



# Knowledge Co-Creation Program (Group & Region Focus)

GENERAL INFORMATION ON

PUBLIC PERSONNEL ADMINISTRATION  
FOR MIDDLE LEVEL OFFICIALS

課題別研修「人事行政」

**JFY 2018**

NO. J1804296/ ID. 1884504

Course Period in Japan: From January 27, 2019 to February 16, 2019

This information pertains to one of the JICA Knowledge Co-Creation Program (Group & Region Focus) 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.

‘JICA Knowledge Co-Creation (KCC) Program’ as a New Start

In the Development Cooperation Charter which is released from the Japanese Cabinet on February 2015, it is clearly pointed out that *“In its development cooperation, Japan has maintained the spirit of jointly creating things that suit partner countries while respecting ownership, intentions and intrinsic characteristics of the country concerned based on a field-oriented approach through dialogue and collaboration. It has also maintained the approach of building reciprocal relationships with developing countries in which both sides learn from each other and grow and develop together.”* We believe that this ‘Knowledge Co-Creation Program’ will serve as a center of mutual learning process.

# ***I. Concept***

## **Background**

In many developing countries, the government plays an active role in socioeconomic development. While efficient government administration and management is indispensable in developing countries, securing and enhancing quality and effective government workforce is a challenge of utmost importance.

This program is intended to enhance participants' operational capability in the field of government personnel administration by providing a forum to learn about and discuss personnel administration issues in Japan and participating countries.

## **For what?**

This program aims to improve the personnel administration system in each participating country.

## **For whom?**

This program is offered to middle-ranking officials of the central personnel administration agencies which are responsible for overall national government's personnel administration.

## **How?**

Participants will have opportunities to learn about Japan's personnel administration system, to discuss the challenges and the countermeasures for the participating countries and to make an improvement plan for the personnel administration systems of their home countries.

## **II. Description**

**1. Title: Public Personnel Administration for Middle Level Officials (J1804296)**

**2. Course Period in JAPAN**  
**January 27 to February 16, 2019**

**3. Target Regions or Countries**

Afghanistan, Bangladesh, Bhutan, Cambodia, Cook Islands, Kazakhstan, Kenya, Laos, Lebanon, Malawi, Senegal, Sri Lanka, Solomon Islands, Tanzania, Timor-Leste

**4. Eligible / Target Organization :**

This program is designed for central personnel administration agencies.

**5. Course Capacity (Upper limit of Participants) :**

15 participants

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

English

**7. Course Objective:**

To improve the ability of policy planning of participants who play an active role at the forefront in personnel administration in respective country to make it possible for them to formulate a concrete and feasible improvement plan for human resource management.

**8. Overall Goal:**

In each participating country, the quality of personnel administration system will be improved, the capacity of personnel affairs will be enhanced and human resources of public employees will be appropriately allocated.

## 9. Expected Module Output and Contents:

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

<b>(1) Preliminary Phase in a participant's home country</b> December 2018 to January 2019 <i>Participating organizations make required preparation for the Program in the respective country.</i>	
Expected Module Output	Activities
Inception Report	Formulation and submission of Inception Report. Preparation of Inception Report Presentation in Japan.

<b>(2) Core Phase in Japan</b> <b>January 27 to February 16, 2019</b> <i>Participants dispatched by the organizations attend the Program implemented in Japan.</i>		
Expected Module Output	Subjects/Agendas	Methodology
To understand human resource management in Japanese organizations in general, as well as various systems and practices of public personnel administration in the Japanese Government in detail.	Lecture & Discussion: "History of the Japanese Civil Service System and Roles of the National Personnel Authority (NPA)", "Appointment System", "Personnel Evaluation System", "Remuneration System", "Ethics and Service Discipline", "Policymaking Process in the Japanese Government", etc. Site Visits: Private Enterprise, Local Government, etc.	Lectures, Discussions and Site Visits
To identify challenges for the public personnel administration systems of each participant's country through a comparative study of the current situation of all participating countries as well as Japan.	Formulation, Presentation & Discussion: Inception Report. Lecture & Discussion: "Transparency and Accountability in Developing Countries", "Civil Service Reform: Japan's and OECD Countries' Experiences"	Formulation, Presentation & Discussion of Inception Reports and Lectures

