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May 16, 2025.

Director General
Department of External Resources
Colombo 1.

JICA
Web

Dear Sir,

KNOWLEDGE CO-CREATION PROGRAM:
QUALITY IMPROVEMENT OF HEALTH SERVICES THROUGH
KAIZEN APPROACH
COURSE NO: 202411523J001

This is to inform you that Japan International Cooperation Agency (JICA) will consider completed applications of qualified participants nominated by the Government of the Democratic Socialist Republic of Sri Lanka for the above Technical Training Course.

The duration of the training course is from 17th July to 16th August, 2025.

The participants for the above course should be nominated in accordance with the General Information (GI) regulations. One set of copy of the General Information (GI) booklets are attached for distribution to the relevant authorities.

To further expedite the selection procedures, let us suggest the following institution(s) as below mentioned that are considered as eligible in accordance with the stipulations of the GI.

- **Ministry of Health**
- **Division of International Health**
- **All Provincial Department of Health**

Please make necessary arrangements to submit duly completed documents to reach JICA Sri Lanka office **on or before 30th May 2025.**

- **Duly filled prescribed Application Form**
- **Copy of the Nominee's English Score Sheet (e.g. TOEFL, TOEIC, IELTS)**
- **Copy of the passport (Pls. attach along with the application form with Name, Date of Birth, Nationality, Sex, Passport No. and Expiry Date)**

In completing the application forms, kindly advise the nominees to use the same name order as given in the passport, where JICA shall issue official documents relevant to visa in the similar order on his/her acceptance by JICA. In case passports are not available at the time of nomination, on receipt of JICA acceptance notification letter, nominees are expected to issue passports in the same name order as mentioned in the training application.

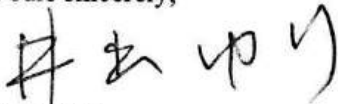
Cont.../2

We also note that, handwritten training applications shall not be accepted by JICA at any reason.

In addition, kindly advise the nominating organizations to share the GI Booklets with their nominees for a better understanding of the training requirements, whereas JICA conducts its selection interviews principally based on the contents of the respective GIs.

Thank you.

Yours sincerely,



Yuri IDE
Senior Representative
JICA Sri Lanka office

C. C - Secretary, Ministry of Health
Director, Division of International Health
Mr. Kenji OHASHI, Head of Economic & Development Cooperation Section,
Embassy of Japan



Knowledge Co-Creation Program (Group & Region Focus)

General information on

Quality Improvement of Health Services through KAIZEN Approach

課題別研修「カイゼンを通じた保健医療サービスの質向上」

JFY 2025

Course No.: 202411523J001

Course Period in Japan: From July 17 to August 16, 2025

This information pertains to one of the JICA Knowledge Co-Creation Programs (Group & Region Focus) of the Japan International Cooperation Agency (JICA) implemented as part of the Official Development Assistance of the Government of Japan based on bilateral agreement between both Governments.

JICA Knowledge Co-Creation Program (KCCP)

The Japanese Cabinet released the Development Cooperation Charter in June 2023, which stated, *"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."* JICA believes that this 'Knowledge Co-Creation Program' will serve as a foundation of mutual learning process.

I. Concept

Background

Management improvement as a breakthrough

Despite chronic shortage of resources, health facilities must provide various services to the general public in a safe, effective and efficient manner, regardless of its category, size and location. Management is a key element for improving health services provided by health facilities. Hospital managers are always required to coordinate and efficiently utilize a variety of resources such as human resources, medical supplies, infrastructure, budget, etc. and are continuously attempted to solve managerial issues. Strong leadership is also asked of hospital managers for involving all hospital staffs in improvement of health services. Improvement of managerial skills can become a valuable breakthrough to overcome existing different constraints in health facilities.

5S-KAIZEN-TQM Approach to enhance health services

"Asia Africa Knowledge Co-Creation Program-Total Quality Management for Better Hospital Services (AAKCP-Hospital TQM)", implemented by JICA from 2007 to 2012, addressed the important target to improve the hospital management of public sector hospitals in Africa, despite their technical and administrative problems. For this purpose, AAKCP promoted a modified version of a management framework from the Japanese manufacturing sector, known as the 5S-KAIZEN-TQM framework which is comprised of three distinctive steps. This course has been developed in 2009 as part of the AAKCP program.



Five (5) S is a principle for improving the work environment, which can be applied to every corner of the hospital. The five steps of *Sort, Set, Shine, Standardize and Sustain*

are simple; they are universally applicable processes for improving work environments including both physical and work-system set-ups in the hospital.

KAIZEN is often expressed as a problem-solving process conducted by a work unit via "teamwork" and "positive attitude". We usually use the original Japanese term KAIZEN which is known around the world as a term related to quality management activities.

Globally, '**Total Quality Management**' (TQM) is a popular term among managers but sometimes difficult to define. In this JICA program, TQM is defined as top-down approach that top and executive managers can make managerial decisions based on evidence-based information provided by all work units as results of 5S and KAIZEN activities. To enable this approach, full participation of all staff is clearly mandatory; utilizing bilateral communication trucks among top management, middle managers and frontline work units. Strengthening leadership should be emphasised as a prerequisite for enhancing TQM implementation. Each level in the managerial ladder of an organisation should have appropriate leadership respecting task sharing and the delegation of power.

Although the AAKCP program has ended in 2012, attempts to apply the above three-step stepwise 5S-KAIZEN-TQM approach have been underway in more than 30 countries to date. JICA is providing several technical assistances to them, such as follow-up project, technical cooperation project, Knowledge Co-Creation programs etc. This course aims to sustain such efforts. Discussion among participants and exchanges of information are also highly expected during and even after the program period.

For what?

