

No.12040/18/2012-FTC (Trg.)
Department of Personnel and Training
Training Division

Block 4, Old JNU Campus
New Mehrauli Road, New Delhi-67
Dated 9th March, 2012

Subject: Training Course in Participatory Irrigation Management System for Paddies in Asian Countries (A) and to be held in Japan from 22nd May, 2012 to 12th July, 2012.

The undersigned is directed to state that the Japan International Cooperation Agency (JICA) under the Technical Cooperation of the Government of Japan has invited applications for the above programme to be held from April 2012 to October 2012 out of which the core phase would be held in Japan from 22nd May to 12th July, 2012.

2. The programme aims to improve/strengthen irrigation management in participant's respective countries and is offered to officers in charge of irrigation management in the Central/State Governments.

3. The candidate should be presently be officers in charge of irrigation management in Central/State Government; having more than 3(three) years experience in the relevant field; not be serving in the military; be under the age of 45 years at the beginning of training course; be proficient in written and spoken English; be in good health to undergo the above training.

4. In addition to the above, the following information in respect of the nominated officer may please be furnished while furnishing the nomination:


- a) whether attended any foreign training programme in the past? If so, the duration/detail thereof;
- b) whether clear 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 an international airport designated by JICA; 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 is not included).

.....2/-

6. It is requested that the nomination of the suitable candidate may please be forwarded in the prescribed form to this Department in accordance with the eligibility criteria.

7. The applications should reach this Department through the Administrative Ministry/State Government not later than **20th March, 2012**. Nominations received after the prescribed date will not be considered. The details of the programme and the application form 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

Copy to:

1. The Secretary, Ministry of Water Resources, Shram Shakti Bhavan, New Delhi.
2. The Secretary, Ministry of Agriculture, Krishi Bhawan, New Delhi.
3. All State Governments/Union Territories.
(with the request to circulate it amongst the related organizations)
4. NIC with the request to post the circular along with the JICA's circular and the enclosed application Proforma on the Department's website.



TRAINING AND DIALOGUE PROGRAMS

GENERAL INFORMATION ON
PARTICIPATORY IRRIGATION
MANAGEMENT SYSTEM
FOR PADDIES FOR ASIAN COUNTRIES (A)
地域別研修「アジア地域 農民参加型用水管理システム (A)」
JFY 2012
<Type: Solution Creation / 類型: 課題解決促進型>
NO. J12-04108 / ID.1284116
Phases in Japan: From May 22, 2012 to July 12, 2012

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.

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I. Concept

Background

"Farmers participation" for irrigation management is considered essential not only for efficient management and maintenance of irrigation facilities, but also for an effective use of water resources, increase in agricultural productivity as well as farmer's income generation, and even contributing to community development as a result.

In many developing countries, however, irrigation management is still fragile, mainly due to the lack of appropriate system, financial sources and necessary skills and knowledge for promoting farmers participation. In addition, irrigation rights are not conferred among farmers equally, thus causing socio-economic disparities within the communities.

In Japan, since Land Improvement Act was enacted in 1949, Land Improvement Districts (LIDs) have functioned as an irrigation management association. LIDs are associations which are composed of farmers and managed by the farmers themselves. They are expected to contribute to the sustainable irrigation management, encourage farmers' participation and ownership, and further promote community development.

This Training and Dialogue Program on "Participatory Irrigation Management System for Paddies for Asian Countries" will be mainly conducted by the successful LIDs in Hokkaido, in order to transfer their experiences of irrigation management to the Asian countries. Thus, it aims to contribute to improve/strengthen irrigation management systems in respective countries.

For what?

This Program aims to improve/strengthen irrigation management systems in participant's respective countries.

For whom?

This Program is offered to officers in charge of irrigation management in the central/local governments.

How?

Participants shall have opportunities to learn participatory irrigation management system in Japan. The participants are also expected to propose an "Action Plan" describing what he or she will do after their going back to home country with making the best use of the knowledge and ideas acquired and discussed in the Program.

II. Description

1. **Title (J-No.): Participatory Irrigation Management System for Paddies for Asian Countries(A) (J12-04108)**
2. **Period of the Program**
Duration of whole program: April to October 2012
Preliminary Phase: April to May 2012
(in a participant's home country)
Core Phase in Japan: May 22, 2012 to July 12, 2012
Finalization Phase: July to October 2012
3. **Target Countries**
Bangladesh, India, Laos, Nepal, Pakistan, Myanmar and Timor-Leste
4. **Eligible / Target Organization**
This Program is designed for the central or local governments in charge of irrigation management.
5. **Total Number of Participants:**
8 participants
6. **Language to be used in this Program:** English
7. **Program Objective:**
Target organizations will officially discuss and formulate a plan to improve/strengthen irrigation management system in respective countries, based on the "Action Plan" proposed by the participants of the Program.
8. **Overall Goal:**
Target organizations will officially implement the formulated plan to improve/strengthen irrigation management system in respective countries.

