TRAINING CIRCULAR

Subject: Knowledge Co-Creation Program on “Hospital Management” to be held in Japan from 19.08.2018 to 27.09.2018 under Technical Cooperation Program of the Government of Japan (Submission Deadline – 05.06.2018).

The undersigned is directed to state that the Japan International Cooperation Agency (JICA) has invited applications for Knowledge Co-Creation Program on “Hospital Management” to be held in Japan from 19.08.2018 to 27.09.2018 under Technical Cooperation Program of the Government of Japan.

2. The program aims for the manager of a regional core hospital for its efficient and effective management, using managerial as well as financial and administrative methods.

3. The applying organizations are expected to nominate officers in charge currently engaged in hospital management and financing, and have at last 5 years of work experience in the fields, concerned. The officer should be a university graduate or equivalent; have competent command over spoken and written English; must be in good health (both physically and mentally); be between the ages of 30 to 40 years. More information may be seen in the general information brochure.

4. In addition, the following information in respect of the nominated officers may please be mentioned while furnishing the nomination:

   a) Whether attended any foreign training program in the past? If so, the duration/details thereof;
   b) Whether cleared from vigilance angle;
   c) Age;
   d) Whether working in North East State/J&K;
   e) A brief in 50-100 words justifying the nomination.

5. The course covers the cost of a round-trip air ticket between international airport designated by JICA and Japan; travel insurance from the time of arrival in Japan to departure from Japan; allowances for (accommodation, living expenses, outfit and shipping); expenses for JICA study tours and free medical care for participants who may fall ill after reaching Japan (costs relating to pre-existing illness, pregnancy, or dental treatment are not included).
6. It is, therefore, requested that the nomination of suitable candidates may please be forwarded (in two copies) to this Department in JICA’s prescribed format duly authenticated by the HOD of the concerned Ministry/Department in accordance with the eligibility criteria.

7. The applications should reach this Department through the Administrative Ministry/Department not later than **05.06.2018**. Nominations received after the prescribed date may not be considered. An advance copy from the applying organization for nomination(s) and the application form(s) can be sent to the JICA India Office via courier or email at bapalahema.id@jica.go.jp or ShekarD.ID@jica.go.jp. The details of the program (General Information Brochure) and application form may be drawn from the website of DoPT at link [http://persmin.gov.in/otraining/index.aspx](http://persmin.gov.in/otraining/index.aspx).

Under Secretary to the Government of India
Tele no: 011-26165682

To,

a) Secretary, D/o Health and Family Welfare, Nirman Bhawan, New Delhi.
b) Secretary, M/o AYUSH, AYUSH Bhawan, B-Block, GPO Complex, INA, New Delhi.
c) Secretary, D/o Health Research, Indian Council of Medical Research, V. Ramalingaswami Bhawan, Ansari Nagar, New Delhi.
d) Secretary, Ministry of Railways (Indian Railways Medical Services), Rail Bhawan, New Delhi.
e) Chief Secretaries to State Governments/Union Territories (with request to circulate the same amongst related Departments/Organizations under them).
f) Senior Representative, Japan International Cooperation Agency, 16th Floor, Hindustan Times House, 18-20 Kasturba Gandhi Marg, New Delhi -110001.
g) NIC with request to post the circular along with the JICA’s circular on this Department’s website.
This information pertains to one of the Japan International Cooperation Agency (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 cooperation agreements with the client countries.

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

In the Development Cooperation Charter that was released by the Japanese Cabinet on February 2015, it is clearly stipulate 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 piece of this mutual learning process.
I. Concept

Background
Providing sufficient medical services to people in developing countries is a significant challenge for the development of these countries. Japan has supported these people by providing them with opportunities to receive medical services through grant assistance for the establishment of medical facilities and medical equipment supply. In many countries, however, hospital managers have not acquired sufficient knowledge and experience to effectively use managerial resources (staff, supplies, finances). As a result, the medical equipment and facilities provided by Japan are not used in the most effective way. These problems are leading to deterioration in medical services for the people.

In order to tackle these issues, JICA will provide training for personnel to acquire knowledge in hospital management as well as financial management.

For what?
This program is designed for the manager of a regional core hospital for its efficient and effective management, using managerial as well as financial and administrative methods.