Through practical case studies, this program aims to improve participants' capacity, particularly in terms of problem identification and analysis skills, knowledge and the sense of leadership necessary for hospital management and quality management.

For whom is the program designed?

This program is offered mainly to a health facility (hospital and health administration institution) manager who (i) is responsible for quality management in the facility (as a member of facility management or as a head of Quality Improvement Committee /Team, etc.), (ii) has identified own health facility's challenges in facility management and quality services, and (iii) are taking measures to improve the situation continuously.

How?

This program takes the form of lectures, exercises, workshops, presentation, and site visit etc. to ensure the program's effectiveness.

II. Description

1. Title (Course No.)

**Quality Improvement of Health Services through KAIZEN Approach
(202411523J001)**

2. Course Duration in Japan

July 17 to August 16, 2025

3. Target Regions or Countries

Burundi, Côte d'Ivoire, Djibouti, Egypt, Ethiopia, Fiji, Ghana, Jordan, Madagascar, Malawi, Marshall, Senegal, Sierra Leone, Sri Lanka, Tanzania, Tunisia, Uganda, Zambia, Zimbabwe

4. Eligible / Target Organization

(1) Department/Directorate of Quality or Public Hospital in the Ministry

- It is desirable that 5S-KAIZEN-TQM Approach has been already introduced in the health sector.
- The department/directorate has been planning or executing an implementation plan to introduce and strengthen 5S-KAIZEN-TQM Approach at the national level.

(2) Secondary/Tertiary Level Public Hospital

- It is desirable that the hospital has been already implementing at least 5S activities, and continuously taking actions to overcome the problems which the hospital has been taking own initiative to identify.

5. Capacity (Upper Limit of Participants)

21 participants

6. Language

English [NOTE: There is no translation and interpretation support from English to other languages.]

7. Objective(s)

The participant will obtain practical knowledge, skills to analyze problem and sense of leadership necessary to improve hospitals' service, and formulate a strategic plan aiming to establish the structure to promote KAIZEN (continuous improvement of hospital service)

8. Overall Goal

Quality of healthcare services is improved at a hospital(s) to which the participant is belonging or supervise by utilizing 5S-KAIZEN-TQM Approach.

9. Output and Contents

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

Expected Output	Major subjects/agendas	Methodology
(1) To review policy and measures, and good practices in each country regarding service quality improvement and analyze their healthcare facility's challenges.	<ul style="list-style-type: none"> - Presentation of an inception report by the participant countries - Health systems in Japan and its development and transition - Quality and Safety in healthcare services - Positive mindset for quality improvement - Challenges for the participants of JICA course after the training - Problem analysis of current situation for effective quality management planning - Free talk session by the participants 	Lecture Exercise Group work and discussion Presentation Field visit
(2) To broaden knowledge about KAIZEN.	<ul style="list-style-type: none"> - Basic concept of 5S-KAIZEN-TQM Approach - How to introduce and practice 5S, and introduction of "5S tools" - KAIZEN with QC story - How to monitor and evaluate 5S-KAIZEN-TQM Approach - Analysis of work process (utilization of process flow chart) - Field visit to hospital(s) in Japan 	
(3) To deepen the knowledge on how to apply KAIZEN to the quality improvement of health services and hospital management.	<ul style="list-style-type: none"> - Establishment of implementation structure for 5S-KAIZEN-TQM Approach - Patient and medical safety and team building - Hazard Prediction Training 	
(4) To formulate a strategy plan aiming to establish the structure to promote continuous service improvement in their healthcare facilities.	<ul style="list-style-type: none"> - Formulation and revision of strategic plan - Presentation of a strategic plan 	Workshop Presentation

<Structure of the Course>

Topic outline (subject to minor changes)

Lecture, Exercise and Workshop at JICA Tokyo Center

- Inception reports from participating countries
- Health systems in Japan and its development and transition
- Quality and Safety in healthcare services
- Positive mindset for quality improvement
- Basic concept of 5S-KAIZEN-TQM Approach
- KAIZEN with QC story

- Patient and medical safety and team building
- Hazard Prediction Training
- Formulation, presentation, and revision of a strategic plan

Site visit in Japan

- One or two hospitals to observe 5S and KAIZEN activities for quality improvement

Web forum

In the last week of training program period, "4th KAIZEN web forum" will be held, aiming at experience sharing by JICA ex-participants of this program and knowledge co-creation through panel discussion with the experts.

Table: Number of participating countries and attendees

	1st	2nd	3rd
Year of implementation	2022	2023	2024
Number of participating countries and attendees	153 from 19 countries	189 from 24 countries	247 from 32 countries

Link of the web forum will be shared after the commencement of the training program. Each participant will be requested to invite his/her colleagues and stakeholders, who will be key person for the post-training actions.

[Tentative contents of the KAIZEN web-forum]

- Experience sharing by JICA ex-participants of "Quality Improvement of Health Services through KAIZEN Approach", from 1-2 countries (60 – 80 minutes)
- Panel Discussion with the experts of quality and safety including 5S-KAIZEN-TQM Approach (60 minutes)

Note that the topic of the panel discussion will be determined soon.

III. Eligibility and Procedures

1. Expectations to the Applying Organizations

- (1) This course is designed primarily for organizations that are addressing specific issues or problems identified in their operation. Applying organizations are expected to use the program 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 course to meet specific requirements of applying organizations and effectively facilitate them toward solutions for the issues and problems.

2. Nominee Qualifications

Applying organizations are expected to select a nominee who meets the following qualifications.

【Remarks】 Each Organizations is requested to strongly encourage female candidates to apply for the course to accelerate the realization of gender equality and women's empowerment.