9. Expected Module Output and Contents:

The Program consists of the following components.
Details on each component are given below:

(1) Preliminary Phase in a participant's home country (April to May 2012) <i>Required preparation for the Program is to be made in respective countries.</i>	
Expected Module Output	Activities
Preparation of the "Inception Report"	- Sorting out of issues and problems to be considered - Preparation and submission of "Inception Report" - Consultation with ex-participants

NOTE:

- (1) All the selected participants will be required to submit "Inception Report" before leaving for Japan.
(2) Consultation with ex-participants is strongly recommended in order to understand the contents to be covered in the Program.

(2) Core Phase in Japan (May 22, 2012 to July 12, 2012) <i>Participants dispatched by the organizations attend the Program implemented in Japan.</i>		
Expected Module Output	Subjects/Agendas	Methodology
1) Analyze current issues/challenges regarding irrigation management systems in the participant's respective county	(1) Problem analysis workshop	
	(2) Presentation of the "Inception Report"	
2) Understand the systems of "Participatory Irrigation Management (PIM)" in Japan	(1) Irrigation systems in Japan	-Lectures -Site visit -Discussion -Presentation
	(2) Background of Japanese irrigation system	
	(3) Irrigation policies and administrative structure in Japan	
	(4) Organization and management of LIDs	
	(5) Irrigation techniques of LIDs	
3) Understand various factors and relevant activities surrounding LIDs	(1) Irrigated agriculture in Japan	
	(2) Agricultural cooperatives (JA) supporting farm management in Japan	
	(3) Variety of LIDs (LIDs based on local characteristics)	

	(4) Coordination of agricultural water use/rights between areas
	(5) National federation of LIDs
4) Consider suitable systems of participatory irrigation management for the respective country (area) and propose a feasible plan to improve/strengthen the irrigation management system as an "Action Plan"	(1) Weekly discussion
	(2) Mid-term discussion
	(3) Consultation and preparation for Action Plan
	(4) Presentation of Action Plan

NOTE:

(3) For making an Action Plan which will be prepared by the participants in the end of this Program more FEASIBLE, it is recommended that participants bring relevant data, map, pictures, laws and regulations of your country and/or area.

(3) Finalization Phase in a participant's home country (July to October 2012) <i>Target organizations are expected to produce final outputs by making use of results brought back by the participants.</i>	
Expected Module Output	Activities
Implementation of the Action Plan	(1) Discussion and finalization of "Action Plan" in the participant's organization within one (1) month (by the end of August) (2) Reporting the progress of implementing "Action plan" as "Progress Report" to the respective country's JICA office and JICA Sapporo within three (3) months (by the end of October)

NOTE:

(4) JICA Sapporo might suspend the acceptance of candidates for the coming years from those organizations which do not seriously share participant's Action Plan, nor without reporting to JICA within the mentioned period.

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<Schedule for the Training Course>

*The training curriculum/schedule in FY 2011 is given below. However, it may be subject to minor changes in FY 2012.

Abbr. = L: Lecture, O: Observation, D: Discussion, P: Presentation, CC : Courtesy Call, LID: Land Improvement District, MAFF: Ministry of Agriculture, Forestry and Fisheries of Japan, HRDB: Hokkaido Regional Development Bureau, MLIT: Ministry of Land, Infrastructure and Transport

"Participatory Irrigation Management System for Paddies for Asian Countries" in FY 2011

