

No.12040/6/2014-TRG(FTC/IR)  
Government of India  
Ministry of Personnel, Personnel Grievances and Pensions  
Department of Personnel and Training  
[Training Division]

Block-4, Old JNU Campus  
New Mehrauli Road, New Delhi-67  
Dated – February 20, 2014

**TRAINING CIRCULAR**

Subject: Group Training Course in 'The Land Readjustment Method for Urban Development' to be held in Japan from May 28 to July 13, 2014 under the Technical Cooperation Programme of the Government of Japan

The undersigned is directed to state that the Japan International Cooperation Agency (JICA) has invited applications for the above mentioned training programme to be held in Japan from May 28 to July 13, 2014 under the Technical Cooperation Programme of the Government of Japan.

2. The programme aims to find out the direction of solutions to problems and issues of LR in respective participating countries. The action plans for establishment, improvement and dissemination of LR will be proposed in the end of the programme so that LR is used as a tool for well planned urban development in the participating countries.
3. The programme is offered those countries' officials who implementing LR projects based on their LR systems, establishing their own LR systems, trying to introduce the concept of LR and who are in charge of LR.
4. The applying organizations are expected to select nominees who are responsible for the formulation of urban development policies or the implementation of urban development programmes/projects, especially the practice and design of LR. The candidates for this course should have more than 5 years of professional experience in urban development and urban planning; be an university graduate; be between 30 and 45 years of age; have a competent command of spoken and written English; be in good health (both physically and mentally); not be a part of military service.
5. In addition to above, the following information in respect of the nominated officers may please be mentioned while furnishing the nomination:-
  - a) Whether attended any foreign training programme in the past? If so, the duration/detail thereof;
  - b) Whether cleared from vigilance angle;
  - c) Age;
  - d) Whether working in North East State/J&K;
  - e) A brief in 50-100 words justifying the nomination.

.....2/-

6. The course covers the cost of a round-trip air ticket between international airport designated by JICA and Japan; travel insurance from the time of arrival in Japan to departure from Japan; allowances for (accommodation, living expenses, outfit and shipping); expenses for JICA study tours and free medical care for participants who may fall ill after reaching Japan (costs relating to pre-existing illness, pregnancy, or dental treatment are not included).

7. It is therefore requested that the nomination of suitable candidates may please be forwarded **(in duplicate)** in JICA's prescribed form (available in **persmin.nic.in→DOPT→Training Wing→Circular→JICA**) to this Department duly authenticated by the HOD of the concerned department in accordance with the eligibility criteria.

8. The applications should reach this Department through the Administrative Ministry/State Government not later than **March 22, 2014**. Nominations received after the prescribed date will not be considered. The details of the programme may be drawn from Ministry of Personnel, Public Grievances and Pensions' website (**persmin.nic.in**).



**(N.K. Wadhwa)**

Under Secretary to the Government of India

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**Copy to:**

- a) The Secretary, Department of Land Resources, Krishi Bhavan, New Delhi- 110001,
- b) The Secretary, Ministry Urban Development, Nirman Bhavan, New Delhi – 110001,
- c) The Director General, Directorate General of Defence Estates, Raksha Sampada Bhavan, Ulaanbaatar Marg, Delhi Cantt-110010
- d) The Chief Secretaries to all the State Governments/Union Territories(with request to circulate the same amongst their related Departments/Organizations),
- e) NIC with request to post the circular along with the JICA's circular on this Department's website.



# GROUP AND REGION-FOCUSED TRAINING

GENERAL INFORMATION ON

THE LAND READJUSTMENT METHOD  
FOR URBAN DEVELOPMENT  
課題別研修「都市開発のための土地区画整理手法」  
*JFY 2014*

NO. J1404295 / ID: 1480325

From April to September, 2014

Course Period in Japan: From May 28 to July 13, 2014

This information pertains to one of the Training and Dialogue Programs of the Japan International Cooperation Agency (JICA), which shall be implemented as part of the Official Development Assistance of the Government of Japan based on bilateral agreement between both Governments.