For whom?
This program is offered to human resources who are currently engaged in hospital management and financing.

How?
Participants shall have opportunities in Japan to grasp the actual conditions of hospitals in Japan and learn how to manage a hospital. Participants will also formulate an action plan describing what the participants will do after they go back to their respective home countries, integrating the knowledge and ideas acquired in Japan into their on-going activities.
II. Description

1. **Title (J-No.)**
   Hospital Management (B) (J1804298)

2. **Course Period in JAPAN**
   August 19 to September 27, 2018

3. **Target Regions or Countries**
   Cote d'Ivoire, Egypt, Haiti, India, Iran, Maldives, Mali, Niger, Tanzania and Vanuatu

4. **Eligible / Target Organization**
   Hospitals that take a proactive stance on improving the management structure/process.

5. **Course Capacity (Upper limit of Participants)**
   11 participants

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

7. **Course Objective**
   An efficient and effective plan for hospital management is formulated to improve the participants’ respective regional core hospitals.

   In order to achieve this program objective, participants are expected to achieve the followings in Japan:

   (1) To be able to explain the concept and practical know-how of hospital management
   (2) To be able to collect and arrange pertinent information for decision making
   (3) To design an efficient and effective plan for hospital management

   Also, participants are expected to formulate an Action Plan that describes specific activities that the participants will undertake in order to put their knowledge into practice after returning to their home countries. When they return to their countries, they are expected to submit/present their Action Plan to their host organizations.

8. **Overall Goal**
   At the participants’ respective regional core hospitals, an efficient and effective plan for hospital management is introduced.
9. **Expected Module Outputs and Contents**

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

<table>
<thead>
<tr>
<th>Expected Module Output</th>
<th>Subjects/Agendas</th>
<th>Methodology</th>
</tr>
</thead>
</table>
| **1) To be able to explain the concept and practical know-how of hospital management** | - Management policy  
- Management system of the medical equipment department  
- Measures against nosocomial infection  
- Material control  
- Hospital safety management  
- Management System of the Nutrition department  
- Management System of the Pharmacy  
- Regional Medical Collaboration  
- Human resources management with examples of nursing department  
- Emergency medical services / patient transportation system  
- Personnel and Labor Management | Lectures and field visits |
| **2) To be able to collect and arrange pertinent information for decision making** | - Financial Accounting & Managerial Accounting  
- Hospital information system / management of medical records  
- 5S-KAIZEN-TQM (Total Quality Management)  
- Concept of PFCC (Patient and Family Focused Care)  
- Examples of PFCC (Outpatient)  
- BPR (Business Process Re-engineering) Efforts  
- Functional Evaluation of a Hospital  
- ME Maintenance and Management in Developing Countries-practice and improvement-  
- Medical Insurance System/Japanese Medical Economy  
- Hospital Architecture  
- Budget System of the National Centers | Lectures and field visits |
| **3) To design an efficient and effective plan for hospital management** | - PCM (Project Cycle Management) workshop  
- Formulating and presentation of the action plan | Lectures and workshop |
Program Structure >

1. Preliminary phase (activities in your home country)
   Preparation of Job Report

2. Core Phase (activities in Japan)
   Refer to page 3 and reference schedule as next page. (Tentative schedule)

   (1) Introduction: Hospital Management
   (2) Personnel Management
   (3) Managerial Accounting System
   (4) Material / Inventory Management
   (5) Facilities / Equipment Management
   (6) Quality / Safety Management
   (7) Community Healthcare Cooperation
   (8) Project Cycle Management

Japanese Language Course

Japanese language course (10 hours) will be conducted prior to technical training.