To formulate a feasible improvement plan for a fair and efficient personnel administration system which is best suited to the current situation of each country.	Formulation, Presentation & Discussion of Improvement Plan for Human Resource Management	Formulation, Presentation & Discussion of Improvement Plan
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**Inception Report Presentation\***

At the beginning of the seminar, each participant will make a presentation based on his/her inception report. These presentations give the participants the opportunity to compare the personnel administration system among participating countries. When presenting, it is desirable to use Power Point slides.

**Improvement Plan Presentation and Discussion\*\***

Each participant will formulate an improvement plan during the seminar and make a presentation at the end of the seminar. The improvement plan should contain issues of their personnel administrative system and proposals for feasible improvement taking into consideration what's learnt during the seminar.

Note: The above contents may be subject to minor changes.

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

#### **1. Expectations from the Participating Organizations:**

- (1) This program is designed primarily for organizations that intend to address specific issues or problems identified in their operations. Applying organizations are expected to use the program for those specific purposes.
- (2) In this connection, applying organizations are expected to nominate the most qualified candidates to address the said issues or problems, carefully referring to the qualifications described in section III-2 below.
- (3) Applying organizations are also expected to be prepared to make use of knowledge acquired by the nominees for the said purpose.

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

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

##### **(1) Essential Qualifications:**

###### **1) Present Position, Assignment:**

Should be a central government official (not a local/provincial government official) at the level of Deputy Director or equivalent to Division involved in policy formulation and implementation **in the central personnel administration agency** (responsible for the personnel management of government officers) in principle.

###### **2) Occupational Background:**

Should have more than 3 years of occupational experiences in regard to personnel policy formulation, planning, implementation in the central personnel administration agency.

###### **3) Academic Background:**

Should have a university or above academic degree.

###### **4) Language:**

**An applicant should be proficient in spoken and written English.**

###### **5) Health:**

Must be in good health, both physically and mentally, to participate in the Program in Japan. Pregnant applicants are not recommended to apply due to the potential risk of health and life issues of mother and fetus.

6) Supposed to serve as a national public officer for at least 5 years or more after the program is completed.

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

**(1) Application Form:** The Application Form is available at **the JICA office (or the Embassy of Japan)**.

**(2) Photocopy of Passport:** to be submitted with the application form, if you possess your passport which you will carry when entering Japan for this

program. If not, you are requested to submit its photocopy as soon as you obtain it.

\*Photocopy should include the followings:

Name, Date of birth, Nationality, Sex, Passport number and Expire date.

**(3) Inception Report:** The applicants should submit “Inception Report” together with the Application Form. It is desirable that the report be supported by statistics and figures. The report will be used for the selection of candidates and also as training materials especially for comparative studies and group discussion. See “ANNEX 2. (Guidelines for Inception Reports)”.

**(4) Organization Chart:** The applicants must submit the organization chart of their whole government and of the applicant’s organization together with the Application Form. Please clearly indicate the applicant’s position on the chart. Submission of these organization charts is considered to be an important factor in the selection process of participants.

#### **4. Procedures for Application and Selection :**

##### **(1) Submission of the Application Documents:**

Closing date for applications: **Please inquire to the JICA office (or the Embassy of Japan).**

After receiving applications, the JICA office (or the Embassy of Japan) will send them to **the JICA Center in JAPAN by November 21, 2018.**

##### **(2) Selection:**

After receiving the documents through proper channels from your government, the JICA office (or the embassy of Japan) will conduct screenings, and then forward the documents to the JICA Center in Japan. Selection will be made by the JICA Center in consultation with concerned organizations in Japan. The applying organization with the best intention to utilize the opportunity of this program will be highly valued in the selection. Qualifications of applicants who belong to the military or other military-related organizations and/or who are enlisted in the military will be examined by the Government of Japan on a case-by-case basis, consistent with the Development Cooperation Charter of Japan, taking into consideration their duties, positions in the organization, and other relevant information in a comprehensive manner.