## ***I. Concept***

### **Background**

Many cities in developing countries are facing concentration of the population into urban areas which causes urban development expansion, where it is a significant challenge to implement well-planned urban development meeting social and economic needs. We believe that Japanese urban planning including urban infrastructure planning and urban development methods would offer many useful lessons to solve this challenge.

Not a few countries regard Land Readjustment (LR) as an effective urban development method and have already introduced the LR system or trying to establish the LR system through some LR pilot projects. However, those countries still have problems and issues to promote their own LR. (Please see Annex 1 for more details about LR.)

This program is designed for those countries and provides Japanese experiences and practices regarding LR as well as opportunities of learning with each other among the participating countries through case comparisons.

### **For what?**

This program aims to find out the direction of solutions to problems and issues of LR in respective participating countries. The action plans for establishment, improvement and dissemination of LR will be proposed in the end of the program so that LR is used as a tool for well-planned urban development in the participating countries.

### **For whom?**

The following countries are invited to this program:

- countries implementing LR projects based on their LR systems,
- countries establishing their own LR systems, and
- countries trying to introduce the concept of LR.

This program is offered to central/local government officials in charge of LR.

## ***II. Description***

**1. Title (J-No.): The Land Readjustment Method for Urban Development (J1404295)**

**2. Period of program**

**Duration of whole program:** April to September 2014

**Preliminary Phase:** April to May 2014

(in participants' home countries)

**Core Phase in Japan:** May 28 to July 13, 2014

### **Third Country Phases in Bangkok, Thailand**

July 14 to July 16, 2014 (to be confirmed)

#### **Finalization Phase:**

July to September 2014

(in participants' home countries)

### **3. Target Countries:**

Indonesia, Thailand, Viet Nam, India, Mongolia, Bhutan, Brazil, Colombia, Costa Rica

### **4. Program Objective**

The objective of this program is to find out the direction of solutions to problems and issues of the implementation of urban development making use of the Land Readjustment method in respective participating countries and to make action plans for establishment, improvement and dissemination of the Land Readjustment system or for implementation of urban development making use of the Land Readjustment project.

### **5. Expected Output**

To achieve the above Program Objective, participants are expected;

- 1) To identify current issues regarding implementation of Land Readjustment projects and establishment of the Land Readjustment system in respective participating countries.
- 2) To understand the outline of Japanese Land Readjustment system and techniques.
- 3) To find out the direction of solution to the above issues on Land Readjustment through comparison of Japanese Land Readjustment and other countries' cases.
- 4) Based on 3), to make action plans for establishment, improvement and dissemination of the Land Readjustment system or for implementation of urban development making use of Land Readjustment projects.

### **6. Eligible / Target Organization**

This program is designed for central/local government officials in charge of LR (establishment of the LR system, implementation of LR projects and introduction of LR among others).

### **7. Total Number of Participants (Upper limit of Participants):15**

### **8. Language to be used in this program: English**

### **9. Contents**

This program consists of the following components. Especially, the participants are

required to formulate reports\* by three different phases.

\*For more details, please see section V.

Details on each component are given below:

| <b>Preliminary Phase in a participant's home country</b>  |  |
|---|--|
| April to May 2014   |  |
| <b>Preparation</b>  |  |
| <i>The participants are required to make preparation for the Program in the respective countries.</i> |  |
| <b>Modules</b>  | <b>Activities</b>  |
| Self-learning   | <ul style="list-style-type: none"> <li>- Study pre-training materials which will be sent in advance</li> <li>- Review ex-participants' output from the same countries including interviewing with them</li> </ul>  |
| Inception Report  | <ul style="list-style-type: none"> <li>- Make an Inception Report (Please see section V Other Information.)</li> </ul>   |
| Data Preparation (Option)   | <ul style="list-style-type: none"> <li>- Your issues on LR will be discussed in workshops in the core phase in Japan. Besides, you are required to make the Interim Report in the end of the core phase in Japan which shows your proposals to solve your issues on LR.</li> <li>- So it is advisable that you prepare data and information that may be necessary and useful for the above workshops and your Interim Report.</li> </ul> |

