



Knowledge Co-Creation Program (Group & Region Focus)

GENERAL INFORMATION ON

**ICT for the improvement of government capacity and services:
information system, security, and strategy (C)**

**課題別研修「行政サービス改善のための ICT 利活用：情報システム、
セキュリティ、ICT 戦略(C)」**

JFY 2015

NO. J1504216 / ID. 1584575

From October 2015 to September 2016

Phase in Japan: From October 28, 2015 to March 15, 2016

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 was 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

Today, Information and Communications Technology (ICT) is recognized as a key enabler for realizing sustainable development by offering tremendous opportunities for developing countries to take full advantage of the benefits of globalization. The ICT, in fact, enables all citizens to access basic services, such as education, health care, agro-services or financial services regardless of sex, age, nationality, or any other factor created by society.

The ICT is also recognized as a key tool for any government to provide more efficient and effective services. The use of the ICT in government services (so-called “e-Government”), therefore, has been rapidly increasing all over the world today. In Japan, in the 1970s, the government started the promotion of various e-Government initiatives such as the implementation of online based administrative procedures, electronic provision of government information, optimization of work and systems, improvement of government procurement related to information systems, and information security measures.

Nevertheless, such digitalization of government services often remains a challenge in developing countries, because of lack of not only adequate infrastructure but also highly skilled ICT personnel. In this context, JICA Okinawa offers an ICT training program (*1) with the view of empowering ICT personnel to design, develop and manage efficient ICT solutions, which can assist governments of developing countries in the efforts of improving the governments’ capacity in applying the ICT.

(*1) ICT training program

“ICT for the improvement of government capacity and services: information systems, security, and strategy” comprises four courses, which have different objectives:

- (A) To become capable of improving the operation and management of information systems,
- (B) To become capable of analyzing business/ICT problems, constructing ICT solution requirements, and defining the structure of ICT systems,
- (C) To become capable of leading ICT strategy planning and business process enhancement, and
- (D) To become capable of designing and management of information security systems.

This document provides general information on the course (C).

For what?

This course is designed for a participant to attain the knowledge and skills that a chief information officer (CIO) staff should have. The CIO staff is an ICT engineer or a manager who assist the CIO in planning information strategies and enhancing business processes to optimize information services.

This course, however, is not designed for a CIO itself. A CIO is an executive officer of organization's ICT field, who takes responsibility for decision-making under accountability on the information strategies. Therefore, the CIO should have vast knowledge and skills of leadership and communications as an executive officer, which this course does not cover.

For whom?

This course is designed for a participant who is one of the following:

- An ICT staff member expected to be a CIO staff member,
- An ICT staff member involved in formulating ICT policy and/or strategies of an organization or a division, or
- An ICT staff member in charge of the management of a division relevant to ICT

(An applicant who already has a substantial knowledge and skills, which this course is providing, is subject to unaccepting.)

How?

This course includes practical exercises, such as workshops and sessions formulating an Action Plan, which is an ICT project to develop by each participant, along with lectures, because JICA Okinawa believes that the acquired knowledge is solidified by repeatedly applying it in those practical exercises. This is especially true for technical training programs like this one.

The course also includes variety of activities, such as interactive lectures and observation tours to be conducted both in Okinawa and in mainland of Japan. In addition, a participant will undertake a 15-day practical group exercise to mark the end of the training. Using a case study, a participant will analyze the problem, evaluate the organizational capability and develop a recommendation to solve problems to achieve the goals providing better citizen services. Such a practice-oriented method enables each participant to be a truly skillful IT staff member who can lead the implementation of e-Government initiatives.

Furthermore, as one of the major outcomes of this course, the above-mentioned Action Plan will resolve business problems of the government of each

participant. In order to assist a participant to implement his/her Action Plan, the training implementer will provide technical advice even extended for the period of six months after the completion of the core phase in Japan.

II. Description

1. Title (J-No.):

ICT for the improvement of government capacity and services: information system, security, and strategy (C) (J1504216)

2. Course Period in JAPAN:

October 28, 2015 to March 15, 2016

3. Target Regions or Countries:

Namibia, Botswana, Rwanda, South Africa, Iraq, Kosovo, Montenegro, Tonga, Palau, India

4. Eligible / Target Organization:

This program is designed for central governments and/or other governmental organizations enhancing the ICT use in the work and service delivery.