(1) Essential Qualifications

- 1) Current Duties:
 - If nominees are working in a hospital: the nominee should be responsible for quality management in the hospital (as a member of hospital management team or a head of Quality Improvement Committee/Team etc.)
 - If nominees are working in a health administration institution (e.g., ministry of health, regional health office, etc.): the nominee should be working in the department of quality management or the department having jurisdiction and supervision to public hospitals regarding quality management.
- 2) Experience in quality improvement: at least 4 years management experience in the secondary or tertiary level hospital
- 3) Language: have a competent command of all English
Note: Throughout this course, no language assistance is provided for the participants.
- 4) Health: must be in good health, both physically and mentally, to participate in the program. To reduce the risk of worsening symptoms associated with respiratory tract infection, please be honest to declare in the Medical History (QUESTIONNAIRE ON MEDICAL STATUS AND RESTRICTION of the

application form) if you have been a patient of following illnesses;
Hypertension / Diabetes / Cardiovascular illness / Heart failure / Chronic
respiratory illness.

- 5) Computer skill: Basic EXCEL and WORD skill are required.
- 6) Those who have already participated in this course (including online course in 2020, 2021, and 2022) in the past are not eligible for this course.

(2) Recommended Qualifications

- 1) Those who are counterpart of JICA's cooperation projects may have higher priority than the others. Please describe your relationship and responsibility related to JICA's cooperation project in the Application Form.
- 2) Gender Equality and Women's Empowerment: JICA seeks more female applicants due to the past records of fewer applications from women. JICA is committed to promoting gender equality and women's empowerment, and provides equal opportunities for all applicants regardless of their sexual orientation or gender identity.
- 3) We encourage participation of medical doctor, who is essential personnel for 5SKAIZEN activities.
- 4) Those who belong to the hospital where ex-participants of this course are currently working on 5SKAIZEN activities may be given higher priority than others.

3. Required Documents for Application

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

* If you have any difficulties/disabilities which require assistance, please specify necessary assistances in the QUESTIONNAIRE ON MEDICAL STATUS AND RESTRICTION (1-(c)) of the application form. Information will be reviewed and used for reasonable accommodation.

- (2) **Photocopy of Passport:** You should submit it 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.

* The following information should be included in the photocopy: Name, Date of Birth, Nationality, Sex, Passport Number and its Expiry Date

*It is recommended that your passport be valid for more than 6 months after the last day of the program.

- (3) **English Score Sheet:** to be submitted with the application form, if the nominees have any official English examination scores. (e.g., TOEFL, TOEIC, IELTS)

4. Procedures for Application and Selection

(1) Submission of the Application Documents

Closing date for applications: **Please confirm the local deadline with the JICA overseas office (or the Embassy of Japan).** All required material must arrive at JICA Tokyo Center in Japan by **June 6, 2025.**

Note that the application form must be filled in English.

(2) Selection

Primary screening is conducted at the JICA overseas office (or the embassy of Japan) after receiving official documents from your government. JICA Tokyo Center will consult with concerned organizations in Japan in the process of final selection. Applying organizations with the best intentions to utilize the opportunity will be highly valued.

The Government of Japan will examine applicants who belong to the military or other military-related organizations and/or who are enlisted in the military, taking into consideration of their duties, positions in the organization and other relevant information in a comprehensive manner to be consistent with the Development Cooperation Charter of Japan.

This course requires English language skills to be able to understand and discuss the content of the lectures. English proficiency would be checked through online or telephone during the selection, especially for candidates from non-English-speaking countries. If the proficiency is deemed insufficient, the candidates would not be accepted.

(3) Notice of Acceptance

The JICA overseas office (or the Embassy of Japan) will notify the results not later than **June 16, 2025.**

5. Additional Documents to Be Submitted by Accepted Candidates

All the accepted candidates should submit the following two documents by **June 30, 2025** as a pre-assignment. They should be sent to JICA (ticthdop@jica.go.jp) and Fujita Planning Co., Ltd. (kaizen_training@fujita-plan.com) by e-mail. Please read [VI. Annex: Preparation for Participation] for the detailed information of the pre-assignments.

(1) Inception Report

Note that the URL for downloading the report format will be announced after the notice of acceptance.

(2) National and organizational policy and strategic plan for quality initiatives

6. Conditions for Participation

The participants of KCCP are required:

- (1) to strictly observe the course schedule,
- (2) not to change the air ticket (and flight class and flight schedule arranged by JICA) and lodging by the participants themselves,
- (3) to understand that leaving Japan during the course period (to return to home country, etc.) is not allowed (except for programs longer than one year),
- (4) not to bring or invite any family members (except for programs longer than one year),
- (5) to carry out such instructions and abide by such conditions as may be stipulated by both the nominating Government and the Japanese Government in respect of the course,
- (6) to observe the rules and regulations of the program implementing partners to provide the program or establishments,
- (7) not to engage in political activities or any form of employment for profit,
- (8) to discontinue the program, should the participants violate the Japanese laws or JICA's regulations, or the participants commit illegal or immoral conduct, or get critical illness or serious injury and be considered unable to continue the course. The participants shall be responsible for paying any cost for treatment of the said health conditions except for the medical care stipulated in (3) of "5. Expenses", "IV. Administrative Arrangements",
- (9) to return the total amount or a part of the expenditure for the KCCP depending on the severity of such violation, should the participants violate the laws and ordinances,
- (10) not to drive a car or motorbike, regardless of an international driving license possessed,
- (11) to observe the rules and regulations at the place of the participants' accommodation, and
- (12) to refund allowances or other benefits paid by JICA in the case of a change in schedule.

