

No.12040/39/2013-FTC (Trg.)  
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 July 12, 2013

**TRAINING CIRCULAR**

**Subject: Group Training Course in 'Comprehensive Urban Transportation Planning and Project' to be held in Japan from October 16 to December 14, 2013.**

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 October 16 to December 14, 2013 under the Technical Cooperation Programme of the Government of Japan.

2. The programme aims to formulate feasible plans to improve the systems/methods of urban transport planning against issues/problems currently tackling in their respective organizations.

3. The program is offered to local government officials in cities with a population of 500,000 or more and central government officials of its countries, who are responsible for the formulation of urban transport policies or the implementation of urban transport programs/projects. The nominees for this course should have university degree or equivalent, with more than three (3) years of professional experiences in urban transport planning and management in principle; be a Central/Local Government Officials in a city with a population of 500,000 or more, responsible for the formulation/implementation of urban transport planning or Urban Transport facilities planning; be the age of 40 years or less; be fluent in spoken and written English; be in good health (both physically and mentally), not be a part of military service.

4. In addition, 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.

5. 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).

6. 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.

...2/-

7. The applications should reach this Department through the Administrative Ministry/State Government not later than **July 31, 2013**. 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](http://persmin.nic.in)).

  
(N.K. Wadhwa)

Under Secretary to the Government of India  
Tele.No.011-26165682

**Copy to:**

- a) The Secretary, M/o Urban Development, Nirman Bhawan, C-Wing, Dr. Maulana Azad Road, New Delhi, 110011,
- b) The Secretary, M/o Road Transport and Highways, Transport Bhawan, Sansad Marg, New Delhi, 110001,
- c) All State Governments/Union Territories(with request to circulate the same amongst their related Departments/Organizations),
- d) NIC with request to post the circular along with the JICA's circular on this Department's website.



# TRAINING AND DIALOGUE PROGRAMS

## GENERAL INFORMATION ON

### Comprehensive Urban Transportation Planning and Project 総合都市交通計画・プロジェクト *JFY 2013*

<Type: Solution Creation / 類型 : 課題解決促進型>

NO. J1300626 / ID. 1380782

From September 2013 to March 2014

Core Phases in Japan: From October 16 to December 14, 2013

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**

Urbanization in Japan, as represented by the increase in the urban population and the expansion of urban areas, made rapid development starting in the 1950s along with economic growth and changes in industrial structures. Progression of earnings of people enabled ownership of new automobiles, and growth in automobile usages far exceeding the building pace of roads caused adverse effects on roads in cities including increases in traffic jams, air pollution and traffic accidents.

Such urbanization accompanying external diseconomy is seen in many countries. However, the speed of urbanization in Japan is much faster than Europe and the United States, and in countries where urbanization is currently in progress, much faster and furious increase in urban population and growth in automobile usages are noted.

As stated above, the history of building transportation infrastructure which was introduced to deal with rapid urbanization that Japan experienced includes hints and examples of succeeding and failure cases which are useful for resolving urban transportation issues in many countries in which economy is at present in growth process.

## **For what?**

This program aims to formulate feasible plans to improve the systems/methods of urban transport planning against issues/problems currently tackling in their respective organizations.

## **For whom?**

This program is offered to **local government officials in cities with a population of 500,000 or more and central government officials of its countries**, who responsible for the formulation of urban transport policies or the implementation of urban transport programs/projects.

## **How?**

This program “Comprehensive Urban Transportation Planning and Project” addresses institutional capacity strengthening for participating governments to develop the appropriate methods and systems of urban transportation through three phases; 1) preliminary phase in home country, 2) core phase in Japan and 3) finalization phase in home country. All activities are expected to take place in close consultation and discussions between the participants and their governments.

Especially in the core phase, this program will provide an overview of urban transport policies and practices, urban transport planning and projects in Japan. Besides, the participants have opportunities to do exercise of traffic assignment, as well as to discuss and make their respective proposals through exchanges of views and experiences with Japanese experts. The program combines thematic lectures, site visits, practice and discussions with report writing.