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

Twelve (12) participants

6. Language to be used in this program:

English

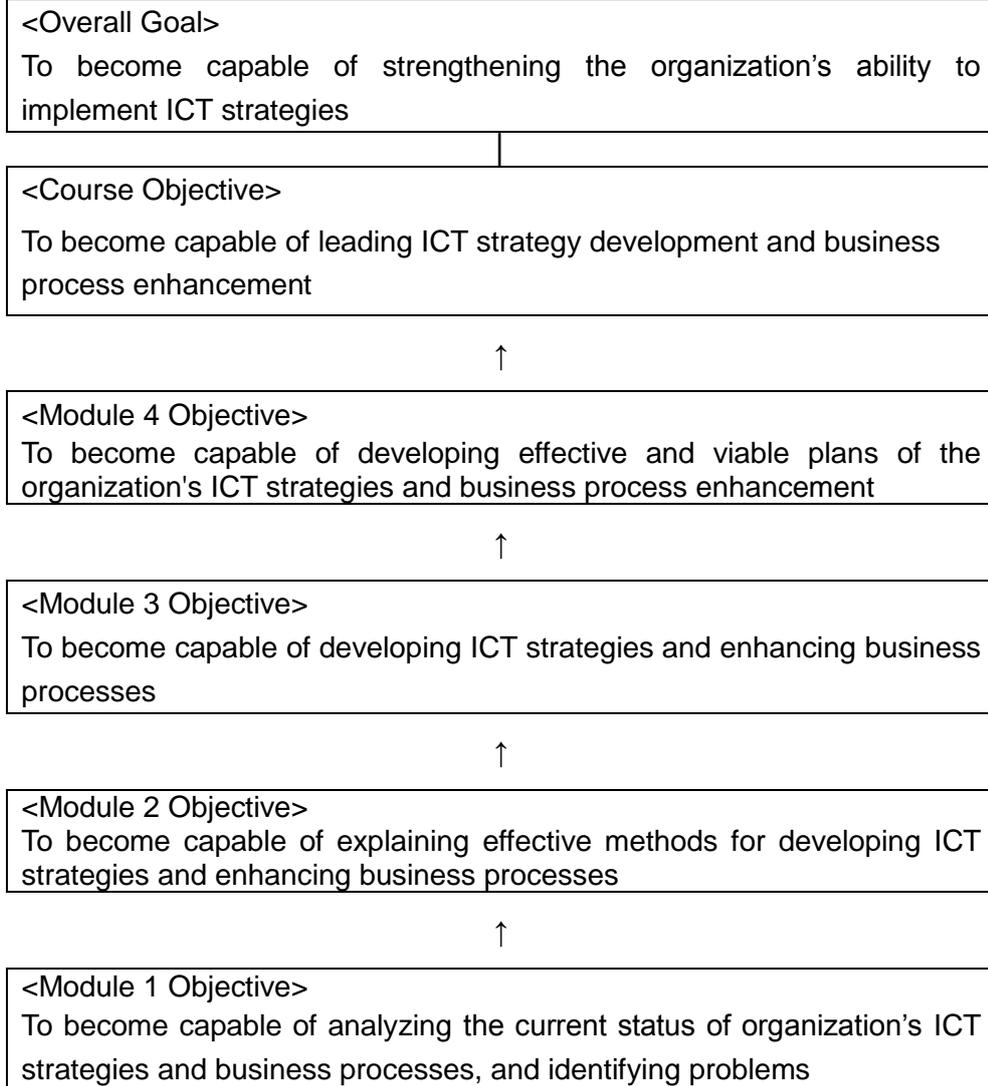
7. Course Objective:

This course aims for each participant to become capable of leading ICT strategy development and business process enhancement.

8. Overall Goal:

The overall goal of the course is for the organization of each participant to become capable of strengthening the organization's ability to implement ICT strategies.

9. Expected Modules Output and Contents:



<Structure of the program>

Topic outline (subject to minor changes)

Aiming for each participant to learn skills and knowledge, a participant is required to formulate an effective and implementable action plan during his/her stay in Japan and achieve the plan upon his/her return to his/her home country. Please carefully read this section and ensure the preparation.

A. Preparatory phase before the departure to Japan (September 2015 until departure)

Before coming to Japan, each participant is requested to take following actions:

- 1) Read carefully the present document titled "General Information".
- 2) Identify key business challenges of his/her organization, which are relevant to this course concept, and decide a topic of his/her Action Plan.

- 3) Obtain the approval from the management of a participant, before the departure, to facilitate implementation of his/her Action Plan after his/her returning from Japan, if circumstances allow.
- 4) Fill out the preliminary study sheet and other required forms , which will be provided by email from the training implementer after acceptance notification.

B. Core Phase in Japan (October 28, 2015 to March 15, 2016)

N.B. This is an interim version and the content and duration of each subject can be modified in due course.