IV. Administrative Arrangements

1. Organizer (JICA Center in Japan)

(1) **Center:** JICA Tokyo Center (JICA TOKYO)

(2) **Program Officer:**

Ms. Ayaka KAJITANI (Kajitani.Ayaka@jica.go.jp)

Mr. Yasuhiro MORIMOTO (Morimoto.Yasuhiro@jica.go.jp)

Team Address (ticthdop@jica.go.jp)

2. Implementing Partner

(1) **Name:** Fujita Planning Co., Ltd.

(2) **Contact:**

Mr. Noriyuki Miyamoto (n.miyamoto@fujita-plan.com)

Ms. Tatsuno Kana (k.tatsuno@fujita-plan.com)

Mr. Kota Iwaki (k.iwaki@fujita-plan.com)

Team Address (kaizen_training@fujita-plan.com)

(3) **URL (Company website):** https://fujita-plan.com/?page_id=549

3. Travel to Japan

(1) **Air Ticket:** In principle, JICA will arrange an economy-class round-trip ticket between an international airport designated by JICA and Japan.

(2) **Travel Insurance:** Coverage is from time of arrival up to departure in Japan. Thus, traveling time outside Japan (include damaged baggage during the arrival flight to Japan) will not be covered.

4. Accommodation in Japan

Basically, JICA will arrange the following accommodation 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: +81-3-3485-7904

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

Please refer to facility guide of JICA TOKYO at its URL,
<https://www.jica.go.jp/tokyo/english/office/index.html>

If there is no vacancy at JICA TOKYO, JICA will arrange alternative accommodation for the participants.

5. Expenses

The following expenses in Japan will be provided by JICA:

- (1) Allowances for meals, living expenses and stopover.
- (2) Expenses for study tours (basically in the form of train tickets).
- (3) Medical care for participants who become ill after arriving in Japan (the costs related to pre-existing illness, pregnancy, or dental treatment are not included).
- (4) Expenses for program implementation, including materials.
- (5) For more details, please see "III. ALLOWANCES" of the brochure for participants titled "KENSU-IN GUIDEBOOK," which will be given before departure for Japan.

*Link to JICA HP (English/French/Spanish/Russian):

https://www.jica.go.jp/english/our_work/types_of_assistance/tech/acceptance/training/index.html

6. Pre-departure Orientation

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

*YouTube of "**Knowledge Co-Creation Program and Life in Japan**" and "**Introduction of JICA Centers in Japan**" are viewable from the link below. Image YouTube video of "Introduction of JICA Center in Japan" provides the information of JICA Centers such as Location, Building, Entrance, Reception (Front desk), Lobby, Office, Accommodation (Room), Amenities (Hand dryer), Bathroom (Shower and Toilet), Toiletries, Restaurant, Laundry Room (Washing machine, Iron), ICT Room (Computer for participants), Clinic, Cash dispenser, Gym, and Neighborhood.

Part I: Knowledge Co-Creation Program and Life in Japan	
English ver.	https://www.youtube.com/watch?v=SLurfKugrEw
French ver.	https://www.youtube.com/watch?v=v2yU9ISYcTY
Arabic ver.	https://www.youtube.com/watch?v=1iBQqdpXQb4
Part II: Introduction of JICA Centers in Japan	

V. Reference Materials

[KAIZEN]

- Case Study "Quality Improvement of Health Services through 5S-KAIZEN-TQM approach"
https://www.jica.go.jp/english/our_work/thematic_issues/health/case.html
- Achievements (academic papers and reports)
https://www.jica.go.jp/english/our_work/thematic_issues/health/case_achievements.html
- Materials relevant to 5S-KAIZEN-TQM Approach
https://www.jica.go.jp/english/our_work/thematic_issues/health/case_materials.html
You can get various materials from the URL above including;
 - Textbook "Change Management for Hospitals through Stepwise Approach, 5S-KAIZEN-TQM" (English, French and Arabic)
 - Video "Improving Hospital Management with TQM: Total Quality Management" (English, French, and Portuguese)
 - Video "What is KAIZEN? Improving Quality of Healthcare" (English, French, Arabic, and Spanish)
- Brochure "KAIZEN - Japan's approach towards improved quality and productivity, the driving force of Japan's rapid growth "
https://www.jica.go.jp/english/publications/brochures/c8h0vm0000avs7w2-att/japan_br_and_02.pdf

[Health Situation in Japan]

- Annual Health, Labour and Welfare Report (Ministry of Health, Labour and Welfare, Japan)
<http://www.mhlw.go.jp/english/wp/index.html>
- "Public Health of Japan 2022" (Japan Public Health Association)
<http://www.jpha.or.jp/sub/pdf/PHJ2022.pdf>
- (JICA DVD) "History of Public Health and Medical Systems in Japan - On the path to Good Health"
(English) <https://www.youtube.com/watch?v=I7f5EAqkRSA>
(French) <https://www.youtube.com/watch?v=SfHMEGzOu2U>
(Spanish) <https://youtu.be/YPM6HrH8e9M>
- "Japan health system review" (Asia Pacific Observatory on Health Systems and Policies) (Full report, executive summary and leaflet)
https://mhlw-grants.niph.go.jp/system/files/2017/171021/201705006A_upload/201705006A0010.pdf

https://apo.who.int/docs/librariesprovider15/publications/hits/japan_hit_leaflet_english.pdf?sfvrsn=bb9971c7_7

【Several scenes of the course on “KAIZEN for Quality Improvement for Health Services through KAIZEN (JFY2024 in Japan)”



Lecture on Healthcare System of Japan



Lecture on 5S activity



Practical session of 5S activity



Practical session on KAIZEN with QC Story



Site visit at the hospital in Japan
(Observation of 5S -KAIZEN activities)



Site visit at the hospital in Japan
(Observation of 5S -KAIZEN activities)



Presentation of action plan by the
participants



Group photo

VI. Annex: Preparations for Participation

::: This is only for those accepted :::