## **II. Description**

**1. Title (J-No.): Comprehensive Urban Transportation Planning and Project (J1300626)**

**2. Period of program**

<b>Duration of whole program:</b>	September 2013 to March 2014
<b>Preliminary Phase:</b> (in a participant's home country)	September 2013 to October 2013
<b>Core Phase in Japan:</b>	October 16 to December 14, 2013
<b>Finalization Phase:</b> (in a participant's home country)	December 2013 to March 2014

**3. Target Countries:**

Indonesia, Philippines, Mongolia, Nepal, Sri Lanka, Brazil, Jordan, Turkey, Egypt, Kenya, Tanzania, Mozambique, Cambodia, Pakistan, Ethiopia, India, Myanmar, Iran, Angola, Zambia, Peru

**4. Eligible / Target Organization:**

This program designed for local government officials in cities with a population of 500,000 or more and central government officials of its countries, who responsible for the formulation of urban transport policies or the implementation of urban transport programs/projects.

**5. Total Number of Participants:**

20

**6. Language to be used in this program:**

English

**7. Overall Goal**

Based on the improvement plan of participating organization, project/operation is implemented in pilot area.

**8. Program Objective:**

A feasible improvement plans are formulated against issues/problems regarding systems/methods of urban transport planning currently tackling in their respective organizations.

## 9. Expected Output:

To achieve the above Program Objective, expected outputs are as follows:

### Preliminary Phase

- 1) To clarify urban transport issues/problems currently tackling in respective organizations, preliminarily,

### Core Phase in Japan

- 2) To be able to explain the outline of urban transport planning and its system, and role of related organizations in Japan,
- 3) To be able to forecast/analyze basic traffic demand by using JICA STRADA (Traffic Demand Forecasting/Analysis Program),
- 4) To identify main issues regarding urban transport planning under the current regulations/systems, and make proposals of improved urban transport approaches/methods in their respective organizations,

### Finalization Phase

- 5) To examine and review the proposals in their respective organizations and discuss towards the realization and implementation.

## 10. Contents

This program consists of the following components. Especially, selected participants are required to formulate individual reports\* in 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>	
September 2013 to October 2013	
<i>Selected participants make required preparation for the Program in the respective countries.</i>	
<b>Modules</b>	<b>Activities</b>
Self-learning	Study pre-training materials which will be sent in advance
Inception Report	Formulation of Inception Report

<b>Core Phase in Japan</b>	
October 16 to December 14, 2013	
<i>Participants dispatched by the organizations attend the Program implemented in Japan</i>	
<b>Modules</b>	<b>Subject</b>
(1) Inception Report Presentation	- Share and discuss urban transport issues
(2) Overview of city planning system	- City planning law and land use planning - Outline of urban development - Environment - Urban renewal/renaissance

	<ul style="list-style-type: none"> <li>- Present situation and issues of road traffic</li> </ul>
(3) Introduction of urban transport planning in Japan	<ul style="list-style-type: none"> <li>- Development of cities and transportation in Japan</li> <li>- Administrative/financial systems in Japan</li> <li>- Concept of urban transport planning</li> <li>- Overview of survey and analysis of urban transport planning</li> </ul>
(4) Conception of urban transport planning	<ul style="list-style-type: none"> <li>- Comprehensive urban transport planning in large cities</li> <li>- Developments of traffic demand management (TDM) measures</li> <li>- Urban monorail, new transit system, LRT (Light Rail Transit)</li> <li>- Urban expressway planning</li> <li>- Mobility management</li> <li>- Examples of project finance</li> </ul>
(5) Exercise of JICA System for Traffic Demand Analysis (JICA STRADA)	<ul style="list-style-type: none"> <li>- Model building and OD table processing</li> <li>- Network distribution</li> <li>- Future road network planning</li> <li>- Presentation of analysis result</li> </ul>
(6) Case Study (Site Observation)	<ul style="list-style-type: none"> <li>- Comprehension of urban transport planning and their characteristics in several cities</li> <li>- Study tour discussion</li> </ul>
(7) ODA/ Finance	<ul style="list-style-type: none"> <li>- Japanese ODA (Official Development Assistance)</li> <li>- Project Finance</li> </ul>
(8) Interim Report Preparation and Presentation	<ul style="list-style-type: none"> <li>- Propose an Improvement Plan of urban transport by respective participants</li> <li>- Share and discuss urban transport issues</li> </ul>

NOTE: The above contents are subject to minor changes, if necessary

### **Finalization Phase in a participant's home country**

December 2013 to March 2014

*Participants make a presentation of their Interim Reports to their organizations.*

*Each participating organization assesses or reviews the proposal made in the Interim Report and considers its viability.*

*This phase marks the end of the Program.*

<b>Modules</b>	<b>Activities</b>
Final Report	Formulation and submission 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 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 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 ensure enough time for the participants to carry out the activities of the Preliminary Phase described in section II-10.
- (4) Participating organizations are also expected to make the best use of the results achieved by their participants in Japan by carrying out the activities of the Finalization Phase described in section II-10.