#	Subject Name	Teaching Methods	Duration
	Expected results: (At the completion of each subject, a participant should be able to:)		

<Module 1 Objective> To become capable of analyzing the current status of organization's ICT strategies and business processes, and identifying problems			
<Module 2 Objective> To become capable of explaining effective methods for developing ICT strategies and enhancing business processes			
1	Introduction to e-Government		
	1. Provide rationale for the implementation of e-Government. 2. Cite and discuss examples of e-government services.	Lecture and Exercise	1 day
2	Introduction to Enterprise Architecture (EA)		
	1. Identify enhancement methods appropriate to one's organization by considering its current workflow. 2. Indicate a process on how to design EA. 3. Cite and discuss examples of EA practices in different countries. 4. Compare different type of reference models by analyzing their methodology and advantages. 5. Describe a system required to design EA and its management.	Lecture and Exercise	2 days
3	Security Basics		
	1. Recognize the importance of information security. 2. Illustrate basic security technologies. 3. Indicate how to manage security environment. 4. Apply security measures against different type of threats.	Lecture and Exercise	2 days
4	Introduction to the effective use of OSS for problem-solving		
	1. Indicate how to introduce OSS in governmental institutions. 2. Identify key elements in smoothly introducing OSS. 1. Use OSS resources available at online platforms.	Lecture and Exercise	1 day
6	Cloud Computing Basics		
	1. Illustrate characteristics of cloud computing services. 2. Describe cloud computing infrastructure technologies. 3. Describe big data processing technologies. 4. Cite and discuss examples of big data use.	Lecture and Exercise	3 days

7	Introduction to Mobile Technologies		
	1. Indicate the outline of mobile internet and mobile contents. 2. Illustrate how to effectively use mobile services. 3. Describe the outline of mobile application development.	Lecture and Exercise	1 day
8	Problem-solving and Facilitation		
	1. Apply problem-solving methods on the job. 2. Facilitate a process of consensus building and foster mutual understanding among project team members. 3. Find solutions by applying efficient negotiation skill.	Lecture and Exercise	3 days
9	Logical Thinking		
	1. Think logically. 2. Fulfill a role of project manager by indicating clear instructions.	Lecture and Exercise	2 days
10	Presentation skills		
	1. Illustrate key factors for making an effective presentation. 2. Design effective promotional activities to mainstream new technology and techniques within one's organization. 3. Describe a process for, and indicate considering points in designing promotional activities. 4. Make an effective presentation.	Lecture and Exercise	3 days
11	Leadership skills		
	1. Illustrate basic knowledge of leadership. 2. Identify strategic decision making. 3. Identify clarification of strategic issues. 4. Describe strategic human resource management and personnel training. 5. Practice strategic communication.	Lecture and Exercise	4 days
<Module 3 Objective>			
To become capable of developing ICT strategies and enhancing business processes			
12	Business Requirement Analysis and Planning		
	1. Define business requirements. 2. Identify business process. 3. Sharpen business specifications. 4. Manage requirements.	Lecture and Exercise	4 days
13	IT Governance		
	1. Identify current IT governance of IT organization. 2. Illustrate current IT issues at IT department. 3. Describe directions of IT strategies, system operation and business restructuring. 4. Describe what IT government should be, including methods for the outsourcing. 5. Describe methods of evaluating and managing IT investment. 6. Describe the management strategy of EA. 7. Practice IT investment and evaluation methods.	Lecture and Exercise	2 days
14	Introduction to IT Strategy Consulting Methodology		
	1. Assemble the role and activities of the organization from the viewpoint of top-level management 2. Identify "issues" using different thinking method. 3. Apply SWOT framework.	Lecture and Exercise	3 days
15	BCM Basics		
	1. Illustrate basic knowledge and process of Business	Lecture and	1 day

