



TRAINING AND DIALOGUE PROGRAMS

GENERAL INFORMATION ON

ECONOMIC DEVELOPMENT POLICIES

集團研修「經濟政策」

JFY 2011

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

NO. J1100778 / ID.1180040

Duration of whole program: From April 2011 to November 2011

Core Phase in Japan: From July 31, 2011 to September 3, 2011

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

This course is designed for central government organizations which are responsible for planning and implementing the economic development policies in developing countries. The aim of this course is to deepen the understanding of macroeconomic policies, industrial policies, and development theories and to feedback these knowledge to their own economic development policies in each country, by learning the path of Japanese economic development, the effectiveness of industrial policies adopted in the process of the Japanese rapid and long-term growth, and the recent structural reforms after the collapse of the financial bubble. In addition, this course attempts to deal with the challenges in developing countries, such as the more equal distribution of income within a country, self-reliance, the transition to a market economy, natural resource development, and infrastructure development.

The globalization of the economy and the advanced regional economic integration have made it more relevant for those responsible for economic development policies to share experiences, exchange views and enhance their mutual understandings, with a broadening personal network. Furthermore, the financial crisis that has crucially affected the global economy since 2008 raises fundamental questions about the very issue of globalization, international monetary system and regional cooperation. In the midst of the current paradigm shift in the global economy, it is of great significance that participants from various countries bring their myriad experiences to the discussion table in order to formulate economic policies with the aim of achieving sustainable economic development in their respective countries.

In this regard, it is essential for developing countries to solidify their fiscal and financial base for the sound management of economic policies, in order to achieve sustainable economic growth. Participants in this course will learn methods to pinpoint the issues and challenges for economic development of their own countries and propose their own solutions to these problems, referring to both the Japanese experience of economic development and macroeconomic policies of Japan and the current global economic situation.

For what?

The policy proposal, which is to be formulated by the participants during the course with deeper understanding of the participating countries' macro economic policies, industrial policies as well as basic development theories, will be shared and discussed in the central government organizations responsible for planning and implementing the economic development policies.

For whom?

This course is offered to central government organizations which are responsible for

planning and implementing the economic development policies.

How?

Participants will acquire knowledge on the following subjects through a series of lecture and discussions conducted by Japanese experts and government officers, along with field trips to understand the Japanese economy and society.

- 1) Lessons learnt from economic development of Japan
- 2) Economic policies in the context of the integrated global economy and the development of regional economic cooperation
- 3) Role of government and effective measures for the efficient allocation of financial resources in a market economy

In the beginning of the Core Phase in Japan, the participants are expected to make a presentation of their own position paper which should be prepared prior to the Core Phase, aiming at pinpointing issues surrounding the economic development of each participating country.

The participants are also required to formulate a policy proposal to deal with the challenges in the economic development of their respective countries. The proposal should be shared and discussed in the relevant central government organizations in the Finalization Phase after the return to their home country.

II. Description

1. Title (J-No.): Economic Development Policies (J1100778)

2. Period of program

Duration of whole program: April 2011 to November 2011

Preliminary Phase: April 2011 to July 2011

(in a participant's home country)

Core Phase in Japan: July 31, 2011 to September 3, 2011

Finalization Phase: September 2011 to November 2011

(in a participant's home country)

3. Target Countries

Afganistan, Bosnia And Herzegovina, East Timor, Georgia, Ghana, Indonesia, Iraq, Liberia, Macedonia, Mongolia, Pakistan, Tanzania, Thailand, Ukraine, and Zambia

4. Eligible / Target Organization

Central government organizations which are responsible for planning and implementing the economic development policies.

5. Total Number of Participants

14 participants

6. Language to be used in this program: English

7. Overall Goal

The policy proposal which is formulated by the participants will be reflected in the participating country's economic policy.

8. Program Objective

The policy proposal based on the country's macro economic policy, industrial policy, and development theory is shared and discussed within the central government organizations which are responsible for planning and implementing the economic policies.