1. Four (4) pre-assignments as follows:

Pre-assignment	Outline	Instruction
(1) Development and submission of an inception report	<ul style="list-style-type: none"> • Purpose: To recognize the current challenges in QI initiatives in your country • Each of the participants will be asked for a presentation based on your inception report to share your country's situation 	<ul style="list-style-type: none"> • Use the report format that will be given after the notice of acceptance • Report should be made in English only
(2) Submission of impressions after YouTube viewing on 5S-KAIZEN-TQM Approach	<ul style="list-style-type: none"> • Purpose: To understand basic concept of 5S-KAIZEN-TQM Approach for smooth acquisition of knowledge and skill during the training program 	<ul style="list-style-type: none"> • Write your impressions on the specified slides in the inception report format after watching the following two YouTube videos: <p>[VIDEO #1] Improving Hospital Management with TQM (English) https://youtu.be/N_AqCLNf9k (French) https://youtu.be/LnaSptazlHo</p> <p>[VIDEO #2] What is KAIZEN? Improving Quality of Healthcare (English) https://youtu.be/PpoOFn6JU4o (French) https://youtu.be/LK7aXrW4lwc (Arabic) https://youtu.be/yMpQ-oHC8sQ</p>
(3) Pre-reading a textbook (PDF) on KAIZEN with QC story	<ul style="list-style-type: none"> • Purpose: To acquire basic knowledge on "KAIZEN with QC Story" before the program so that the related lectures and practical sessions will be smooth 	<ul style="list-style-type: none"> • Please read PDF file namely "KAIZEN with QC story" • Please answer to "Mini-Quiz on KAIZEN with QC story" in the inception report format
(4) Submission of national and organizational strategy and plan related to QI initiatives	<ul style="list-style-type: none"> • Purpose: To develop a realistic action plan during the training program by aligning with the existing strategies and plan related to QI initiatives in your country and organization 	<ul style="list-style-type: none"> • Please submit at least following documents attached with the inception report: <ul style="list-style-type: none"> - National policy and/or strategic plan for healthcare quality and safety - Organizational strategic plan for healthcare quality and safety - Any action plan related to QI initiatives, etc.



<ul style="list-style-type: none"> ■ Please submit your inception report and any related documents of QI initiatives to the following two email addresses: ticthdop@jica.go.jp, kaizen_training@fujita-plan.com ■ When you send the data via e-mail, <u>please include course number [202411523J001] and the course title [KAIZEN] in the subject line of your e-mail.</u> ■ Deadline for submission is by June 30, 2025
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2. Pre-actions to develop a realistic action plan

As an output of this training program, the participants will develop an action plan to solve issues related to and/or enhance the current status of healthcare service provision by using what they have learned in Japan.

Since it is assumed that the participants need to execute the action plan in collaboration with their supervisor and colleagues by utilizing their existing organizational budget, the participants are required to consult their supervisor and colleagues about issues to be covered in their action plan, before coming to Japan. It is preferable to mention the addressed issues in their inception report which is the pre-assignment-(1).

In addition, a presentation session of action plan will be held on August 13, 14, and 15, 2025, and will be made available via online connection, allowing their supervisors and colleagues to hear their presentations and make comments and feedback directly in the session. Zoom link of the presentation session will be distributed during the program.

Note that due to time differences in some countries, it may not be possible to deliver at the appropriate time. We apologize for any inconvenience this may cause.

3. Items to be brought for smooth training

- **Lap-top computer** (required): it will be necessary for group discussion, practical sessions, and action plan development.
Note that if you cannot possibly bring the lap-top, please let us (JICA Tokyo) know by June 25
- **Small bag for three-night trip** (required): Please bring a small bag to separate your belongings for three-night trip of the site visit. You can leave your suitcase at JICA Tokyo while you are out of Tokyo.
- **Sneaker or any shoes for easy walking** (required): During the site visit at hospitals in Japan, we will walk around in 1-2 hours.
- **Folding umbrella** (optional): It will rain sometimes in Japan during the training period.

For Your Reference

JICA and Capacity Development

Technical cooperation is people-to-people cooperation that supports partner countries in enhancing their comprehensive capacities to address development challenges by their own efforts. Instead of applying Japanese technology per se to partner countries, JICA's technical cooperation provides solutions that best fit their needs by working with people living there. In the process, consideration is given to factors such as their regional characteristics, historical background, and languages. JICA does not limit its technical cooperation to human resources development; it offers multi-tiered assistance that also involves organizational strengthening, policy formulation, and institution building.

Implementation methods of JICA's technical cooperation can be divided into two approaches. One is overseas cooperation by dispatching experts and volunteers in various development sectors to partner countries; the other is domestic cooperation by inviting participants from developing countries to Japan. The latter method is the Knowledge Co-Creation Program, formerly called Training Program, and it is one of the core programs carried out in Japan. By inviting officials from partner countries and with cooperation from domestic partners, the Knowledge Co-Creation Program provides technical knowledge and practical solutions for development issues in participating countries.

The Knowledge Co-Creation Program (Group & Region Focus) has long occupied an important place in JICA operations. About 400 pre-organized courses 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 is being customized by the different target organizations to address the specific needs, 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, as the first non-Western nation to become a developed country, built itself into a country that is free, peaceful, prosperous and democratic while preserving its tradition. Japan will serve as one of the best examples for our partner countries to follow in their own development.

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 a process of adoption and adaptation, of course, has been accompanied by countless failures and errors behind the success stories.

Through Japan's progressive adaptation and application of systems, methods and technologies from the West in a way that is suited to its own circumstances, Japan has developed a storehouse of knowledge not found elsewhere from unique systems of organization, administration and personnel management to such social systems as the livelihood improvement approach and governmental organization. It is not easy to apply such experiences to other countries where the circumstances differ, but the experiences can provide ideas and clues useful when devising measures to solve problems.