Formulation of Action Plan

Participants are required to develop an Action Plan (AP) based on the knowledge and skills acquired during the course. The AP should be practical and applicable to one’s own professional activity/career from the viewpoint of hospital management.
<table>
<thead>
<tr>
<th>Aug</th>
<th>Morning</th>
<th>Afternoon</th>
</tr>
</thead>
<tbody>
<tr>
<td>19 Sun</td>
<td>Arrival in Japan, Check in KIC (Kyushu International Center)</td>
<td></td>
</tr>
<tr>
<td>20 Mon</td>
<td>Briefing / Program Orientation</td>
<td></td>
</tr>
<tr>
<td>21 Tue</td>
<td>Chest X-ray, Japanese language lesson</td>
<td></td>
</tr>
<tr>
<td>22 Wed</td>
<td>Exchange Program with Japanese people</td>
<td></td>
</tr>
<tr>
<td>23 Thu</td>
<td>Move from KIC to St. Mary's Hospital Orientation on Marian House</td>
<td></td>
</tr>
<tr>
<td>24 Fri</td>
<td>General Information about the Hospital/ Course Orientation/ Managerial Accounting Management /Outline of Medical Care Acts in Japan</td>
<td></td>
</tr>
<tr>
<td>25 Sat</td>
<td>OFF</td>
<td></td>
</tr>
<tr>
<td>26 Sun</td>
<td>OFF</td>
<td></td>
</tr>
<tr>
<td>27 Mon</td>
<td>Job Report Presentation</td>
<td></td>
</tr>
<tr>
<td>29 Wed</td>
<td>PCM Work shop; Project Cycle Management (Overview)</td>
<td></td>
</tr>
<tr>
<td>30 Thu</td>
<td>PCM Work shop; Project Cycle Management (Exercise)</td>
<td></td>
</tr>
<tr>
<td>31 Fri</td>
<td>PCM Work shop; Project Cycle Management (Exercise)</td>
<td></td>
</tr>
<tr>
<td>Sep</td>
<td>Morning</td>
<td>Afternoon</td>
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<tr>
<td>1 Sat</td>
<td>OFF</td>
<td></td>
</tr>
<tr>
<td>2 Sun</td>
<td>OFF</td>
<td></td>
</tr>
<tr>
<td>3 Mon</td>
<td>Japan's Medical Expenditures and the Health Insurance System</td>
<td>ME Maintenance and Management in Developing Countries-practice and improvement</td>
</tr>
<tr>
<td>4 Tue</td>
<td>Human Resources Development; with examples of the Nursing Dept.</td>
<td>Management of the Hospital Information</td>
</tr>
<tr>
<td>5 Wed</td>
<td>Functional Evaluation of Hospitals</td>
<td>Management system of the Nutrition Dept. and of the Pharmacy</td>
</tr>
<tr>
<td>7 Fri</td>
<td>Emergency Medical Services &amp; Disaster Prevention Measures of St. Mary's Hospital</td>
<td>Emergency Transportation System of Patients</td>
</tr>
<tr>
<td>8 Sat</td>
<td>Sightseeing Trip to Nagasaki</td>
<td></td>
</tr>
<tr>
<td>9 Sun</td>
<td>OFF</td>
<td></td>
</tr>
<tr>
<td>10 Mon</td>
<td>Operational Improvement of Hospitals; Introduction of 5s-TQM</td>
<td>Hospital Tour</td>
</tr>
<tr>
<td>11 Tue</td>
<td>BPR Efforts</td>
<td>Introduction of 5Ss (from the viewpoint of medical safety)</td>
</tr>
<tr>
<td>12 Wed</td>
<td>Hospital Tour</td>
<td>Quality Control; Visiting Toyota Motor Kyushu PFFC</td>
</tr>
<tr>
<td>13 Thu</td>
<td>Inventory Control</td>
<td>Budget Control System of a National Teaching Hospital</td>
</tr>
<tr>
<td>14 Fri</td>
<td>Nosocomial Infection Countermeasures</td>
<td>/Management System of the Medical Equipment Dept.</td>
</tr>
<tr>
<td>15 Sat</td>
<td>Regional Medical Collaboration</td>
<td>OFF</td>
</tr>
<tr>
<td>16 Sun</td>
<td>OFF</td>
<td></td>
</tr>
<tr>
<td>17 Mon</td>
<td>Travel to Kyoto</td>
<td>Tour in Kyoto</td>
</tr>
<tr>
<td>Date</td>
<td>Day</td>
<td>Morning</td>
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<tr>
<td>18</td>
<td>Tue</td>
<td>Visiting Rakuwakai Health Care System</td>
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<tr>
<td></td>
<td></td>
<td>Hospital</td>
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<tr>
<td>19</td>
<td>Wed</td>
<td>Quality Control of Clinical Laboratory</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Equipment ; Visiting Sysmex Corporation</td>
</tr>
<tr>
<td>20</td>
<td>Thu</td>
<td>Epidemiology and Hospital Management</td>
</tr>
<tr>
<td>21</td>
<td>Fri</td>
<td>PCM; support for development of Action Plan</td>
</tr>
<tr>
<td>22</td>
<td>Sat</td>
<td>PCM; support for development of Action Plan</td>
</tr>
<tr>
<td>23</td>
<td>Sun</td>
<td>OFF</td>
</tr>
<tr>
<td>24</td>
<td>Mon</td>
<td>Preparation for Action Plan Presentation</td>
</tr>
<tr>
<td>25</td>
<td>Tue</td>
<td>Action Plan Presentation</td>
</tr>
<tr>
<td>26</td>
<td>Wed</td>
<td>Evaluation Meeting / Closing Ceremony / Farewell Party / Move to JICA Kyushu</td>
</tr>
<tr>
<td>27</td>
<td>Thu</td>
<td>Leave Japan for Home Countries</td>
</tr>
</tbody>
</table>
III. Conditions and Procedures for Application