| <b>Core Phase in Japan</b>                                       |  |
|--|--|
| May 28 to July 13, 2014  |  |
| <i>The participants attend the Program implemented in Japan.</i> |  |
| <b>Modules</b>   | <b>Subjects</b>  |
| Basic Lecture (Japanese system etc.)                             | <ul style="list-style-type: none"> <li>- City Planning System in Japan</li> <li>- Urban Development Methods in Japan</li> <li>- Various types of LR in the world</li> <li>- Land System regarding LR</li> <li>- Urban Renewal Projects</li> <li>- Land Registration, Compensation, Liquidation for LR projects</li> <li>- LR for the reconstruction from the Great East Japan Earthquake</li> <li>- Improvement of Living Environment in Informal Settlements</li> </ul> |
| Case Study (Site Observation)                                    | <ul style="list-style-type: none"> <li>- Formation of Cities by LR from the Second World War up to now in Tokyo and Nagoya</li> </ul>  |

|   |  |
|---|--|
|   | <ul style="list-style-type: none"> <li>- Collaborative Revitalization of City Center by LR</li> <li>- Earthquake Disaster Reconstruction Projects (after the Great Hanshin-Awaji Earthquake)</li> <li>- Various Types of LR Projects such as a New Town Type, an Urban Renewal Type),</li> </ul>   |
| LR Design Workshop                          | <ul style="list-style-type: none"> <li>- Inception Report Presentation (Share and discuss issues on LR in the participants' countries)</li> <li>- Practice of LR Design (Preparation of a LR Implementation Plan)</li> <li>- Practice of LR Replotting Design</li> <li>- Landowners' Participation in LR and Consensus Building</li> <li>- Comparison of LR systems in the participants' countries</li> <li>- LR problem-solving Workshop</li> </ul> |
| Interim Report Preparation and Presentation | <ul style="list-style-type: none"> <li>- Individual Consultation</li> <li>- Interim Report Presentation</li> </ul>   |

|   |   |
|---|---|
| <p><b>Supplementary Training in Thailand (The Third Country Phase)</b> (to be confirmed)<br/> July 13 to 16, 2014<br/> <i>After Core Phase in Japan, the Participants attend the Supplementary Training in Bangkok, Thailand.</i></p> |   |
| <b>Modules</b>  | <b>Subjects</b>   |
| Supplementary Training  | <ul style="list-style-type: none"> <li>- The City Planning and LR System in Thailand</li> <li>- Site Observation of LR Projects</li> <li>- Discussion with the Parties concerned with LR in Thailand</li> </ul> |

|   |  |
|---|--|
| <p><b>Finalization Phase in a participant's home country</b><br/> July to September 2014<br/> <b>Assessment/Review</b><br/> <i>The participants make a presentation of their Interim Report to their organizations.</i><br/> <i>Each participating organization assesses or reviews the proposal made in the Interim Report and considers its viability and feasibility. This phase marks the end of the Program.</i></p> |  |
| <b>Modules</b>  | <b>Activities</b>  |
| Final Report  | Formulation, Submission and Presentation of Final Report |

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

#### **1. Expectations for the Participating Organizations**

- (1) This program is designed primarily for organizations that intend to address specific issues or problems regarding LR identified in their operation. Participating organizations are expected to use this 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 help them solve the urban 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 ensure adequate support for the participants to carry out the activities of the Preliminary Phase described in section II-9.
- (4) Participating organizations are also expected to make the best use of the results achieved by their participants in Japan and Thailand by carrying out the activities of the Finalization Phase described in section II-9.

