to be submitted with the application form. Please use the form, VII. ANNEX 2.

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 TOKYO in JAPAN** by **March 25, 2025**).

(2) Selection:

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

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 **April 15, 2025**.

5. Conditions for Attendance:

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

(2) **Program Officer:** Attn: Mr. TAKAHASHI Naofumi, Industrial Development and Public Policy Division, JICA TOKYO (E-mail: tictip@jica.go.jp)

In case of contact through E-mail, please add course number (202411492J001) with your mail subject.

2. Implementing Partner:

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

Contact: jitidai-kenkyu@soumu.go.jp

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

(3) **Remark:**

The Local Autonomy College (LAC) is a division of the Ministry of Internal Affairs and Communications and has played a pivotal role in training local government officials in Japan since its establishment in October 1953. Over the years, LAC has consistently produced a multitude of outstanding professionals who have contributed significantly to the operations of local governments throughout the country. These graduates have demonstrated their expertise by actively serving on the front lines of various government entities at the local level. Additionally, LAC serves as a crucial research center that addresses a wide range of significant local affairs. Its research efforts contribute to the generation of valuable insights and analysis in the field, thereby promoting the development and improvement of local governance practice.

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:

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

JICA TOKYO

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

TEL: 81-3-3485-7051

(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 accommodation(s) for the participants. Please refer to “Facilities & Service Guide” of JICA TOKYO at its URL,

<https://www.jica.go.jp/tokyo/english/office/index.html>

5. Expenses:

The following expenses will be provided by JICA:

- (1) Allowances for meals, living expenses, 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 (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.
- (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 the respective country’s JICA office (or Japanese Embassy), to provide participants with details on travel to Japan, conditions of the workshop, 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
Part II: Introduction of JICA Centers in Japan	
JICA TOKYO	https://www.jica.go.jp/tokyo/english/office/index.html

If the link of these URLs has expired, please access the URL below and search the necessary information from the key word.

<https://www.youtube.com/user/JICAChannel02>

V. Other Information

1. Things to bring:

1) Laptop computer:

Those who have their own laptops are recommended to bring them when coming to Japan. With their own laptops, their participation in this course will be more beneficial and fruitful and it is easier to work on Final Report as well.

2) Small bag for study tour

For the over-night 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 1:

LOCAL GOVERNANCE in Global Perspectives

(JFY 2025)

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.**

When writing the report, your adherence to our format and style requirements is greatly appreciated.

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) What 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 write 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

VII. ANNEX 2:

Questionnaire ***(Purpose of participation)***

*Submit this questionnaire together with the Application Form.

All participants in the program will be required to respond to the following question. The Committee of Experts of this program will select participants based on this questionnaire as well as other application documents.

Q : What interests and motivations are you applying to this program?

* 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 1 page.

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:

JICA Tokyo Center (JICA TOKYO)

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

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