1. Expectations from the Participating Organizations
   (1) This program is designed primarily for organizations that intend to address specific issues or problems identified in their operation. Participating organizations are expected to utilize the knowledge acquired in the program for those specific purposes.
   (2) In this connection, applying organizations are expected to nominate the most qualified candidates to address the said issues or problems, carefully referring to the qualifications described in section III-2 below.
   (3) Participating organizations are also expected to be prepared to make use of knowledge acquired by the nominees for the said purpose.
   (4) This program is enriched with contents and facilitation schemes specially developed in collaboration with relevant prominent organizations in Japan. These special features enable the program 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 nominees who meet the following qualifications.
   (1) Essential Qualifications
       1) Current duties and experience in the relevant field: be currently engaged in hospital management and financing, and have at least 5 years of work experience in the fields, concerned.
       2) Language: have a competent command of spoken and written English which is equal to TOEFL iBT 100 or more (This workshop includes active participation in discussions, which requires high competence of English ability. Please attach an official certificate for English ability such as TOEFL, TOEIC, etc, if possible).
       3) Health: must be in good health, both physically and mentally, to participate in the Program in Japan. Pregnant applicants are not recommended to apply due to the potential risk of health and life issues of mother and fetus.
   (2) Recommendable Qualifications
       Between the ages of thirty (30) and forty (40) years

3. Required Documents for Application
   (1) Application Form: The Application Form is available at the JICA office (or the Embassy of Japan).
   (2) Job Report (Annex): to be submitted with the application form. (Please refer to “V. Other Information, 1. Reports and presentation: (1) Job Report” for details.)
   (3) Photocopy of passport: to be submitted with the application form, if you already possess a passport that you will carry when entering Japan for this
program. If not, you are requested to submit its photocopy as soon as you obtain it.
*Photocopy should include the followings:
Name, Date of birth, Nationality, Sex, Passport number and Expire date.

(4) Nominee’s English Score Sheet: to be submitted with the application form, if you have any official documentation of English ability. (e.g., TOEFL, TOEIC, IELTS)

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 yushu Center in Japan by June 22, 2018.

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

(3) Notice of Acceptance
Notification of results will be made by the JICA office (or the Embassy of Japan) not later than July 20, 2018.

5. Document(s) to be submitted by accepted candidates
None.
Soft (data) and hard copy of Job Report should be brought to Japan along with participants.

6. Conditions for Attendance
(1) to strictly adhere to the program schedule.
(2) not to change the program topics.
(3) not to extend the period of stay in Japan.
(4) not to be accompanied by family members during the program.
(5) to return to home countries at the end of the program in accordance with the travel schedule designated by JICA.
(6) to refrain from engaging in any political activities, or any form of employment for
profit or gain.

(7) to observe Japanese laws and ordinances. If there is any violation of said laws and ordinances, participants may be required to return part or all of the training expenditure depending on the severity of said violation.