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

Notification of results will be made by the JICA office (or the Embassy of Japan) **not later than December 20, 2018.**

**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.
- (4) not to be accompanied by family members during the program.
- (5) to return to home countries at the end of the program 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.



## IV. Administrative Arrangements

### 1. Organizer:

(1) **Name:** JICA TOKYO

(2) **Contact:** Ms. Makiko HISAEDA ([tictip@jica.go.jp](mailto:tictip@jica.go.jp))

### 2. Implementing Partner:

(1) **Name:** Japan Association for Public Human Resources Development

**Contact:** Mr. Yukio UKAI ([ukai@japhd.or.jp](mailto:ukai@japhd.or.jp))

(2) URL: <http://www.japhd.or.jp>

Remark: Japan Association for Public Human Resources Development is an incorporated foundation that implements seminars for staff of public sector including national and local government employees. In addition to its experiences and achievements of public service seminar in Japan for longer than 50 years, the Association has accumulated lots of achievements in recent years as shown in the fact that it has accepted, also in respect of international seminar, the implementation of the seminar of this time in every year from its first one in JFY 1999 in cooperation with the International Affairs Division of the National Personnel Authority, Government of Japan.

### 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 up to departure in Japan. Thus traveling time outside Japan will not be covered.

### 4. Accommodation in Japan:

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

JICA Tokyo Center (JICA TOKYO)

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

TEL: 81-3-3485-7051 FAX: 81-3-3485-9655

(where "81" is the country code for Japan, and "3" is the local area code)

If there is no vacancy at [JICA TOKYO](http://www.jica.go.jp/tokyo/english/office/index.html), JICA will arrange alternative accommodations for the participants. Please refer to facility guide of JICA Tokyo at its URL, <https://www.jica.go.jp/tokyo/english/office/index.html>

### 5. Expenses:

The following expenses will be provided for the participants by JICA:

(1) Allowances for accommodation, meals, 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. Drinks, notebooks, or pens will not be provided during the course.

For more details, please see “III. ALLOWANCES” of the brochure for participants titled “KENSU-IN GUIDE BOOK,” which will be given before departure for Japan.

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

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

## ***V. Other Information***

### **1. Things to bring:**

#### **1) Laptop computer:**

Those who have their own laptop are recommended to bring them when coming to Japan. With their own laptop, their participation in this seminar would be more beneficial and fruitful and it is easier to work on Improvement Plan as well.

#### **2) Small bag for study tour**

For the over-night study tour in Japan, participants are advised to bring a separate small bag so they can leave behind a big suitcase at the hotel in Tokyo.