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.



Contact Information for Inquiries

For inquiries and further information, please contact the JICA overseas 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: +81-3-3485-7904



Application Guideline for the JICA Knowledge Co-Creation Program

This guideline explains how to apply for the Knowledge Co-Creation program (KCCP) of the Japan International Cooperation Agency (JICA) under the Official Development Assistance Program of the Government of Japan.

Please complete the Application Forms according to the guideline. For additional information, please consult the JICA Office, or in its absence, the Embassy of Japan in your country.

Form	Filled by
Form1. Official Application Form	<ul style="list-style-type: none"> · To be filled by applicant and supervisor of the applicant* · To be signed by supervisor of the applicant · Official stamp of organization of the applicant is needed.
Form2. Individual Application Form	Applicant
Form3. Questionnaire on Medical Status and Restrictions	Applicant
Form4. Terms and Conditions, and Declaration	Applicant

*Supervisor: the head of the department/division of organization of the applicant.

Please be advised;

- (a) To carefully read the General Information (GI) of the KCCP,
- (b) To fill only in typewritten except for signature,
- (c) To fill in the form in English,
- (d) To attach applicant's photograph (data/actual photograph),
- (e) To prepare document(s) described in the GI and/or confer with the JICA Expert or JICA overseas office, and attach these documents to the completed Application Forms.

In submitting the Application Forms and attached documents, please make sure;

- (g) To prepare a copy of your passport,
- (h) To confirm the application procedure stipulated by your government,
- (i) To submit the original Application Forms with all necessary document(s) to the responsible organization of your government according to its application procedure,
- (j) That your participation may be denied, if you fail to provide all required information and documents completely and on time.

**CHECK LIST before submission:**

Items	Form No.	Check
1. Fill in all items in typewritten	All the forms	
2. Applicant's signature	Form 2, 3, 4	
3. Signature of supervisor of the applicant*	Form 1	
4. Official stamp of your organization	Form 1	
5. Applicant's photo	Form 3	
6. Relationship with the Military	Form 2	
7. Dietary Restrictions	Form 3	
8. Attach a copy of passport (Machine Readable Zone) *Applicants from Latin American and the Caribbean Countries, please refer to the note below.	-	

*Supervisor: the head of the department/division of your organization

Note for Applicants from Latin American and the Caribbean Countries:

- (1) If applicant is from any of the countries listed below and have a passport with a valid U.S. visa, please attach herewith a copy of Identification Pages on the inside cover of applicant's passport (i.e., the two pages that include the applicant photograph and detailed passport information), and the page of U.S. visa:

Antigua and Barbuda, Argentina (only Japanese descendants), Barbados, Bolivia, Brazil, Chile, Colombia, Dominica, Ecuador, Grenada, Guatemala, Guyana, Haiti, Mexico, Peru, Rep. of Dominica, St. Christopher and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, or Venezuela.

- (2) If applicant is from any of countries listed below and have a passport without a valid U.S. visa, please attach herewith a copy of Identification Pages on the inside cover of the applicant's passport (i.e., the two pages that include the applicant's photograph and the applicant's detailed passport information).

Belize, Costa Rica, El Salvador, Honduras, Jamaica, Marshall, Micronesia, Nicaragua, Palau, Panama, Paraguay, Trinidad and Tobago, and Uruguay.



Application form for the JICA Knowledge Co-Creation Program:

Form1. OFFICIAL APPLICATION FORM

*To be signed by the applicant's supervisor (the head of the relevant department / division of the applicant's organization).

1. Course Title (as shown in the GI)

2. Course Number (the number as "xxxxxxxxJxxx "shown in the GI)

3. Course Duration (DD/MONTH/YYYY)

From / / To / /

4. Country

5. Name of Applying Organization

6. Name of the Nominee(s)

1)
2)
3)
4)

7. Reason for nominating the Applicant

Please describe the reason(s) why the applicant was selected, referring to the following points; 1) Program requirement, 2) Capacity/Position, 3) Future plan to be done by the applicant after the KCCP, 4) Future plan of your organization and 5) Others.

8. Expectation and Future Plan of Actions

Please describe the reason(s) why the applicant was selected, referring to the following points; 1) Program requirement, 2) Capacity/Position, 3) Future plan to be done by the applicant after the KCCP, 4) Future plan of your organization and 5) Others.

--

9. Confirmation by the organization in charge

Our organization hereby applies for the Knowledge Co-Creation Program of the Japan International Cooperation Agency and proposes to dispatch qualified nominees to participate in the programs.

Date:	-- Select-- / -- Select-- / -- Select--	Signature:	
Name:			
Title / Position			
Department / Division			
Office Address and Contact	Address:		
	Tel:	E-mail:	Fax:

Official Stamp

(If necessary) Confirmation by the organization in charge

I, as a supervisor, have examined the documents in this form and found them true. Accordingly, I agree to nominate this person(s) on behalf of our government.

Date:	-- Select-- / -- Select-- / -- Select--	Signature:	
Name:			
Title / Position			
Department / Division			

Official Stamp

By Nominator (head of relevant department/division)

Date	-- Select-- / -- Select-- / -- Select--
Name	
Title/Position	
Signature	



Application form for the JICA Knowledge Co-Creation Program:

Form2. INDIVIDUAL APPLICATION FORM

*To be filled by Applicant.

1. Course Title (as shown in the GI)

2. Course Number (the number as "xxxxxxxxJxxx" shown in the GI)

Attach applicant's
photograph
(data/actual
photograph)

(taken within
the last six months)

Size: 4.5x3.5cm

3. Personal Information on Applicant

1) Name of Applicant (as shown in the passport)

*Please type the name as shown in the passport carried. The information will be used for flight arrangements.