(8) to observe the rules and regulations of the accommodation and not to change the accommodation designated by JICA.
IV. Administrative Arrangements

1. Organizer
(1) Name: JICA Kyushu International Center (KIC)
(2) Contact: kicttp@jica.go.jp

2. Implementing Partner
(1) Name: St. Mary’s Hospital
      Mr. SUGIMOTO Takao, course leader (tsugimoto@st-mary-med.or.jp)
(2) URL: http://www.st-mary-med.or.jp/
(3) Remarks
      The mission of St. Mary’s Hospital is to provide medical care, rooted in the local community. St. Mary’s Hospital has been carrying out health and medical activities based on the “spirit of Catholic love” since its establishment in 1953. They have always been aiming at providing medical care rooted in the local community, mainly with the Emergency Medical Center. They have been making efforts in order to meet the exact medical needs of the local community. With the advice and assistance from everyone concerned, St. Mary’s Hospital now has 36 clinical departments and 1,295 beds, in total. They would like to establish “comprehensiveness and the continuity of health, medical care and welfare” in collaboration with people in the local community and doctors in the future. They also believe that it is the mission of St. Mary’s Hospital to promote international cooperation in medical and health care same as our local community.

3. Travel to Japan
(1) Air Ticket: The cost of a round-trip ticket between an international airport designated by JICA and Japan will be borne by JICA.
(2) Travel Insurance: Coverage is from time of arrival up to departure in Japan. Thus traveling time outside Japan will not be covered.

4. Accommodation in Japan
      JICA will arrange the following accommodations for the participants in Japan:

<p>| | |</p>
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</table>
| 1. | JICA Kyushu International Center (JICA Kyushu / KIC)  
Address: 2-2-1 Hirano, Yahatahigashi-ku, Kitakyushu-shi, Fukuoka, 805-8505 Japan  
TEL: 81-93-671-6311  
FAX: 81-93-671-0979 |
| 2. | Marian House 2 (Hospital Dormitory)  
Address : C/O St. Mary’s Hospital, 422 Tsubuku honmachi, Kurume City, Fukuoka, 830-8543 Japan  
TEL: 81-942-35-3322  
FAX: 81-942-34-3336  
(“81”: country code for Japan, “93” and “942”: local area codes) |
※ If there is no vacancy at JICA Kyushu and Marian House 2, JICA will arrange alternative accommodations for the participants. Please refer to facility guide of KIC at, http://www.jica.go.jp/english/about/organization/domestic/pdf/kyushu01.pdf
※ You are required to live communally during training course at Marian House 2 where is like a dormitory (you will be assigned for single private room).
※ There is no restaurant in the Marian House 2, but a dining room and a kitchen are available at Marian House 2. You need to cook your meals yourself, or buy foods at the supermarket and convenience store. There are also some restaurants around Marian House 2.
※ Please note that it is difficult to obtain halal around Marian House 2.

※ Kurume city: http://www.city.kurume.fukuoka.jp.e.ax.hp.transer.com/

5. Expenses
The following expenses will be provided for the participants by JICA:
(1) Allowances for accommodation, meals, living expenses, outfit and shipping
(2) Expenses for study tours (basically in the form of train tickets.)
(3) Free medical care for participants who become ill after arriving in Japan (costs related to pre-existing illness, pregnancy, or dental treatment are not included)
(4) Expenses for program implementation, including materials
   For more details, please see “III. ALLOWANCES” of the brochure for participants titled “KENSHU-IN GUIDE BOOK,” which will be given before departure for Japan.

6. Pre-departure Orientation
A pre-departure orientation will be held at the respective country’s JICA office (or Japanese Embassy), to provide participants with details on travel to Japan, living conditions in Japan and other matters.
1. Reports and presentation
   (1) Job Report
   As written in the previous page, each applicant is required to submit his/her own Job Report. Participants will have a presentation of his/her Job Report up to 10 minutes at the earlier stage of the training in order to share knowledge and background with other participants as well as instructors. When you use PowerPoint in the presentation, it is preferable to font size of more than 24 points and not to use pictures on the background.

   (2) Action Plan Report
   Participants are required to write an Action Plan by the end of the training to express your idea and plan, which you will carry out after your return, reflecting the knowledge and method you acquire from the training. Each participant will have 10 - 15 minutes for presentation. The report would be sent to the respective country’s JICA office.