9. Expected Module Outputs

To achieve this program objective, participants are expected to;

- (1) pinpoint the issues and challenges surrounding the economic development of each participant's country,
- (2) enhance their understanding of the path of Japanese economic development,
- (3) enhance the understanding of proper economic policies in the context of

the integrated global economy and the development of regional economic cooperation,

- (4) acknowledge the role of government and effective measures for a better utilization of funds in a market economy,
- (5) formulate policy proposals in order to solve issues concerning the economic policy of their respective countries, and
- (6) share and discuss the policy proposal within the central government organizations responsible for planning and implementing the economic development policies, which will be reflected in the final report.

10. Program Contents

This program consists of the following components.

(1) Preliminary Phase in a participant's home country

(From April 2011 to July 2011)

Participating organization makes required preparation for the Program in the respective countries.

Each applicant will prepare the following documents in consultation with applicant's organization in the respective country.

- (i) Questionnaire (Annex 1)
- (ii) Position Paper (Annex 2)
- (iii) Organization chart
- (iv) Statement (Annex 3)
- (v) Short Essay (Annex 4)

****Note:**

(i) to (iv) should be submitted together with the Application Form by May 27, 2011

(v) should be submitted on the first day of the phase in Japan.

(2) Core Phase in Japan

(From July 31, 2011 to September 3, 2011)

Participants dispatched by the organizations attend the program in Japan.
For the details, please see page 7.

<p>(3) Finalization Phase in a participant's home country (September 2011 to November 2011)</p>
<p>Each participant is requested to;</p> <ul style="list-style-type: none"> (i) hold a workshop or seminar to present the policy proposal, and have a discussion among the concerned organizations, (The result of the discussion is expected to be summarized as a Discussion Report) (ii) revise the policy proposal according to the discussion, with further research and analysis, and to compile final version of the policy proposal, and (iii) submit the Discussion Report and the final version of the policy proposal, as a Final Report, to JICA by November 2, 2011. Detailed instruction is to be given during the Core Phase in Japan.

Contents of the Core Phase in Japan (Tentative)

(From July 31, 2011 to September 3, 2011)

<1st & 2nd Week>

(1) Program Orientation

(2) Position paper presentation

Each participant is requested to make a presentation at the early stage of the phase in Japan. Please see Annex 2 for details.

(3) Lectures and discussions

The participants will have lectures and discussions on the following topics;

“Role of government in market economy”

- Role of the government in macro and micro economy
- Basic theory of development

“Lessons from Japan’s economic development and current situation”

- Development policy and achievements in modernization
- Recovery after the WWII
- The high growth era and economic adjustment in the 1970s
- Change in global economy and its effects on the Japanese economy
- Challenges in structural adjustment
- Current crisis and recovery

<3rd & 4th Week>

“Utilization of financial resources and related issues”

- Development strategy led by FDI
- Trade and investment promotion policy
- Utilization of domestic savings
- SME development and regional development
- Lessons from the 1997 Asian financial and economic crisis
- Financial system development and monetary policy
- FDI

“Global financial crisis and a new development strategy”

- Role of macroeconomic stabilization policy
- New framework of global cooperation
- Role of international organizations

(4) Field trips

(5) Workshop on “Assets matter just as much as debt” (excerpts), by Martin Wolf

<5th Week>

(1) Preparation of the draft policy proposals (with tutorials)

(2) Presentation of the draft policy proposal

III. Conditions and Procedures for Application

1. Expectations for the Participating Organizations:

- (1) This course is designed primarily for organizations that intend to address specific issues or problems identified in their operation. Participating organizations are expected to use the project for those specific purposes.
- (2) This course is enriched with contents and facilitation schemes specially developed in collaboration with relevant prominent organizations in Japan. These special features enable the project to meet specific requirements of applying organizations and effectively facilitate them toward solutions for the issues and problems.
- (3) As this course is designed to facilitate organizations to come up with concrete solutions for their issues, participating organizations are expected to make due preparation before dispatching their participants to Japan by carrying out the activities of the 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 select nominees who meet the following qualifications.