	Date	Program	Training Contents/Subject	Location
1	31-May	Tue	Arrive in Japan	
2	1-Jun	Wed	Briefing Session	
3	2-Jun	Thu	L General Orientation	JICA Sapporo
4	3-Jun	Fri	L General Orientation	
			L Course Guidance	
5	4-Jun	Sat	Holiday	
6	5-Jun	Sun	O Moving to Asahikawa	
			O Observation of Taisetsu Dam and Visit to Farmers	Asahikawa City
7	6-Jun	Mon	CC Courtesy call to Asahikawa City and Asahikawa Development & Construction Division, HRDB, MLIT	
			P Presentation of Job Report	
8	7-Jun	Tue	L Land Improvement district and its system	
			L Outline of Taisetsu Land Improvement District	
9	8-Jun	Wed	D Situation Analysis of Irrigation Management System in Participant's Countries	Taisetsu LID
10	9-Jun	Thu	D Problem Analysis of Irrigation Management System in Participant's Countries	
			L Land improvement operated by the central government	
			L Land improvement in Hokkaido prefecture	
11	10-Jun	Fri	L Land improvement in Hokkaido prefecture	
12	11-Jun	Sat	Holiday	
13	12-Jun	Sun	Holiday	
14	13-Jun	Mon	L Irrigation Investment in Hokkaido, New Role of Irrigation District in Rural Development	Hokkaido University
			L Agriculture and Land Improvement in Asahikawa City	Taisetsu LID
15	14-Jul	Tue	O Land Improvement in Taisetsu LID	
			CC Courtesy call to Shibetsu City	
16	15-Jul	Wed	L Outline of Teshiogawa Land Improvement District	
			O Observation of the facilities of Agricultural Cooperative (JA)	Teshiogawa LID
			O Observation of concrete mill, etc.	
17	16-Jul	Thu	O/D Observation of Discussion with farmers	
			L Facility management (e.g. Dam)	
			O Observation of large facilities (e.g. Dam)	
18	17-Jul	Fri	L Facility management (e.g. Dam)	
			O Observation of large facilities (e.g. Dam)	
19	18-Jun	Sat	Holiday	
20	19-Jun	Sun	Holiday	
			C Courtesy call to Naka-Furano Town	
21	20-Jun	Mon	L Outline of Naka-Furano Land Improvement District	
			L Irrigation in dry field and water management	
22	21-Jun	Tue	L Management of Land Improvement District	
23	22-Jun	Wed	L Budget and accounting of Land Improvement District	Furano LID
			L Management and Budget Accounting of Subordinate Organizations	
24	23-Jun	Thu	L Agricultural cooperative system in Japan	
25	24-Jun	Fri	D Role and management of LID	
26	25-Jun	* Sat	Holiday	
27	26-Jun	Sun	Holiday	

	Date		Program	Training Contents/Subject	Location
28	27-Jun	Mon	L	Water and Facility Management in Taisetsu LID	Taisetsu LID
			O	Observation of Intake Facility and Main Canals	
29	28-Jun	Tue	L	Water Management by Farmers	
			L	Observation of Delivery Canals in Taisetsu LID	
30	29-Jun	Wed	L	Water Management by Farmers	
31	30-Jun	Thu	O	Observation of Agricultural Experiment Station	
			O	Observation of Water Gate Manufacturing Plant	
32	1-Jul	Fri	D	Summary and Mid-term Discussion	
33	2-Jul	Sat		Holiday	
34	3-Jul	Sun		Moving to Nagoya	
35	4-Jul	Mon	O		
36	5-Jul	Tue	O		
37	6-Jul	Wed	L	Roles of National Federation of Land Improvement Associations	National Federation of Land Improvement Associations
			L	Rehabilitation and Maintenance	
38	7-Jul	Thu	L	Outline of Federation of LID Association	Hokkaido Federation of LID Association
			L	Outline of land allocation	
39	8-Jul	Fri	L	Land Improvement Law	Hokkaido University
40	9-Jul	Sat		Holiday	
41	10-Jul	Sun		Holiday	
42	11-Jul	Mon	L	Courtesy call to Asahikawa City and Asahikawa Development & Construction Division	Hokkaido University
43	12-Jul	Tue	L	Roles and classification of farmers participatory organizations	JICA Sapporo
44	13-Jul	Wed	D	Discussions on Making Action Plan	Taisetsu LID
45	14-Jul	Thu	D	Discussions on Making Action Plan	
46	15-Jul	Fri	D	Discussions on Making Action Plan	
47	16-Jul	Sat		Holiday	
48	17-Jul	Sun		Holiday	
49	18-Jul	Mon		Holiday	
50	19-Jul	Tue	L	Design and Cost Estimate of Irrigation Organization	Taisetsu LID
51	20-Jul	Wed		Evaluation Meeting	
			P	Presentation of Action Plan and Closing Ceremony	
52	21-Jul	Thu	CC	Courtesy call to Asahikawa City and Asahikawa Development & Construction Division	Asahikawa City
				Moving to Sapporo	
53	22-Jul	Fri		Leaving for home countries	