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

Applying Organizations are expected to adequately select nominees. Nominees must:

- 1) have university degree or equivalent, with more than 5 years of professional experiences in urban development and/or urban planning in principle,
- 2) be between thirty (30) and forty five (45) years of age in principle,
- 3) be responsible for the formulation of urban development policies or the implementation of urban development programs/projects, especially the practice and design of LR
- 4) have a high level of English language ability, (Note: If you provide evidence of language ability as tested by a registered body, your application would be prioritized against others.)
- 5) be both physically and mentally fit for the training, and
- 6) not be serving in the military.

#### **3. Required Documents for Application**

##### **(1) Application Form**

The Application Form is available at the respective countries' JICA offices or the Embassies of Japan.

\*Pregnancy

Pregnant participants are strictly requested to attach the following documents in



order to minimize the risk for their health.

- 1) letter of the participant's consent to bear economic and physical risks
- 2) letter of consent from the participant's supervisor
- 3) doctor's letter with agreement of her training participation.

Please ask National Staff in JICA office for the details.

## **(2) Supplemental Report (Annex 2)**

Each nominee is required to prepare a Supplemental Report on the themes indicated in the Annex 2. The Supplemental Report, which will be used for screening the nominees, should be submitted with the Application Form.

## **(3) Nominee's English Score Sheet**

If nominees have any official documentation of English ability (e.g., TOEFL, TOEIC, IELTS), please attach it (or a copy) to the Application Form.

# **4. Procedure for Application and Selection**

## **(1) Submitting the Application Documents**

Closing date for application to the JICA Tokyo International Center in JAPAN, the organizer of this program: **April 4, 2014.**

Note: Please confirm the closing date set by the respective countries' JICA offices or Embassies of Japan of your countries to meet the final date in Japan.

## **(2) Selection**

After receiving the document(s) through due administrative procedures in the respective governments, the respective countries' JICA offices (or Embassies of Japan) shall conduct screenings, and send the documents to the JICA Tokyo. Selection shall be made by the JICA Tokyo in consultation with the organizations concerned in Japan based on submitted documents according to qualifications.

## **(3) Notice of Acceptance**

Notification of results shall be made by the respective countries' JICA offices (or Embassies of Japan) to the respective Governments by **not later than April 28, 2014.**

# **5. Conditions for Attendance:**

- 1) to strictly adhere to the program schedule,
- 2) not to change the program topics,
- 3) not to extend the period of stay in Japan and Thailand,
- 4) not to be accompanied by family members during the program,
- 5) to return to their home countries at the end of the program in Japan and

- Thailand in accordance with the travel schedule designated by JICA,
- 6) to refrain from engaging in any political activities, or any form of employment for profit or gain,
  - 7) to observe Japanese laws and ordinances. If there is any violation of said laws and ordinances, participants may be required to return part or all of the training expenditure depending on the severity of said violation,
  - 8) to observe the rules and regulations of the accommodation and not to change the accommodation designated by JICA, and
  - 9) to participate in the whole program including a preparatory phase prior to the program in Japan.

## **IV. Administrative Arrangements**

**1. Organizer:** JICA Tokyo International Center (JICA TOKYO)

**2. Implementing Partner:**

City Bureau, Ministry of Land, Infrastructure, Transport and Tourism (MLIT)

**3. Travel to Japan**

**(1) Air Ticket**

The cost of a round-trip ticket between an international airport designated by JICA and Japan will be borne by JICA.

**(2) Travel Insurance**

Coverage is from time of arrival in Japan up to arrival in participants' home countries. In case of a cancellation of third country training program, traveling time outside Japan will not be covered.

**4. Accommodation in Japan**

JICA will arrange the following accommodation for the participants in Japan.

JICA Tokyo International Center (JICA TOKYO)

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

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

(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 for the participants. Please refer to facility guide of TIC at its URL: <http://www.jica.go.jp/english/contact/domestic/pdf/welcome.pdf>

**5. Expenses**

The following expenses will be provided with the participants by JICA.