## **VI. ANNEX: 1**

### Contents of the Core Phase in Japan (as of JFY 2017, for your information)

Date		Program (Subject)
Jan. 28	Sun	Arrival in Japan
Jan. 29	Mon	JICA Briefing
		JICA Program Orientation
Jan. 30	Tue	History of the Japanese Civil Service System and Roles of the National Personnel Authority (NPA)
Jan. 31	Wed	Inception Report Presentation by Each Participant
Feb. 1	Thu	Appointment System
		Personnel Evaluation System
Feb. 2	Fri	Remuneration System
		Site Visit (National Institute of Public Administration) incl. Human Resources Development System
Feb. 3	Sat	
Feb. 4	Sun	
Feb. 5	Mon	Trends in Local Governments in Japan and Personnel Administration Case Studies for Organization Management
Feb. 6	Tue	Discussion for the Formulation of Improvement Plan
Feb. 7	Wed	Trends in Local Governments in Japan and Personnel Administration Field Study: National Tax College (NTC)
Feb. 8	Thu	Ethics and Service Discipline
		Transfer to visiting site
Feb. 9	Fri	Site Visits    Transfer to Tokyo
Feb. 10	Sat	
Feb. 11	Sun	National Holiday of Japan (National Foundation Day)
Feb. 12	Mon	Substitute Holiday for National Foundation Day
Feb. 13	Tue	Administrative Reform: Experience in the World and Japan Study hours for improvement plan
Feb. 14	Web	Comparison of the Public Employees System
		The Concept and Evolution of Developmental State
Feb. 15	Thu	Improvement Plan Presentation and Discussion of Plans
Feb. 16	Fri	Group Discussion and Plenary Session
		Evaluation Meeting and Closing Ceremony
Feb. 17	Sat	Departure from Japan

## **VI. ANNEX: 2**

### *Guidelines for Inception Reports*

Inception reports will be shared among the participants at the seminar in Japan. Participants will come to know your personnel administration system and challenges based on your report and your presentation. You could attach appropriate reference materials and data (organizational chart, statistical data on personnel, remuneration schedule, etc.), so that the other participants can grasp the gist of your country's situation. The total number of pages of the report would preferably be less than 15 pages.

It is highly recommended that the Report be submitted in MS WORD.

The following items should be included:

1. Name of the Course  
Public Personnel Administration for Middle Level Officials
2. Name of Participant, Post, Organization
3. Name of Country
4. Title of the Report  
Systems, Practices and Challenges of Public Personnel Administration for the National Government Officials
5. Main Text – the following topics should be included

#### **Part I**

Systems and practices of the personnel administration of national government employees

1. Laws and regulations which stipulate the personnel administration of the national government employees. (List the names of these documents. If these documents are available on the website, indicate its URL.)
2. Structure of the national government and the number of staff of each ministry (List the name of ministry and central personnel administration agencies with their number of staff)
3. Organization chart of central personnel administration agencies and their functions
4. Classifications of government employees or job classification system of the national government employees.
5. Appointments
  - 1) Appointers (Who has the power to appoint government employees?)
  - 2) Recruitment (How are government employees recruited? Do you have any special mechanisms to recruit future executive candidates?)
  - 3) Promotions
6. Remuneration
  - 1) How are remuneration levels for government employees adjusted or decided?
  - 2) Salary schedules
  - 3) Allowances

7. Personnel evaluation
8. Working hours and Leave
9. Training
  - 1) Training institutes for government employees
  - 2) Kinds of training programs
10. Retirement related issues (1. Retirement age from civil service, 2. pensionable age, pension amount)
11. Discipline, disciplinary actions and relief from disadvantageous actions
12. Ethics
  - 1) Do you have ethics codes separated from service code discussed in 11 above?
  - 2) What kinds of activities are prohibited by the ethics codes?
13. Basic labor rights
  - 1) Do government employees have rights to have labor unions, negotiate and make agreements collectively with the authorities concerned on their working conditions, or strike?
  - 2) Name of major labor unions (with the number of members)
  - 3) Process and practices of collective bargaining

## **Part II**

Challenges or problems related to personnel administration of government employees

### 1. Challenges and Problems

What are the challenges or problems you want to tackle or situations you want to improve?

### 2. Backgrounds, Causes and Obstacles

What are the backgrounds behind the challenges or problems you face? What do you think are the causes of your problems, and what prevents their improvement?

Note:

1. You are encouraged to bring with you a copy of these documents and other materials which you can check when you are asked about your country's public personnel administration.

2. At the beginning of the seminar, each participant will make a presentation based on the inception report submitted with his/her application form. It is not desirable to merely read out the report and the use of MS Power Point is preferable at the time of presentation.

## *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:

**JICA Tokyo Center (JICA TOKYO)**

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

**TEL: +81-3-3485-7051 FAX: +81-3-3485-9655**