Family Name /Surname

First Name

Middle Name

2) Nationality (as shown in the passport)

3) Sex (for VISA application)

4) Date of Birth

Day	Month	Year	Age (as of the date of the form)
-- Select--	-- Select--		-- Select--

5) Passport/Visa

Passport possession	-- Select--	Expiry date of passport	Day	Month	Year
USA visa possession	-- Select--		-- Select--	-- Select--	-- Select--

*Applicants from Latin American and the Caribbean Countries only.

6) Contact Information

Private	Address:				
	TEL*:		Mobile*:		
	FAX*:		E-mail:		
Office	Address:				
	TEL*:		Mobile*:		
	FAX*:		E-mail:		
Emergency Contact	Name:				
	Relationship to you:				
	Address:				
	TEL*:		Mobile*:		
	FAX*:		E-mail:		

7) Present Position

Organization		
Year that entered the organization	-- Select--	
Department / Division		
Title		
No. of years of service in the present position	Number of Years	From (Year)
	-- Select--	
Type of Organization		
Number of employees	-- Select--	
Home Page Address		

8) Questionnaire on Relationship with the Military (FOR ALL THE APPLICANTS)

Must select!

-- Select--	Personnel of the military or organizations under the military (active military personnel or military personnel listed in the muster roll/military register)
-- Select--	Personnel of the Ministry of Defense, or organizations under the Ministry of Defense
-- Select--	Personnel of organizations that are specified by law under the military or the Ministry of Defense in case of an emergency
-- Select--	Persons listed in the muster roll/military register who are not currently affiliated with the military, the Ministry of Defense, or affiliated organizations
-- Select--	Personnel of civilian organizations which have divisions to conduct military-related activities

4. Experience and Eligibility

1) Career Background (After graduation and before taking the present position)

*Only Applicants for KCCP (Group and Region Focused) are requested to fill in this part

Organization	City/ Country	Period				Position or Title and Department/Division	Brief Job Description
		From Month/Year		To Month/Year			
		-- Select--		-- Select--			
		-- Select--		-- Select--			
		-- Select--		-- Select--			

2) Academic Background (University, College or Higher Education)

Institution	City/ Country	Period				Position or Title and Department/Division	Brief Job Description
		From Month/Year		To Month/Year			
		-- Select--		-- Select--			
		-- Select--		-- Select--			
		-- Select--		-- Select--			

3) Experience of Training or Study in Foreign Countries (including all the training experience in JICA's programs)

*Only Applicants for KCCP (Group and Region Focused) are required to fill in this part

Institution	City/ Country	Period				Position or Title and Department/Division	Brief Job Description
		From Month/Year		To Month/Year			
		-- Select--		-- Select--			
		-- Select--		-- Select--			
		-- Select--		-- Select--			

5. Background and Purpose of Application

1) Current challenges in the organization in relation to the theme of the KCCP you are applying:

Describe the issues that your organization/department intends to tackle by participating in this program.

2) Main duties of Applicant:

Describe your main duties and responsibilities in relation to this program.

3) Relevant Experience of Applicant:

Describe previous occupational experiences that is highly relevant in this program.

4) Your individual Goal:

Elaborate on the applicant's plans to apply the lessons learned from this program to the applicant's organization.

5) Area of Interest and/or your expectation:

Specify the applicant's particular interest with reference to the contents of this program

By Applicant

Date	-- Select-- / -- Select-- / -- Select--
Name	
Title/Position	
Signature	



Application form for the JICA Knowledge Co-Creation Program:

Form3. QUESTIONNAIRE ON MEDICAL STATUS AND RESTRICTION**(Self-Declaration)****1. Present Medical Status**

- (a) Have applicant taken any medicine or had a medical checkup by a physician for your illness such as diabetes, hypertension, asthma, etc.?

<input type="radio"/> NO	<input type="radio"/> YES			
	Name of illness		Name of medicine	
	<i>If yes, please attach doctor's letter (preferably, written in English) that describes the current status of the applicant's illness, and gives agreement to your participation in the program.</i>			

- (b) Does applicant have any allergies with medicine, food, pollen, etc.?

	<input type="radio"/> YES
	What are you allergic to? What kind of allergic symptoms do you have such as itch, rash, hives, etc.? ()

- (c) Please indicate any needs arising from disabilities that may require additional support or facilities.

()
<i>Note: Disability will not lead to exclusion of the Applicant from the program. However, the Applicant may be directly inquired by the JICA official in charge for a more detailed account of his/her condition.</i>

2. Medical History

(a) Have applicant had any illness such as heart, hepatic, kidney disease, etc.?

<input type="radio"/> NO	<input type="radio"/> YES
	Please specify ()

(b) Have applicant or/and the applicant's family members had tuberculosis?

	Please specify ()

(c) Have applicant ever been a patient in a mental clinic or been treated by a psychiatrist?

	Please specify ()

(d) Have applicant ever had any sleeping, eating or other disorders?

	Please specify ()
	Name of medicine taken if any ()

3. Dietary Restrictions

Are there any dietary restrictions? (e.g., beef, pork, crustaceans, etc.)

	Please specify ()

4. Other Medical Issues/Conditions

If applicant have any medical issues/conditions that are not described above, please indicate below.

--

* Is applicant pregnant?

	Weeks of pregnancy -- Select-- weeks

The applicant certify that have read the above instructions and answered all questions truthfully and completely to the best of the applicant's knowledge.

The applicant understand that medical conditions resulting from pre-existing conditions will not be financially compensated by JICA, and may be a reason for termination of the program.