(1) Allowances for accommodation, living expenses, outfit, and shipping

- (2) Expenses for study tours (basically in the form of train tickets).
- (3) Free medical care for participants who become ill in Japan and Thailand (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 the brochure for participants titled “KENSHU-IN GUIDE BOOK,” which will be given to the selected participants before (or at the time of) the pre-departure orientation.

## **6. Pre-departure Orientation**

A pre-departure orientation will be held at the respective countries’ JICA offices (or Embassies of Japan), to provide participants with details on travel to Japan, conditions of the workshop, and other matters.

# **V. Other Information**

## **1. Formulation of the reports**

Participants are required to formulate specific proposals in order to solve issues and problems regarding LR tackled by participants or their organizations. For that purpose, participants are required to formulate the following reports by three different steps.

### **(1) The first step: Inception Report (Annex 3)**

An Inception Report should state urban development plans, urban development systems and the current issues which participants and their organizations are now facing in their countries.

Participants are required to prepare report document and submit it **by May 21, 2014, before coming to Japan.**

The contents of the Inception Report are provided in the Annex 3 “Inception Report”.

At the beginning of this program, participants are requested to present their Inception Reports within about 25 minutes. So, the participants are requested to prepare the Inception Report itself as well as visual material such as MS Power Point which need to be submit on the first day of the program in Japan.

### **(2) The second step: Interim Report**

An Interim Report should be formulated at the end of the program in Japan and the participants are requested to give presentation on it.

The Interim Report includes specific feasible proposals to solve the issues and

problems of LR.

The Report is prepared through the training programs. Some consultation for drafting the report will be offered by Japanese advisors in the middle of the program in Japan.

### **(3) The third step: Final Report**

After returning to home countries, the participants are expected to share their Interim Reports with colleagues as well as the senior management of the same offices. The participants' organizations are required to review the Interim Reports and examine the possibility of evolution of the proposals. The returned participants are required to report the result of their organizations' assessment on their proposals to JICA Tokyo as the Final Report. **The deadline for submission is September 30, 2014.**

## **2. Distribution of Material for Preliminary Phase**

The material for preliminary study will be sent after the issuance of acceptance notice to those who are selected as participants of the program.

[Material]

- Urban Planning System in Japan 2nd Edition
- Urban Land Use Planning System in Japan 2nd Edition

## **3. Country Data/Information, Map and Personal Computer**

Since the participants will be required to make the Interim Report showing the direction of issues and problems of LR in their countries, it is advisable that the participants prepare data and information that may be necessary and useful for making the Interim Report.

Personal computers are available for the use of participants at JICA Tokyo, but the number is limited. It is also advisable that participants bring their own computers from home countries.