(1) Essential Qualifications

- A) *Current Duties:*** be a management-level official of the central government who is engaged in planning and implementing the economic development policies
- B) *Experience in the relevant field:*** have more than seven (7) year experience in the field of planning and implementing the economic development policies in the central government organizations or government-affiliated organizations
- C) *Educational Background:*** be a graduate of university in economics or related fields, or those who have proper experience and knowledge on economic development policy, both in its formulation and implementation
- D) *Language:*** have a sufficient command of spoken and written English which is equal to TOEFL CBT 213 (PBT 550) or more (This course includes active participation in discussions and intensive policy proposal writing, thus requires high competence of English ability. Please attach an official certificate for English ability such as TOEFL, TOEIC etc.)

E) Age: be between thirty (30) to forty (40) years of age, in principle

F) *Health*: must be in good health, both physically and mentally, to participate in the Core Phase program in Japan,

※Under the pandemic situations of the new Influenza, pregnant applicants shall not be accepted for the time being. Applicants who suffer from chronic diseases, such as respiratory illness, cardiac disease, metabolic disease (diabetes, etc), renal dysfunction and immune insufficiency (systemic steroid administration, etc), shall not be accepted in principle.

However, for those applicants with the chronic diseases, if they and their organizations express strong interest in participating in training courses, JICA shall accept them as an exceptional case after receiving a letter of consent from themselves and their organizations. Please ask the staff in JICA office for details.

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

3. Procedure for Application and Selection :

(1) Submitting the Application Documents:

Closing date for application to the JICA Tokyo International Centre in JAPAN: **May 27, 2011**

<Required Documents for Application>

- (1) Application Form
- (2) English score sheet (TOEFL, etc)
- (3) Questionnaire (Annex 1)
- (4) Position Paper (Annex 2)
- (5) Organization chart
- (6) Statement (Annex 3)

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 date in Japan.

(2) Selection:

After receiving the document(s) through due administrative procedures in the respective government, the respective country's JICA office (or Japanese Embassy) shall conduct screenings, and send the documents to the JICA Center in charge in Japan, which organizes this course.

Selection shall be made by the JICA Center in consultation with the organizations concerned in Japan according to both qualifications and English ability of applicants. Therefore, applicants are requested to describe their qualifications and English ability precisely as well as

specifically in required documents.

The organization with intention to utilize the opportunity of this course will be highly valued in the selection.

(3) Notice of Acceptance

Notification of results shall be made by the respective country's JICA office (or Embassy of Japan) to the respective Government by **not later than June 27, 2011.**

4. Conditions for Attendance:

- (1) to observe the schedule of the course,
- (2) not to change the course 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 Core Phase 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:

(1) **Name:** JICA Tokyo

(2) **Contact:** Mr. Keiji Ehara (ehara.keiji@jica.go.jp)
Industrial Development and Finance Division,
JICA Tokyo International Centre

2. Implementing Partner:

Training Institute of Economics, Economic and Social Research Institute
(ESRI), Cabinet Office, Government of Japan

URL: <http://www.esri.go.jp/index-e.html>

3. Course Leader

Mr. Nobuki Sugita, Professor of economics in Nagoya University.

Prof. Sugita had finished his degree at the University of Tokyo in 1977, and then joined the Economic Planning Agency (EPA, now the Cabinet Office).

In addition to the career in the EPA, he also has work experience in the National Land Agency (regional development), National Institute for Research Advancement, Gifu Prefectural Government, and Ministry of Foreign Affairs (Japanese Embassy in Chile and Deputy Director-General for Economic Cooperation). From 1996 to 1998, he worked for the National Economic and Social Development Board of the Royal Thai Government as an advisor of economic issues, when the crisis hit the country. Most recently, when he was executive research fellow of the Economic and Social Research Institute of the Cabinet Office, he served as co-vice-chair of the Economic Policy Committee of the OECD. Since August 2009 he has been working as professor of economics at Nagoya University.

He has a master's degree in economics from Brown University.

4. 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.

5. 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

(“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 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>

6. 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.

7. 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. Due to the limited availability of the personal computers in JICA, participants are advised to **bring your own personal computer**, in order to prepare presentation and make a policy proposal.
2. If you have a check on medical history of your application form, please write on detail about your condition and submit a certificate which your own doctor writes clearly you have no any obstacles to participate in the program.