III. Conditions and Procedures for Application

1. Expectations for the Participating Organizations:

- (1) This Program is designed primarily for the target organizations that intend to address specific issues or problems in their operation. The target organizations are expected to utilize the skills and knowledge obtained by the participants for tackling those specific challenges.
- (2) This Program provides rich training contents and facilitates active discussions in collaboration with relevant prominent organizations in Japan. These special features enable the target organizations to meet their specific requirements and find hint of a solution for the issues and problems facing.
- (3) As this Program is designed to facilitate the target organizations to come up with concrete solutions for their issues, they are expected to make due preparation before dispatching their participants to Japan by carrying out the expected activities in the Preliminary Phase (described in section II -9).
- (4) Target organizations are also expected to make the best use of the outputs achieved by their participants in Japan by carrying out the expected activities of the Finalization 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 officers in charge of irrigation management in central/local governments.
- 2) Experience in the relevant field: have more than 3 years' experience in this field.
- 3) Language: have a competent command of spoken and written English and which is equivalent to TOEFL CBT 200 or more. (This Program promotes active discussion in English. Thus, it requires good competence of English ability. Please attach an official certificate for English ability such as TOEFL, TOEIC etc., if possible.)
- 4) Be able to communicate with others proactively.
- 5) Health: must be in good health, both physically and mentally, to participate in the Program in Japan.

Note: i) Applicants are requested to submit the Medical History Questionnaire included in the Application Form mentioned in 4-(1) below.

- ii) Pregnancy: Pregnant participants are strictly requested to complete the required procedures before departure in order to minimize the risk for their health. The procedures include ① letter of the participant's consent to bear economic and physical risks ② letter of consent from the participant's supervisor ③ letter of consent from your Embassy in

Japan, ④medical certificate. Please ask National Staffs in JICA office for the details.

6) Must not be serving any form of military service.

(2) **Recommendable Qualifications**

- 1) Age: be between the ages of twenty-five (25) and forty-five (45) years
- 2) Contact to Ex-Participants is highly recommendable in order to reduce mismatches between applicant's needs and training course.

3. **Required Documents for Application**

- (1) **Application Form:** The Application Form is available at the respective country's JICA office or the Embassy of Japan
- (2) **Nominee's English Score Sheet:** to be submitted with the application form. If you have any official documentation of English ability (e.g., TOEFL, TOEIC, IELTS), please attach it (or a copy) to the application form.

After being selected, the participants are also required to submit "Inception Report" (described in ANNEX) by 10 May 2012.

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

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

Closing date for application to JICA Sapporo: April 5, 2012.

Note: Please confirm the closing date set by the respective country's JICA office or Embassy of Japan of your country to meet the final deadline in Japan.

(2) **Selection:**

After receiving the document(s) through due administrative procedures in the respective governments, JICA office in the respective countries shall conduct screenings, and send the documents to JICA Sapporo which organizes this Program in Japan. Selection shall be made by JICA Sapporo in consultation with the personnel and organizations concerned in Japan according to the qualification of the candidates described in the submitted documents.

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 JICA office in respective countries to the respective Governments by not later than April 16, 2012.

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. Applying organizations, after receiving notice of acceptance for their nominees, are expected to carry out the actions described in section II -9.

IV. Administrative Arrangements

1. **Organizer:**

- (1) **Name:** JICA Sapporo
- (2) **Contact:** jicasic@jica.go.jp, sictp1-as@jica.go.jp

2. **Implementing Partner:**

- (1) **Name:** Taisetsu Land Improvement District
- (2) **Remark:** Since Land Improvement Act was enacted in 1949, Land Improvement Districts(LIDs), it was established by farmers themselves, in Hokkaido have not only functioned as an irrigation management association but have encouraged farmers to be independent and have promoted community development. LIDs in Hokkaido have different history and characteristics from LIDs in other parts of Japan and one can find many hints and ideas from their experience to promote development of rural areas by organizing farmers.

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 travelling time outside Japan shall not be covered.

4. Accommodation in Japan:

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

JICA Sapporo International Center (JICA SAPPORO)
Address: Minami 4-25, Hondori 16-chome, Shiroishi-ku, Sapporo,
Hokkaido 003-8668, Japan
TEL: 81-11-866-8383 FAX: 81-11-866-8382
(where "81" is the country code for Japan, and "11" is the local area code)

If there is no vacancy at JICA SAPPORO, JICA will arrange alternative accommodations for the participants.

NOTE: Training sites are located in Asahikawa city and the area around which are approximately 140 km north of Sapporo city. Participants are expected to stay at a private hotel etc. during most of the training Program.

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 p. 9-16 of the brochure for participants titled "KENSU-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 country's JICA office, to provide participants with details on travel to Japan, conditions of the Training and Dialogue Programs, and other matters.

V. Other Information

1. Participants who have successfully completed the Program in Japan will be awarded a certificate by JICA.
2. At the end of the Program in Japan, each participant is required to propose an "Action Plan" and make a presentation on it.