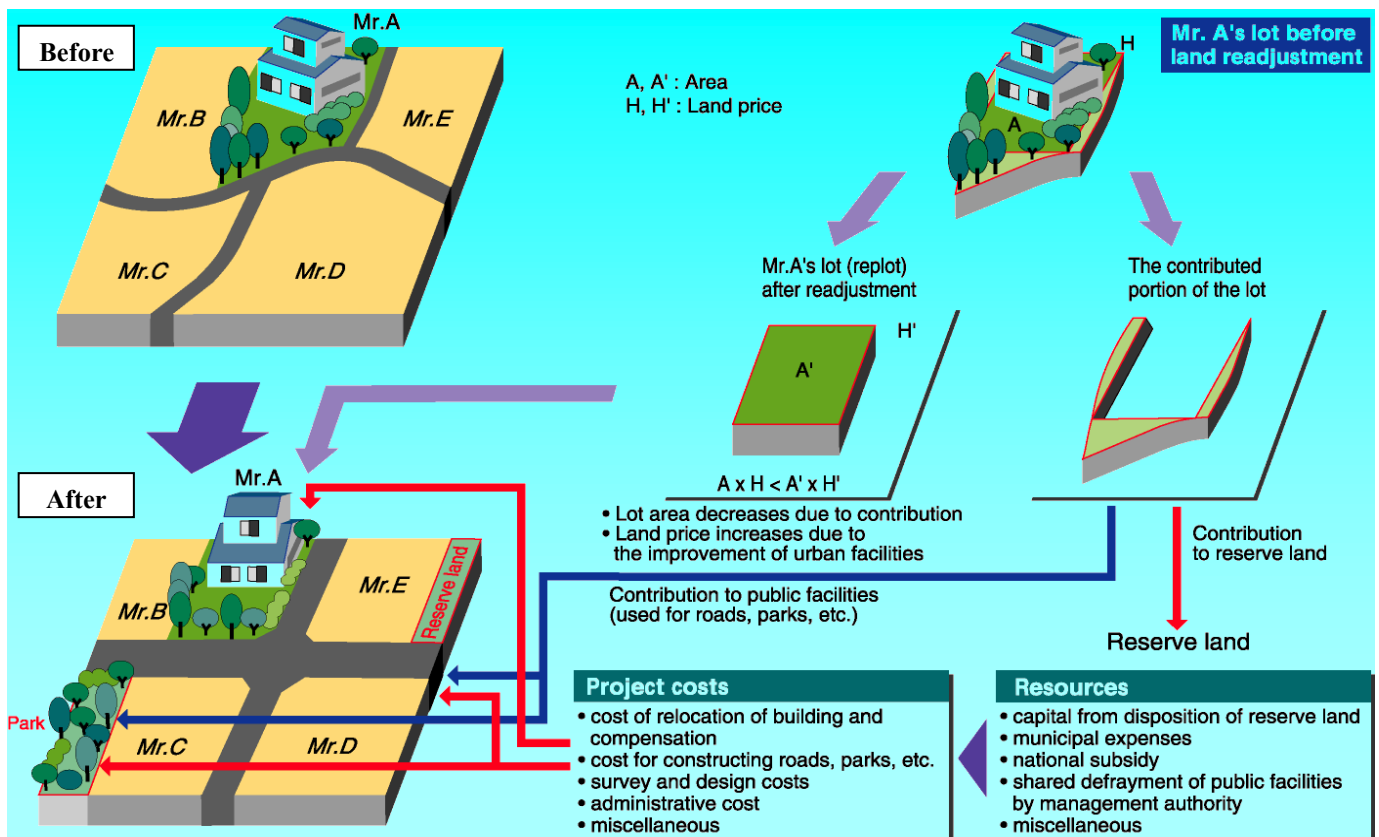
# **VI. ANNEXES:**

1. What is Land Readjustment?
2. Supplemental Report
3. Inception Report

## What is Land Readjustment?

### 1. Overview

Land Readjustment (LR) is one of the measures for urban area development. It is implemented through “replotting”. The conceptual framework of a LR project is shown below, involving a number of unique concepts such as “replotting”, “contribution”, etc. Since landowners and leaseholders equitably contribute a portion of their land in a LR project, a replot (building lot after LR) becomes smaller than the lot before LR. However, urban infrastructure developed under the LR project increases land values with an enhancement of efficient/effective utilization of building lots. This is called an “increase in land use value” between original building lots and replotted lots (replot).



### 2. Characteristics

Characteristics of land readjustment in comparison with the land acquisition method and others are as follows:

#### (1) Comprehensive urban development with extensive use

Land readjustment is an urban development measure that constructs urban facilities such as roads, parks and utilities, and develops building lots in a project area. And land readjustment is also an urban development measure that is flexible in objective, size, area and development grade.

#### (2) Fair distribution of development benefits and cost

Each landowner and leaseholder shoulder fairly land and expenses for development of urban facilities. On the other hand, the benefits accruing from the development are also fairly distributed among them. Land readjustment project is oriented to self-financing.

- (3) Preservation of land titles  
Under land readjustment, land titles before a project are transferred to replots. Therefore, land titles are preserved during a project and a previous regional community remains.
- (4) Participation by landowners and leaseholders  
Landowners and leaseholders can participate in a project. Land readjustment is a democratic measure to reflect their views in the project.
- (5) Impartial procedures  
The procedures for a project are regulated, ensuring transparency. In the case of implementation by local government, an advisory council of representatives of landowners and leaseholders follows the procedures. In the case of implementation by cooperative, general meetings of landholders and leaseholders are organized.