VI. ANNEX

1. Questionnaire

2. Position Paper

3. Statement

4. Short Essay

ANNEX 1

Economic Development Policies (JFY 2011)

Questionnaire

Applicants are requested to fill in this questionnaire and detach and submit it together with the Application Form.

Name of Applicant: _____

Country: _____

1. Please select and tick () the items which you are interested in the most from those listed below.

- () Industrial Development
- () Structural Adjustment
- () Macroeconomic Stabilization Policy
- () Financial Reform
- () Human Resources Development
- () Trade Policy
- () Regional Integration vs. Global Integration
- () Econometric Analysis
- () If not found in the above, please specify: ()

2. Please tick () either Yes or No if you have studied or have any working knowledge of the subjects listed below.

	Yes	No
(1) Macroeconomics	()	()
(2) Microeconomics	()	()
(3) Development Economics	()	()
(4) Economic/Development Planning	()	()
(5) International Economics	()	()
(6) Japan's Economic Development	()	()
(7) Econometrics	()	()
(8) Statistics	()	()

3. Please state years of your experiences in the specialized fields listed below, if any.

- | | |
|-----------------------------------|-------|
| (1) Economic/Development Planning | years |
| (2) Planning Administration | years |
| (3) Regional Planning | years |
| (4) Aid Administration | years |

4. Please indicate the course title and its year if you have ever participated in any training courses organized by JICA.

Name of the course :

Year of participation / country :

Name of the course :

Year of participation / country :

Name of the course :

Year of participation / country :

ANNEX 2

Economic Development Policies (JFY 2011)

Position Paper

Position Paper should be typewritten on the following subjects in English, in double space on A-4 size paper with less than 10 pages in volume with less than 5 pages of tables and figures, and submitted together with the Application Form.

The Paper should focus on the present economic development problems from policy maker's viewpoint. Please include the following points when you complete the paper.

1. Name of Applicant / Country
2. Name of Organization
3. Please describe the following subject matters.
 - (1) Overview of economic development in your country
 - (2) Current economic situation and economic problems in your country
 - (3) Policy direction to be taken to solve the problems described above
 - (4) Topics and issues that you would like to discuss during the course

<NOTE>

As for the form of the paper, redundancy of basic information such as size of the country and population, etc. is not desirable. Please discuss the issues in the paper with utilizing the basic data and statistics.

The Paper submitted to JICA will serve as major materials in determining the acceptance of the applicants into the course and also will be used as discussion papers during the Core Phase in Japan.

Also, the economic development problem faced with in the applying countries should be well identified and defined so that it can motivate the fellow course participants to start out efficient and effective discussions.

ANNEX 3

Economic Development Policies (JFY 2011)

Statement

As having stated, the participating organizations are expected to make the best use of the results achieved by their participants in Japan by carrying out activities of Finalization Phase described in section II.

It is highly expected that the participating organization will make a necessary commitment on the Finalization Phase (discuss and examine on the Policy Proposal and revise it based on the discussion result) and implement the activities according to the Policy Proposal for betterment of the economic development policies.

In this regard, the statement below by director/manager who has the responsibility for the operation in the department/division that the participant belongs to is required in advance to make sure the commitment at an organizational level on the above-mentioned activities.

Please attach this page “Statement” with signature by the director/manager to the Application Form.

“I nominate Mr./Ms. _____ as a candidate for the course “Economic Development Policies”, on behalf of the government of _____, and hereby pledge our commitment at an organizational level for the progress of the policy proposal that will be formulated by the course participant.”

Date:

Name of Signer:

Position:

Name of Organization:

(Signature)

ANNEX 4

Economic Development Policies (JFY 2011)

Short Essay

Applicants are requested to prepare a short essay on your opinions and comments for the following article, “Assets matter just as much as debt” written by Martin Wolf for the Financial Times.

This essay should be typewritten in approximately 1,500 words and will be used as an important material for the workshop during the Core Phase in Japan.

This essay is not required to be attached to the Application Form. However, it should be submitted on the first day of the Phase in Japan, and also by E-mail (jicatic-jice@jica.go.jp).