## 2. Nominee Qualifications

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

- (1) have university degree or equivalent, with more than three **(3) years of professional experiences** in urban transport planning and management in principle,
- (2) be **central/local government officials in a city with a population of 500,000 or more**, responsible for the formulation/implementation of urban transport planning or urban transport facilities planning,
- (3) be in principle **forty (40) years of age** or under,
- (4) have a high level of English language ability in speaking and writing,  
(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 Staffs in JICA office for the details.

**(2) Questionnaire (Annex 1)**

Each nominee is required to prepare a Questionnaire in accordance with the format indicated in the Annex 1. The Questionnaire, 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: **August 16, 2013.**

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 International Center. Selection shall be made by the JICA Tokyo International Center in consultation with the organizations concerned in Japan based on submitted documents according to qualifications. The organization with intention to utilize the opportunity of this program will be highly valued in the selection.

**(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 September 13, 2013.**

**5. Conditions for Attendance:**

- (1) to observe the schedule of the program,
- (2) not to change the program subjects or extend the period of stay in Japan,
- (3) not to bring any members of their family,
- (4) to return to their home countries at the end of the program in Japan according to the travel schedule designated by JICA,
- (5) to refrain from engaging in political activities, or any form of employment for profit or gain,
- (6) 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,
- (7) to observe the rules and regulations of their place of accommodation and not to change the accommodation designated by JICA, and
  - (8) to participate 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:** Term of Insurance: From arrival to departure in Japan.

\*the traveling time outside Japan shall not be covered.

### **4. Accommodation in Japan**

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

JICA Tokyo International Center (JICA TOKYO) Address: 2-49-5 Nishihara, Shibuya-ku, Tokyo 151-0066, Japan TEL: +81-3-3485-7051 FAX: +81-3-3485-7904 (where “81” is the country code for Japan, and “3” is the local area code)
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If there is no vacancy at JICA TOKYO, JICA will arrange alternative accommodations for the participants. Please refer to facility guide of TIC at its URL:

<http://www.jica.go.jp/english/contact/domestic/pdf/welcome.pdf>

### **5. Expenses**

The following expenses will be provided for 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 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 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/problems regarding urban transport planning tackled by participants or their organizations. For that purpose, participants are required to formulate reports by three different steps.

### (1) The first step: Inception Report (Annex 2)

Inception Reports should state overview of urban transportation and the current issues/problems which participants and their organizations are now facing in their countries.

Selected participants are required to prepare Inception Report (detailed information is provided in the Annex 2 "Inception Report"). The Inception Report should be sent to JICA Tokyo by **October 11, 2013, preferably by e-mail to [ticttee@jica.go.jp](mailto:ticttee@jica.go.jp)**.

Contents of Inception Report are as follows:

- a. About your organization, responsibilities
- b. Overview of urban transportation and its system/method including statistical data of urban area and existing transport (master) plan maps/drawings
- c. Problem/Issues to be addressed

At the beginning of this program in Japan, participants should present their Inception Reports within about 20 minutes. Participants are requested to prepare visual material such as MS Power Point for the presentation and bring it to Japan.

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

Interim Report should be formulated at the end of Core Phase in Japan and participants should give presentation within about 20 minutes as they presented Inception Report. Interim Report includes specific and feasible proposals to solve the urban transport planning issues/problems.

The Report is prepared through the training programs and reflects the knowledge and experiences obtained in the core phase in Japan. Several kinds of specific topic/theme

are given and each participant selects the one topic/theme. Presentations are made on individual basis. Some consultation for drafting the report will be offered by Japanese advisors in Japan. Details are given to you in Japan.

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

After returning to home countries, participants are requested to present their proposals shown in the Interim Reports to your colleagues as well as the senior management officers, and to the relevant organizations and to get their assessment/review of the proposals.

The Final Report is made by adding the supplemental information on viability of proposal, reflecting the result of this assessment/review by the organization, into the original proposal mentioned in the Interim Report.

The supplemental information is as follows:

- a. The result of assessment/review of participant's proposal by his/her organization
  - The way of participant's presentation (to whom, how and when)
  - Persons who assess or review the proposal
  - Opinions/comments
- b. The next step to realize the proposal in line with the organization's opinions

The participants' organizations are requested to submit the Final Report by the end of February 2013.