### 3. Types

Land readjustment is a measure applied broadly to urban development. It is basically classified into two types in terms of development objectives—"Building Lot Supply Type" and "Urban Infrastructure Development Type." The former is designed to supply a massive amount of building lots in good planned environments. It is used for new town development and prevention of disorderly sprawl. The latter is intended for development of existing built-up areas with inadequate urban infrastructure and for renewal of urban functions.

- (1) New Town Type  
It is implemented in a suburban area massively and quickly in order to meet the brisk demand for housing site, especially resulting from concentration of population and industry in large cities during the period of rapid economic growth. Farmland and forestry areas are developed into building lots.
- (2) Sprawl Prevention Type  
Comprehensive urban development is carried out in peripheral parts of urbanized areas where spotted developments are emerging and the needs for planned development are urgent, in order to prevent disorderly sprawl and create urbanized areas with good environment in advance.
- (3) Urban Renewal Type  
Urban renewal is carried out in existing built-up areas by development of shopping street, station plazas, etc. with adequate urban infrastructure. As projects are implemented in existing build-up areas, it is necessary to involve complex coordination of land titles featuring a much longer project period and a larger amount of project cost.
- (4) Urban Center Development  
This type is located closely to the urban center. Under this type of development, the vacant area caused by the relocation of railroad yards or large-scale factories due to changes in the socio-economic situation is renewed with adequate development of urban infrastructure for the new land use.
- (5) Urban Reconstruction Type  
This type of land readjustment has been used for reconstruction of damaged urban areas after wars or natural disasters. This type was implemented at a large-scale for the first time in 1923 for reconstruction after the Great Kanto Earthquake, World War II and also the Great Hanshin Earthquake.

*(Source: Japan Land Readjustment Association, "Urban Development Project in Japan", 4<sup>th</sup> edition, 2003)*

**Supplemental Report to be attached to the Application Form**

Purpose of application of the applying organization and expectation on this program of the nominee will be written in “Application Form for the JICA Training and Dialogue Program”.

In addition to this information, each nominee is requested to attach a Supplemental Report on the following themes to the Application Form.

**The report will be used for screening the nominees.**

**The report subjects:**

1. Urban problems to be solved in your country/city.
2. Needs of improvement of adoption of the LR system.
3. Issues and problems of LR that you and your organization are facing.

The report should be typewritten in English on A4 size paper (21 cm by 30 cm). The maximum length is 4 pages (35 lines per page in 12-point font with margins of at least 2.5 cm on all sides).

(Note)

The above subjects need to be discussed beforehand from the viewpoint of nominee’s and applying organization’s responsibilities.

Please be specific as much as possible.

### Inception Report

All the participants are required to prepare the Inception Report providing the information on subjects mentioned below. The objective of this program is to find out the direction of solutions to problems and issues of the implementation of urban development making use of the LR method in respective participating countries. In the beginning of the program in Japan, through the Inception Report of each country, the participants and Japanese advisors share the current situation of LR and issues and problems in the participating countries. The purpose of the Inception Report is as follows:

- 1) To identify the issues and problems of LR that participants are facing in their respective works. This will be participants' objectives for participating in this program and expected to be lead to the Interim Report which proposes the solutions to the issues and problems.
- 2) All the participants can share those issues and backgrounds through the presentation.

All participants are also requested to make a 25-minute presentation with visual material (e.g. MS Power Point) in the beginning of the Program in Japan.

The Inception Report should be sent to JICA Tokyo International Center by **May 21, 2014**, preferably by e-mail to [tictce@jica.go.jp](mailto:tictce@jica.go.jp).