	<p>Continuity Management.</p> <ol style="list-style-type: none"> Describe BCM development process in compliance with ISO22301. Describe case study. 	Case Study	
16	Project Management Planning		
	<ol style="list-style-type: none"> Describe how to effectively manage a project. Indicate a process and key elements for defining a project schedule. Illustrate project defining process while considering specificity of the project. Apply project planning methods at the workshop. 	Lecture and Exercise	4 days
17	Project Operation Management		
	<ol style="list-style-type: none"> Describe outline of system development. Identify development methodology (waterfall model, prototyping model, iterative model, RAD model, package model). Illustrate outline of project management. Practice cost management process. Practice progress management process. Practice quality management process. 	Lecture and Exercise	4 days
18	RFP Formulation and Contract Management		
	<ol style="list-style-type: none"> Illustrate the role and importance of RFP(Request for Proposal) in ICT project. Indicate an entire process of ICT project from proposal writing to the conclusion of contract. Identify procurement process. Practice prepare RFP case. 	Lecture and Exercise	2 days
19	Object Oriented Analysis Basics		
	<ol style="list-style-type: none"> Identify object oriented methods. Indicate basic terms used in object oriented. Describe merits of using object oriented methodologies. Practice object oriented language, analysis and design. 	Lecture and Exercise	1 day
20	System Management Policy and Standards		
	<ol style="list-style-type: none"> Illustrate importance of establishing system management standards. Identify trends in systems management. Describe fundamental role of systems management standards. Describe steps of establishing systems management standards. Describe systems measures based on specific examples. 	Lecture	2 days
21	BCP Formulation and the Management		
	<ol style="list-style-type: none"> Identify BCP. Illustrate method of establishing a BCP. Illustrate basic of BCP policy. Describe key point in raising effectiveness of BCPs. Practice BCP creation and operational structure. 	Lecture and Exercise	3 days
22	Formulation of Information Security Policy		
	<ol style="list-style-type: none"> Illustrate trends in information security management. Illustrate basic roles of security policy. Describe formulation procedure of security policy. 	Lecture	2 days

	4. Describe management measures based on ISO/IEC27002.		
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<Module 4 Objective>			
To become capable of developing effective and viable plans of the organization's ICT strategies and business process enhancement			
23	Observation Tours		
	1. Describe how ICT is utilized in the Japanese government. 2. Cite and discuss examples of ICT solutions in Japan. 3. Discuss challenges that Japan is currently facing in advancing e-Government. 4. Identify Japanese ICT practices that can be transferrable to a Participant's country.	Observation	1 day in Okinawa 4 days in main islands
24	Workshop		
	1. Understand Case Situation 2. Frame the Problems 3. Assess Process Capability 4. Perform Analysis 5. Recommend Most Feasible Option 6. Present & Propose Solutions	Exercise	15 days
25	Action Plan	Exercise	6 days
	1. Propose solutions and develop a detailed action plan to overcome challenges that one's organization is currently facing. 2. Define key indicators to monitor the progress of the action plan for three and six months later.		
Other activities			
<ul style="list-style-type: none"> - Opening Ceremony - General Briefing (about the life in Japan and Okinawa) - Course Orientation - Pretest - Opening and Mid-interviews - Final Exam - Course Evaluation (this is to get feedback from a participant) - Closing Ceremony 			

C. Finalization Phase in a Participant's home country (March 2016 to September 2016): "Implementation of the Action Plan"

The final phase of the training course is for the implementation of the Action Plan which was formulated at the module 4 in Japan. In order to monitor the progress and to provide technical advice, a participant is requested to submit the "Action Plan Implementation Report" to the training implementer in 3rd and 6th month from the date left from Japan.

In this respect, an organization of each participant is requested to provide support to

a participant to implement his/her Action Plan, particularly by:

- 1) Allocating required human and financial resources;
- 2) Including tasks necessary to achieve the Action Plan in his/her daily workload;
- 3) Interacting with the training implementer through the “Action Plan Implementation Report”*.

* Note that the purpose of “Action Plan Implementation Report” is not only for JICA to monitor the impact of this training course, but also for each participant to obtain pieces of technical advice from highly skilled ICT professionals whenever it is required. It is therefore strongly recommended to submit the report in a timely manner with accurate information.

III. Conditions and Procedures for Application

1. Expectations from a Participating Organization:

- (1) This training course aims for an organization of a participant to become capable of strengthening the organization’s ability to implement ICT strategies by utilizing knowledge and adopting skills which are obtained by a participant.
- (2) In the view of above and to maximize the impact of this training course, a participating organization is expected, **if circumstances allow**, to provide support to a participant as much as possible, as follows:

➤ **Before departure:**

Undertake brainstorming sessions to identify Organization’s most important business challenges and define a theme for an Action Plan, which **have to be along with the course concept**,

➤ **During the core Phase in Japan:**

Monitor the formulation process of the Action Plan and make sure that it aligns with Organization’s current priority.

➤ **After completion of the Phase in Japan:**

Support a participant in implementing his/her Action Plan as described in the Section II-9. Expected Modules Output and Contents.

2. Nominee Qualifications:

An applying organization is expected to select one or more nominees who meet the following qualifications.