The Action Plan has to include the participant's diagnosis of a first priority problem related to irrigation management and organizing farmer's association and possible measures to tackle the problems facing. The participant is expected to fully utilize the ideas and knowledge he/she has obtained through the Program to prepare an applicable Action Plan which will hopefully contributes to the solution of the above-mentioned problem.

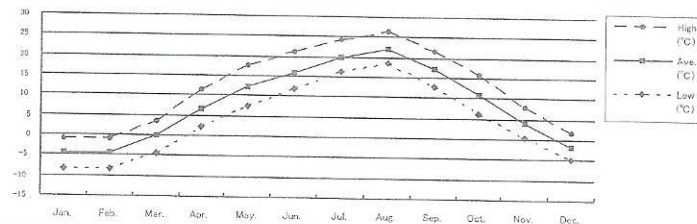
<Format of Action Plan >

- a) Background of the selected problem for the Plan
- b) Purpose, objective and strategy of the Plan
- c) Concrete actions and necessary resources of the Plan
- d) Time schedule and budget of the Plan

*In order to make a better Action Plan, it is recommended that each participant bring necessary documents or data from his/her country.

Each participant is required to submit "the Progress Report" which describes the progress of implementing the Action Plan by the end of October 2012.

3. Climate in Sapporo



	Jan.	Feb.	Mar.	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
High (°C)	-1	-0.8	3.4	11.4	17.8	21	24.2	25.3	21.7	15.9	7.8	1.7
Ave. (°C)	-4.4	-4.4	-0.2	6.5	12.2	16	19.8	22.1	17.1	11	-4.1	-1.6
Low (°C)	-8.4	-8.5	-4.2	2.1	7.9	11.9	16.4	18.7	12.8	6.3	0.4	-5
Snow(cm)	58	83	64	2							5	28

*Typical Seasonal Wear

(May – July) Long-sleeves, Short-sleeves, Light Jacket

4. Recreation

Participants can use an indoor swimming pool, gymnasium, and tennis courts located next to JICA Sapporo. The charges will be borne by JICA.

5. Equipment in JICA Sapporo

JICA Sapporo has the following equipment for the participants.

<Private Room> Bed, Prefabricated Bath, Desk, Refrigerator, Hot pot, Bookshelf, Air Conditioning, In-room Safe, TV sets (CNN, NHK (BS), DVD/VHS Video Player)

<Audio-Visual equipment for training>

Video recorder, Overhead projector, Slide Projector, Multimedia Projector (available to use Microsoft Power Point 2002).

6. Items to be brought (NOT requirement)

If the participant wishes to bring items to show to Japanese people, here are some suggestions: National costume, Musical instruments, Traditional crafts using local materials, Traditional cooking/eating utensils, Pictures, etc.

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VI. ANNEX:

INCEPTION REPORT

After being selected, the participants are expected to collect necessary information and data, and prepare/submit "inception report" by 10 May 2012. The format of the inception report will be provided later. Expected contents of the report are given below:

A. Outline of the participant's organization and his/her job

- 1) Organization chart
- 2) Departments and sections relevant to irrigation management
- 3) Brief description of the participant's roles and responsibilities

B. Irrigation system

- 1) General: name, location, type, command area, year of original construction, owner
- 2) Water distribution: water source, water distribution system, performance of canal, natural condition
- 3) Crop: cropping pattern, yield amount
- 4) Rehabilitation: Date of last rehabilitation
- 5) Illustration and/or project map of irrigation system
- 6) Pictures (main water canal, irrigation facilities, rice paddy, paddy cultivation, paddy cultivation, rice planting, harvesting, rice milling, etc.)

C. Water Users Association (WUA)

Date of formation, number of WUA members, number of executive members, number of villages covered, irrigation service fee, crop area, etc.

D. Current issues and problems to be tackled

- 1) Main issues and problems in irrigation management
- 2) Main issues and problems in water users association
- 3) Issue(s) that the participant would like to solve

E. Expectations of participants for the training

NOTE:

- After the selection, JICA Sapporo will send the format of the inception report to the accepted participants. Then, the participants are required to prepare and send it to JICA Sapporo by 10 May 2012.
- After arriving in Japan, the participants are also expected to modify the report based on the consultation with the course leader.

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.

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CORRESPONDENCE

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

JICA Sapporo International Center (JICA SAPPORO)
Address: Minami 4-25, Hondori-16 chome, Shiroishi-ku,
Sapporo, Hokkaido 003-8668 Japan
* TEL: +81-11-866-8383 FAX: +81-11-866-8382