## **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]

- Technical Cooperation Contents for Urban Transportation Programs

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

Since the participants will be required to make individual reports and presentations during the program in Tokyo, it is requested that participants bring the following items from home countries.

- Statistical data concerned
- Existing urban transport (master) plan, with "City Planning Map", "City Map" and/or photos, if any

Please note that personal computers are available for the use of participants at JICA Tokyo, but the number is limited. It is advised that participants bring own computers from home countries.

## ***VI. Annexes***

1. Questionnaire
2. Inception Report

## Questionnaire

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 completed questionnaire as a preparatory report on the following information to the Application Form.

**The completed Questionnaire will be used for screening the nominees.**

(Note)

- ✓ The answer 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).

## Contents

### **1. Current situation**

- (1) What are the urban transport issues/problems in your country?
- (2) What are the improvement needs of the current system/method regarding urban transportation?
- (3) How are you and your organization addressing the issues mentioned above?

(Note)

- ✓ The answer of section 1 “Current situation” needs to be discussed from the viewpoint of nominee’s and applying organization’s responsibilities. Please be specific as much as possible.

### **2. Professional Carrier**

How long have you engaged in the work of following fields?

Field	Years
A. City planning	(            )
B. Transport planning	(            )
C. Transport services	
a. Road	(            )
b. Railway	(            )
c. Bus	(            )
d. Traffic control	(            )
D. Urban transport Infrastructure	
a. Project implementation	(            )
b. Operation, management or maintenance	(            )

### 3. Computer Experience

(1) What kind of computer system have you used?

Operation System (OS)	Years
Windows	( )
Unix	( )
Linux	( )
Macintosh	( )
Others ( ) *Please specify name	( )

(2) What kind of software have you used?

Software	Years
Word	( )
Excel	( )
Power Point	( )
Others ( ) *Please specify name	( )

## **Inception Report**

This program has three phases; 1) preliminary phase in home country, 2) core phase in Japan and 3) finalization phase in home country. Through these three phases, the participants make their respective proposals on the application of Japanese systems/methods to their countries' urban transport planning and implementation.

All participants are required to prepare the Inception Report providing the information on subjects mentioned below. The purpose of the Inception Report is as follows:

- 1) To define the issues of urban transportation that participants are facing in their respective works in charge of. This will be participants' objectives for participating in this program and should be lead to the Interim Report which proposes the solution of the issues.
- 2) All participants can share those issues and backgrounds through the presentation.

All participants are also requested to make a **20-minute presentation** with visual material (e.g. MS Power Point) in the beginning of the Program.

The Inception Report should be sent to JICA Tokyo International Center by **October 11, 2013**, preferably by e-mail to [ticttee@jica.go.jp](mailto:ticttee@jica.go.jp).

## **Contents**

### **1. Country, Name, Roles and Responsibilities of Organization**

### **2. Organizational Chart**

Note: please attach a chart of your organization, and circle the division to which you belong to.

### **3. Overview of Country and Urban Transportation**

- (1) Population of the country
- (2) Population of the biggest urban region and city of the country
- (3) Number of privately owned automobiles
- (4) Estimated number of the daily passengers in a city by Bus, Taxi, Railway, Subway and Tram (streetcar)
- (5) Basic Fares (Minimum Fares) of Each Public Transportation Mode in U.S. Dollars  
- Bus, Taxi, Railway, Subway and Tram (Streetcar)
- (6) Tax rate per one (1) liter of gasoline in U.S. Dollars, in case the tax is imposed in your



country

- (7) Existing urban transportation plan/master plan with “City Planning Map”, “City Map” of the major city in your country or the city you are working  
- e.g. forecast of future traffic volume, road networks, public transportation plans, terminals, and so

#### **4. Problems/Issues (to be addressed)**

- (1) Urban transportation issues/problems in major cities (general aspect)
- (2) Problems/issues with regard to:
  - 1) Urban transportation policies for sustainable urban development
  - 2) Urban transportation measures to ensure smooth transportation
  - 3) Urban traffic survey and demand forecasting practiced in the cities
  - 4) Development of public transportation system and increasing use of public transportation in the cities
- (3) Implemented interventions/project against respective issues/problems mentioned above 4-(2), internally/internationally

#### **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 4. Problem/Issues to be addressed”.  
Participants need to avoid the presentation on just the mere introduction of their home countries.

## *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)

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

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