(1) Essential Qualifications

- 1) Current Duties: **As described in p. 3, Section I “For Whom”**.
- 2) Experience in the relevant field: Minimum of 2 years of experience or equivalent as an IT Consultant, IT Architect, or System Analyst. Experience of ICT planning is desirable.
- 3) Educational Background: Undergraduate or post graduate degree.
- 4) Language: Excellent command of spoken and written English equivalent to **TOEFL iBT 79 or higher** (Note that a participant will be required to make presentation, participate in group discussions and formulate his/her action

plan in English. Please attach a photocopy of an official certificate for English ability such as TOEFL, TOEIC, IELTS etc., if available.)

- 5) Health: Must be in good health, both physically and mentally, to participate in the Program in Japan, which will run in total for 5 months.
Pregnant candidates should carefully read the point 3 (1) of this chapter.
- 6) Must not be serving any form of military service.
- 7) Must have **NOT** attended any training course on similar topic provided by JICA or any other bilateral/multilateral/international donor.

(2) Recommendable Qualifications

Expectations for a participant:

- 1) Age: Between twenty-five (25) and forty (40) years old.
- 2) Job position: Officer level or higher

3. Required Documents for Application

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

*Pregnancy

A pregnant participant is strictly requested to attach the following documents in order to minimize the risk for their health.

1. A letter of consent from the participant to bear economic and physical risks
2. A letter of consent from the participant's supervisor
3. A letter from her doctor permitting her training participation.

Please ask JICA Staff for more details.

(2) A Photocopy of relevant pages of a passport: to be submitted with the application form, if a participant possess a passport which he/she will carry when entering Japan for this program. If not, a participant is requested to submit his/her photocopy upon recipient of his/her passport.

*A photocopy should include pages of the following:

Name, Date of Birth, Nationality, Sex, Passport Number, and Expiry Date.

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 September 11, 2015.**

(2) Selection:

After receiving the documents through proper channels from a participant's 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.

(3) Notice of Acceptance

Notification of results will be made by the JICA office (or the Embassy of Japan)
not later than September 25, 2015.

5. Document(s) to be submitted by accepted candidates:

Preliminary study sheet and other forms, which will be provided by the training implementer together with instructions by email after notice of acceptance, have to be submitted **by October 9, 2015.**

6. Conditions for Participation:

- (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 any family member during the program.
- (5) to return to a home country of a participant 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, a participant may be required to return part or all of the training expenditure depending on the severity of said violation.

to observe the rules and regulations of the accommodations and not to change the accommodations designated by JICA.

IV. Administrative Arrangements

1. Organizer:

(1) **Name:** JICA Okinawa International Center (JICA Okinawa)

(2) **Contact:** Mr. FUJIMOTO Makoto (oicctp@jica.go.jp)

2. Implementing Partner:

(1) **Name:** i-Learning Co., Ltd.

(2) **URL:** <http://www.i-learning.jp/>

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. Accommodations in Japan:

JICA will arrange the following accommodation for a participant in Japan:

JICA Okinawa International Center

Address: 1143-1 Aza-Maeda, Urasoe-Shi, Okinawa 901-2552 JAPAN

TEL: +81-98-876-6000 FAX: +81-98-876-6014

(Where “81” is the country code for Japan, and “98” is the local area code)

If there is no vacancy at JICA Okinawa, JICA will arrange the alternative accommodation for a participant.

Please refer to facility guide of JICA Okinawa at its URL,

<http://www.jica.go.jp/english/about/organization/domestic/index.html>

5. Expenses:

The following expenses will be provided for a participant by JICA:

(1) Allowances for accommodations, meals, living expenses, outfit, and shipping

(2) Expenses for study tours (basically in the form of train tickets.)

(3) Free medical care for a participant 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 “III. ALLOWANCES” of the brochure for a participant titled “KENSU-IN GUIDE BOOK,” which will be given before departure for Japan.