Assets matter just as much as debt

(Martin Wolf, *Financial Times*, November 25 2010)

Crises have always led to intense discussion of the role of the state. The present one should be no exception. The immediate danger has not passed: just look at events in the eurozone. But the time has come to look at the longer-run implications. This is particularly important when one considers fiscal consolidation. On this I make a simple point: it is not just about debt; it must also be about assets.

That the challenge of fiscal consolidation is large is indisputable. The new Economic Outlook from the Organisation for Economic Co-operation and Development argues that “merely to stabilise debt-to-gross domestic product ratios by no later than 2025 requires strengthening the underlying primary balance from the current position by more than 5 per cent of GDP in the OECD area on average. Tightening by more than 8 per cent of GDP is called for in the US and Japan, with the UK, Portugal, Poland, Slovak Republic and Ireland all requiring consolidation of 5 to 7 percentage points of GDP.”

It is inescapable, too, that much of the consolidation will – and should – fall on spending. This has now turned out to be unsustainably high, given reductions in potential income.

Yet governments should not sacrifice the future to the pressures of the present. What is the sense of cutting spending today if the result is a poorer country tomorrow? This point turns on its head the refrain that we should at all costs avoid burdening the future with additional debt. We should indeed avoid burdening the future with

unproductive debt. Yet productive debt is not a burden, but a blessing.

What then is productive debt? This is a question raised by a thought-provoking paper by Oxford University's Dieter Helm, an expert in utility regulation. The kernel is the idea that all societies possess infrastructure assets, which should be thought of as systems. Transport, energy and water systems are examples. We also have education, health, market, financial, judicial, defence and political systems. The more complex the civilisation, the more complex are its systems.

The creation and development of these assets usually involves the state, as provider, subsidiser or regulator. The reason is that they have "public good" characteristics. Thus, they would tend to be underprovided by competitive markets. Neither in thinking about policy nor in measuring the economy or public finances, do we ask whether we are augmenting or running down such systems. But this is what "sustainability" is all about.

Prof Helm recommends as a guide that we should "guarantee that we will invest to pass on infrastructures at least as good as those we inherited". But, he adds: "To sort out the intergenerational issues it is immediately apparent that we need to account ... for the infrastructure in the broader sense." I agree.

Such accounts would be highly imperfect. But if we did make the effort, the absurdity of slashing public investment or almost all state support for university teaching, as the UK government has done, would be evident, not least when the Treasury can borrow at a real annual interest rate of about 1 per cent. Never can there have been a better time to build up public assets. For some reason, Mr Helm does not seem to see that this is what sensible people would recommend today. I find it hard to understand why he rejects such Keynesianism.

He argues that the UK should shift spending away from consumption towards investment, in the long run. I agree. The world as a whole should do so. Yet, in the short run, with demand below capacity, even borrowing that raises current consumption would be better than leaving resources idle. The fact that some residents (future taxpayers) may then have to pay a little more to other residents (bondholders) is surely a second order issue.

Some insist loudly that one cannot solve a problem caused by too much debt by piling on more debt. But that is wrong. In the US and UK, net debt is close to zero: thus, debt is not a burden on society as a whole, but an obligation of some residents to others. As Nobel-laureate Paul Krugman points out, debt matters only because of who the debtors are. If, for example, debtors suffer an unexpected loss in net wealth or are forced suddenly to repay, the impact on the economy is bound to be fiercely contractionary. If the state can borrow, to offset this effect, it should do so. That would not impose an overall burden on a society, since net debt would remain close to zero. If it also raised GDP above what it would otherwise be, that would surely be a very good thing.

Nevertheless, Mr Helm's bigger point is absolutely right. We should think hard

about assets. Borrowing is no sin, provided we use the funds to ensure that we bequeath a better infrastructure to the future. But unsustainable consumption needs to be curbed. So stop focusing only on liabilities. Look at the assets, too.

=====

The followings are examples of possible questions regarding this column. You can use these for your essay or you may write your own thought on the article.

1. Doesn't this kind of thinking lead to unwanted and wasteful investment?
2. How do you assess the value of investment? Are roads and ports good investment because they remain physically?
3. Is it wise for your government to borrow money for development?
4. How do you measure the value of *intangible* assets, such as education or health care system?
5. Is it a good idea to have a distinction between borrowing in general and borrowing for investment?

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 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