The applicant understand that this questionnaire will be checked by the people who are engaged in the program during stay in Japan.

The applicant may not be possible to purchase pharmaceuticals, medical equipment, etc. in Japan, due to Japanese laws.

By Applicant

Date	-- Select-- / -- Select-- / -- Select--
Name	
Title/Position	
Signature	

※Please notify JICA staff upon any changes in your health condition after submission of the form.



Application form for the JICA Knowledge Co-Creation Program:

Form4. TERMS AND CONDITIONS

DECLARATION (to be signed by the Applicant)

• I understand and fully agree to the following terms and conditions set forth below.

- 1. General Rule
- 2. Privacy Policy
- 3. Copyright Policy

• I will be subject to any penalties imposed as a consequence of my failure to abide by the above terms and conditions.

• I understand the intention of JICA on "4.Portrait Right Policy" mentioned below, and my intention for usage/publication of photographs and videos including the portrait of myself by JICA for the purpose above is as follows:

Agree Disagree

• I certify that the statements I made in this form are true, complete and correct to the best of my knowledge and belief.

By Applicant

Date	-- Select-- / -- Select-- / -- Select--
Name	
Title/Position	
Signature	

1. General Rules

The participants are requested:

- (1) to strictly observe the course schedule,
- (2) not to change the air ticket (and flight class and flight schedule arranged by JICA) and lodging by the participants themselves,
- (3) to understand that leaving Japan during the course period (to return to home country, etc.) is not allowed (except for programs longer than one year),
- (4) not to bring or invite any family members (except for programs longer than one year),
- (5) to carry out such instructions and abide by such conditions as may be stipulated by both the nominating Government and the Japanese Government in respect of the course
- (6) to observe the rules and regulations of the program implementing partners to provide the program or establishments,
- (7) not to engage in political activities, or any form of employment for profit,
- (8) to discontinue the program, should the participants violate Japanese laws or JICA's regulations, or the participants commit illegal or immoral conduct, or get critical illness or serious injury and be considered unable to continue the course,
- (9) to return the total amount or a part of the expenditure for the KCCP depending on the severity of such violation, should the participants violate the laws and ordinances,
- (10) not to drive a car or motorbike, regardless of an international driving license possessed,
- (11) to observe the rules and regulations at the place of the participants' accommodation,
- (12) to refund allowances or other benefits paid by JICA in the case of a change in

2. Privacy Policy

The participants are requested to understand Privacy Policy of JICA as follows.

(1) Scope of Use

Any information used for identifying individuals (hereinafter referred to as "Personal Information") that is acquired by JICA will be stored, used, or analyzed only within the scope of JICA activities. JICA reserves the right to use such Personal Information in accordance with the provisions of this privacy policy.

(2) Limitations on Use and Provision

JICA shall never intentionally provide Personal Information to any third party with the following three exceptions:

- (a) In cases of legally mandated disclosure requests;
- (b) In cases in which the provider of the Personal Information grants permission for its disclosure to a third party;
- (c) In cases in which JICA needs to provide Personal Information for the persons or entities where JICA contracts out all or part of the KCCP and its relevant projects. The Personal Information provided herein will be only limited to the information necessary for the persons or entities to implement the contracted tasks.

(3) Security Notice

JICA takes measures required to prevent the divulgence, loss, or destruction of Personal Information, and to otherwise properly manage such information.

※JICA's policy for the transfer of personal data from the European Economic Area (EEA) to outside the EEA (to Japan and third countries);
JICA has revised "Bylaws for the Implementation of Personal Information Protection" which was published based on Japan's legislation by adding new provisions regarding how to deal with personal data within the EEA in order to meet General Data Protection Regulations (GDPR's) requirements for data protection. Based on the new bylaws, JICA entered into the EU Standard Contractual Clauses (SCCs) which allows us to transfer personal data from offices within the EEA to offices outside the EEA (in Japan and third countries).

3. Copyright Policy

The participants are requested to comply with the following;

- (1) The participants shall use all the documents provided for the KCCP (including texts, materials, etc.), within the scopes and/or conditions separately approved by JICA and/or the Original Author.
If the participants apply to the KCCP, the participants shall also comply with Terms of Use of the Materials for the KCCP that are shown on the JICA website.

(https://www.jica.go.jp/english/our_work/types_of_assistance/tech/acceptance/training/index.html)
- (2) All the documents prepared for the KCCP (including reports, action plans, presentations, etc.) shall be prepared by the participants themselves in principle. If the participants use any third party's(ies') works (photograph, illustration, map, figures, etc.), which are protected under the copyright laws and regulations in the participants' countries or copyright-related multinational agreements, the participants shall obtain a license necessary to use the works from such third party(ies).
- (3) The participants agree that JICA may use (including, but not limited to, reproduce, publicly transmit, distribute and modify) any documents prepared by the participants for other programs conducted by JICA (for example, as a reference for the other KCCP courses and a project formulation).
- (4) JICA will not be liable for the contents of any documents created by the participants for the purpose of the KCCP.

4. Portrait Right Policy

During the implementation period of KCCP, JICA (including hired photographer and program implementing partners) will shoot photographs and video footage mainly for the following purposes:

•Use on the website or in SNS administrated/operated by JICA,

•Use in JICA publications (public relations magazines, annual reports, journals, etc.) in printed or electronic form,

*Photos and images taken will not be used for commercial purposes and the participants' personal information will not be disclosed to any third party without the consent of the participants.

JICA would appreciate it if the participants of KCCP grant the participants themselves portrait right license to JICA for photos and images taken described above.

It is, however, not a requirement of KCCP. The participants do not agree to grant the participants themselves portrait right license to JICA, has absolutely no problem in participating KCCP. JICA respects the intention of each participant.