6. Pre-departure Orientation:

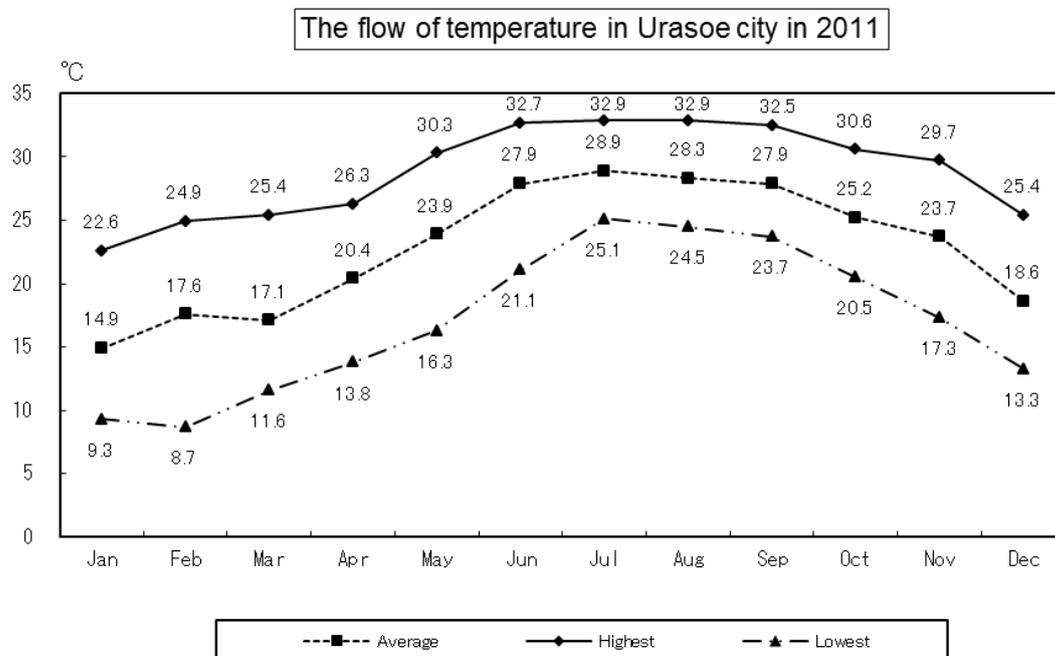
A pre-departure orientation will be held at the respective country’s JICA office (or Japanese Embassy), to provide a participant with details on travel to Japan, conditions of the workshop, and other matters.

V. Other Information

1. Climate of Okinawa

Okinawa is located at sub-tropical zone (southern edge of Japan) but climate varies depending upon seasons. While it is hot and heavily humid in the summer season (June to October), it becomes a bit chilly in the winter season (December to March) due to strong northerly wind. A participant is recommended to bring suitable clothing (details are mentioned in below4.)

The following graph is the flow of temperature in Urasoe city where JICA Okinawa International Center (JICA Okinawa, or OIC) is located (Data source: homepage of Urasoe City).



2. Main facilities in JICA Okinawa

OIC is equipped with a variety of facilities for training and welfare activities such as seminar rooms, a library, accommodation rooms (details are mentioned in below 3.), dining hall, clinic for medical consultation, a gym, a tennis court, a swimming pool (available from May to October), a Japanese-style room for tea ceremony and recreation rooms.

At OIC dining hall, “HALAL” meals for the Muslim and vegetarian meals are available.

Internet connections are available (either by cable or by WiFi) at accommodation rooms and other buildings.

3. Accommodation in JICA Okinawa

JICA Okinawa accommodation building has 96 single rooms. Every room is furnished with a bed, a desk, a chair, bookshelves and a closet. Also, there are a television set (with satellite channels), a DVD player, a safety box, a telephone, a LAN cable jack, and so on, in each room.

JICA Okinawa accommodation building has a tea lounge, a smoking area, and a laundry room on each floor. In addition, there is an exercise room, which opens from 6 am to 10pm.

Irons, musical instruments, sports gears, variety of DVD selections, personal computers are available for rent. Towels and toiletries are provided upon check-in.

Please note that cooking at any JICA Okinawa accommodation room is strictly prohibited.

4. What to bring

(1) Clothing

A participant is recommended to bring appropriate clothing according to the season during the stay in Okinawa(*refer 1. Climate of Okinawa). If the training program includes a plant/factory visit or outdoor activities, suitable clothing will be provided by JICA or at visiting site upon arrival. In addition, JICA Okinawa accommodation front desk has jackets and coats for rental in case of study tour to mainland Japan during the wintertime.

(2) National Costume

There are a few occasions like opening and closing ceremonies when a participant is requested to wear formal clothing. Nevertheless, casual clothing is acceptable even during training hours of most of the training programs.

A participant is strongly recommended to bring national or traditional costumes for opening & closing ceremony and for other activities that a participant may have opportunities to join.

(3) Handicrafts and Folk crafts

A participant is recommended to bring any handicraft and/or folk crafts items, which could be used to exhibit the culture of a participant's country, are welcomed to bring. JICA Okinawa has display corners to introduce world culture to the visitors.

(4) Photos and Movies

During participant's staying in Okinawa, JICA Okinawa and/or the local media (TV, newspapers, etc.) may interview him/her. A participant is requested to bring some photos and videos introducing his/her country, daily life, office, etc. Please note that photos and videos must be copyright cleared or taken by a participant.