### Contents

#### 1. **Your Name / Organization / Country**

#### 2. **About your organization**

- (1) Roles and responsibilities of the organization
- (2) Organization chart
- (3) Your responsibilities
  - 1) Your post
  - 2) Outline of the job you are in charge of

#### 3. **Current situation of LR**

##### **<Countries that are implementing LR>**

##### 3.1 Achievement of LR

- Objectives and background of LR in your country
- Situation of the LR system (relating laws and regulations, LR technique)
- Organizations in charge of LR
- Mechanism of LR\*
- History of introduction of LR to your country

##### 3.2 Outline of a typical LR project



- 3.3 Issues and problems of LR in your country
- 3.4 Issues and problems that you would like to find out solutions to through this program

\* Please include the land system (ownership and registration) in your country.

**<Countries that are considering the introduction of LR to the countries>**

- 3.1 Achievement of LR
  - Possible/Expected objectives and background of LR in your country
  - Organizations in charge of LR
  - History of introduction of LR to your country
  - Achievements of the study on LR
- 3.2 Issues and problems to introduce LR to your country\*
- 3.3 Issues and problems that you would like to find out solutions to through this program

\* Please include the land system (ownership and registration) in your country.

**Format**

**1. The Report**

The report should be typewritten in English on A4 size paper (21 cm by 30 cm), formatted in digital data, within 15 pages.

**2. MS Power Point presentation**

The presentation should focus on “Section 3. Current situation of LR, especially Issues and Problems”.

(End)

## *For Your Reference*

### **JICA and Capacity Development**

The key concept underpinning JICA operations since its establishment in 1974 has been the conviction that “capacity development” is central to the socioeconomic development of any country, regardless of the specific operational scheme one may be undertaking, i.e. expert assignments, development projects, development study projects, training programs, JOCV programs, etc.

Within this wide range of programs, Training Programs have long occupied an important place in JICA operations. Conducted in Japan, they provide partner countries with opportunities to acquire practical knowledge accumulated in Japanese society. Participants dispatched by partner countries might find useful knowledge and re-create their own knowledge for enhancement of their own capacity or that of the organization and society to which they belong.

About 460 pre-organized programs cover a wide range of professional fields, ranging from education, health, infrastructure, energy, trade and finance, to agriculture, rural development, gender mainstreaming, and environmental protection. A variety of programs are being customized to address the specific needs of different target organizations, such as policy-making organizations, service provision organizations, as well as research and academic institutions. Some programs are organized to target a certain group of countries with similar developmental challenges.

### **Japanese Development Experience**

Japan was the first non-Western country to successfully modernize its society and industrialize its economy. At the core of this process, which started more than 140 years ago, was the “*adopt and adapt*” concept by which a wide range of appropriate skills and knowledge have been imported from developed countries; these skills and knowledge have been adapted and/or improved using local skills, knowledge and initiatives. They finally became internalized in Japanese society to suit its local needs and conditions.

From engineering technology to production management methods, most of the know-how that has enabled Japan to become what it is today has emanated from this “*adoption and adaptation*” process, which, of course, has been accompanied by countless failures and errors behind the success stories. We presume that such experiences, both successful and unsuccessful, will be useful to our partners who are trying to address the challenges currently faced by developing countries.

However, it is rather challenging to share with our partners this whole body of Japan’s developmental experience. This difficulty has to do, in part, with the challenge of explaining a body of “tacit knowledge,” a type of knowledge that cannot fully be expressed in words or numbers. Adding to this difficulty are the social and cultural systems of Japan that vastly differ from those of other Western industrialized countries, and hence still remain unfamiliar to many partner countries. Simply stated, coming to Japan might be one way of overcoming such a cultural gap.

JICA, therefore, would like to invite as many leaders of partner countries as possible to come and visit us, to mingle with the Japanese people, and witness the advantages as well as the disadvantages of Japanese systems, so that integration of their findings might help them reach their developmental objectives.



***CORRESPONDENCE***

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

Tokyo International Center,  
Japan International Cooperation Agency  
(JICA TOKYO)

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