5. Environmental conservation activities in JICA Okinawa

JICA Okinawa emphasizes on the environmental conservation activities such as

energy saving, rubbish separation and recycling etc. A participant is requested to cooperate to these activities during the stay at JICA Okinawa. Details will be given on arrival at JICA Okinawa.

6. For your Information

Information of Okinawa is available at following URLs.

- (1) Homepage (HP) of Urasoe city (where JICA OIC is located)

Urasoecity:

<http://honyaku.j-server.com/LUCURASOEC/ns/tl.cgi/http%3a//www.city.urasoe.lg.jp/?SLANG=ja&TLANG=en&XMODE=0&XCHARSET=utf-8&XJSID=0>

Basic information of Urasoe city is covered in English.

- (2) HP of Okinawa Prefecture: <http://www.pref.okinawa.jp/english/index.html>

Basic information of Okinawa prefecture is covered (Urasoe city is one of the municipalities of Okinawa prefecture) in English.

- (3) HP of Okinawa Convention & Visitors Bureau: <http://en.okinawastory.jp/>

- (4) HP of JICA Head Quarter Domestic Office :

<http://www.jica.go.jp/english/about/organization/domestic/index.html>

- (5) The YouTube channel of JICA Okinawa :

<https://www.youtube.com/user/jicaokinawa>

More information is available at the reception of JICA OIC.

VI. ANNEX:

Please fill out the Forms attached as ANNEX1 and ANNEX2, and submit them along with the filled Application Form (or the filled Form A2A3).

ANNEX 1

APPLICANT'S PROFESSIONAL EXPERIENCE IN THE ICT FIELD

ANNEX 2

COUNTRY REPORT

Applicants are required to typewrite the ANNEX1 and ANNEX2. There are many applicants disqualified from the selection because of the illegibility of these documents.

2. ICT Strategy, Planning and Management

By filling in the table below, please evaluate your knowledge and experiences about various responsibilities of a CIO in a business context from 1 to 4:

1. No experience at all or never heard of it.
2. I have learnt about it but have not had an opportunity to practice it.
3. I can perform it with some technical assistance.
4. I can perform it all by myself.

	Self-evaluation (1-4)
1. ICT strategies	
2. ICT planning	
3. Business/ICT problem analysis	
4. ICT organization management and team building	
5. Quality management	
6. Risk and security management	
7. Vendor and contract management	
8. Financial management	
9. ICT trends	
10. Others ()	

3. Other Technical Experiences

(Note) The following skills are not prerequisite, but we would like to know your technical background.

By filling in the table below, please evaluate your knowledge and experiences about various technical skills in a business context from 1 to 4:

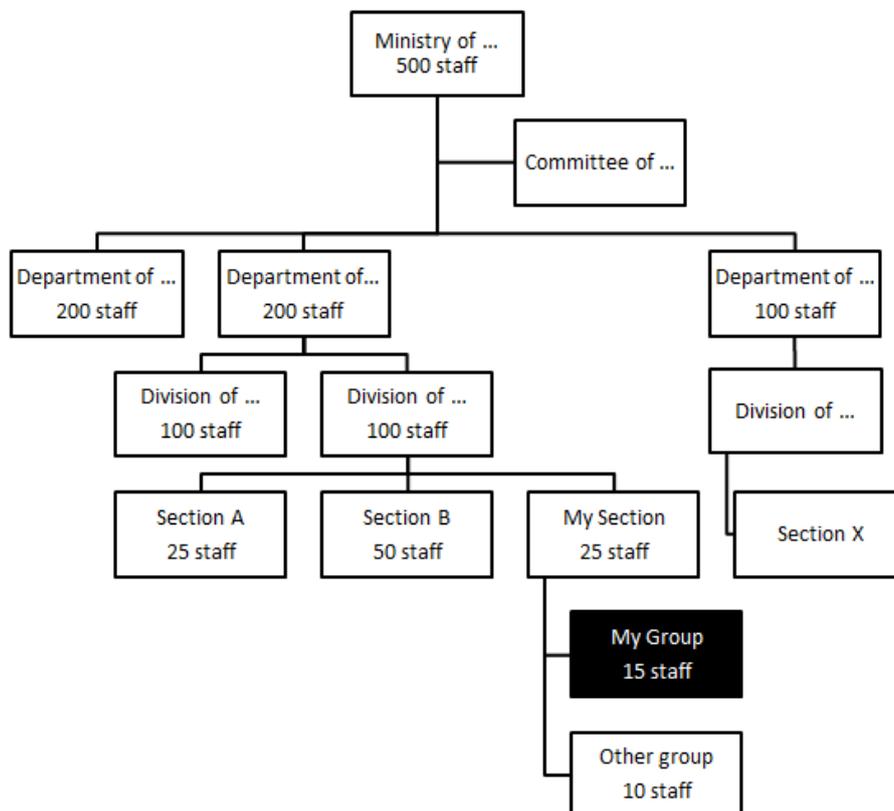
1. No experience at all or never heard of it.
2. I have learnt about it but have not had an opportunity to practice it.
3. I can perform it with some technical assistance.
4. I can perform it all by myself.

	Self-evaluation (1-4)
11. C / C++ / C#	
12. Basic / Visual Basic / Visual Basic .NET	
13. Java	
14. PHP	
15. Oracle	

16. PostgreSQL	
17. MySQL	
18. Microsoft Access	
19. Microsoft SQL Server	
20. DB2	
21. Client Configuration/Administration	
22. DHCP Server Configuration/Administration	
23. Domain Server Configuration/Administration	
24. NFS/NIS server Configuration/Administration	
25. File Share Sever Configuration/Administration	
26. Web server Configuration/Administration	
27. Mail server Configuration/Administration	
28. DNS server Configuration/Administration	
29. Proxy server Configuration/Administration	
30. Router Configuration/Administration	
31. Switching HUB Configuration/Administration	
32. Firewall Configuration/Administration	
33. SNMP Manager Administration	
34. Unix	
35. Linux	
36. Windows Client OS (i.e. 7, 8)	
37. Windows Server OS (i.e. Windows Server 2003, 2008, 2012)	
38. Others ()	

4. Your organization's structure

- 1) Referring to the example, please attach the organization chart by highlighting your department/division/section and showing the number of persons working in each unit.



- 2) Please complement the organization chart by filling in the table below.

Explanation	Organization Name	Total number of persons
Name of ministry or the highest level organization to which your organization belongs		
If there are any organizations between the above and yours, please indicate by the order of hierarchy.	1.	
	2.	
	3.	
Name of your organization		
If there are any organizations under yours, please indicate by the order of hierarchy.	1.	
	2.	
	3.	

5. Work assignment upon the completion of the training course

Upon the completion of the training course, is your current work assignment expected to be changed or modified?

Yes No

If your answer is yes, please describe tasks that would be newly added to your work assignment. In case you are supposed to be assigned to a completely different new position, please also indicate the name and major tasks.

New tasks to be added in addition to your current work assignment
New job title (if it is applicable)

6. Course subjects of your organization's interest

Referring to the training subjects described in Pages 6-10, what would be the most important subject(s) in tackling the business issue(s) that your organization is facing? By filling in the table below, you are also requested to specify the reason why that subject can resolve the issue.

Priority	Course subject	Motif of your choice (Why can this subject contribute to resolving your organization's business issue?)
1st:		
2nd:		
3rd:		
4th:		

7. Action Plan

This training program falls into one of JICA's training categories "**SOLUTION CREATION TRAINING**". Such program aims to facilitate solving problems in organizations by enabling a participant to acquire necessary knowledge and skills, which can address innovative solutions.

The creation of Action Plan therefore constitutes a core of this training course, especially because it defines the roadmap to solve organization's business issues.

In this context, please describe business problems that your organization is interested in addressing within the framework of this training course. Some of those can be the scope of your future Action Plan.

	Business problems that should be addressed	Reason why your organization is interested in solving the problem	Proposed Actions
1			
2			
3			
4			

I certify that the information provided by myself in this form is true to the best of my knowledge.

Date : Signature :

COUNTRY REPORT

Please describe in detail as much as possible. This report aims to better understand the level of your country's and government's approach to ICT deployment including e-Government.

Course Name: ICT for the improvement of government capacity and services: information system, security, and strategy (C) (J1504216)

Surname

Given name

Applicant's Name: _____

1. National e-Government Policy

(For improving citizen service delivery or integrating ICT solutions in government work, etc.)

(1) Name of the policy

(2) Leading organization in the policy implementation within government ministries and institutions

(3) Background and the outline of the policy

(current status, current issues, solutions, scope, implementation plans and stakeholders, etc.)

2. National ICT Policy/Vision

(universal access to ICT, private sector development, E-learning or E-agriculture, etc.)

(1) Name of the ICT policy/vision

(2) Leading organization in promoting ICT policy/vision within government ministries and institutions

(3) Background

Overview of ICT usage in your country

Total yearly sales of ICT industry (US\$): (including foreign companies)

Percentage of the domestic IT industry's yearly sales (US\$)

Benchmark data on ICT usage used for the ICT policy/vision

(4) Outline of the policy

(overarching objectives, target; scope, stakeholders and implementation plans, etc.)

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. A participant 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 and 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

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