   (3) Laptop PC
   Participants are strongly recommended to bring their own laptops and USB flash memory with them. They will be useful to take notes, modify reports, and prepare for presentations. If one does not bring their own PC, then she/he can check out from KIC library, but please be reminded that only English OS is available. AC plug adapter is necessary to use electric devices in Japan.

2. International Exchange Program with Local Communities
   JICA encourages international exchange between JICA participants and local communities. Participants will have a chance to visit elementary schools or junior high schools. Therefore, participants are recommended to bring their national costumes or crafts and small gifts that can introduce your country, in order to make the exchange program more fruitful.

3. Remarks
   JICA training is implemented for the purpose of development of human resources that will promote development of the countries, and not for the enrichment of private companies. Matters of a trade secret and patent techniques will remain confidential and inaccessible during the training.
HOSPITAL MANAGEMENT (B)
(JFY 2018)

Job Report (Country Report)

Name of applicant:
Country:
Organization and present post:
E-mail:

Remarks 1: The Report should be typewritten in English (12-point font, A4 size paper), and total pages of the report must be limited to 5 pages.
Remarks 2: Each participant is required to have presentation in 10 minutes based on this Job Report at the early stage of the training for the purpose of making the training more effective and fruitful by comprehending the situations and problems of the participants each other.
Remarks 3: For Country Report presentation, we recommend that you will use visual aids such as Power Point, slides, films and other materials.

1. Introduce general conditions of your country, i.e., population, climate, main products, national budget and other important figures.
2. Describe overall conditions of status health and medical situations (national strategies, organization structure of health institutions including ministry of health, main medical systems including insurance schemes main diseases and health services, number of hospitals, medical staffs and other supportive systems, etc.

3. Please draw a chart of your organization and write the names of the departments (sections). In addition, please add the number of staffs of each department (section) in it.
4. Hospital Profile
Please explain the administration of your hospital.

<table>
<thead>
<tr>
<th>Ownership</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Name of the hospital</td>
<td></td>
</tr>
<tr>
<td>Coverage area</td>
<td>km²</td>
</tr>
<tr>
<td>Coverage population (estimate)</td>
<td>persons</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age structure of the population in the area</th>
<th>% &gt; Age 60</th>
<th>% &lt; Age 15</th>
</tr>
</thead>
<tbody>
<tr>
<td>The 2 years ago</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>The 1 year ago</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Latest year</td>
<td>( )</td>
<td>( )</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of employees</th>
<th>Medical doctor (persons)</th>
<th></th>
</tr>
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<tbody>
<tr>
<td>Nurse (persons)</td>
<td></td>
<td></td>
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<tr>
<td>Others (persons)</td>
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<td></td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Number of beds</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Average length of stay</td>
<td>day</td>
</tr>
<tr>
<td>Bed occupancy rate</td>
<td>%</td>
</tr>
</tbody>
</table>

| Number of inpatients per month | (persons) |  |
| Number of outpatients per day | (persons) |  |
| Number of delivery per month | (persons) |  |

| Number of operation per month | General anesthesia (persons) |  |
| Local anesthesia (persons) |  |  |

<table>
<thead>
<tr>
<th>Hospital income and expenditures</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>Central government</td>
</tr>
<tr>
<td>Local government</td>
<td></td>
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<tr>
<td>User fee</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td></td>
</tr>
<tr>
<td>Total income</td>
<td></td>
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<td>Expenditures</td>
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<td>Personnel</td>
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<td>Others</td>
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<td>Total expenditures</td>
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</table>
5. Question

(1) What is the topic regarding hospital management that you are most interested in?

(2) In your hospital/organization, what is the urgent issue to be solved?

(3) Describe a project idea to solve or alleviate the issues above if you have.
For Your Reference

JICA and Capacity Development

The key concept underpinning JICA operations since its establishment in 1974 has been the conviction that “capacity development” is central to the socioeconomic development of any country, regardless of the specific operational scheme one may be undertaking, i.e. expert assignments, development projects, development study projects, training programs, JOCV programs, etc.

Within this wide range of programs, Training Programs have long occupied an important place in JICA operations. Conducted in Japan, they provide partner countries with opportunities to acquire practical knowledge accumulated in Japanese society. Participants dispatched by partner countries might find useful knowledge and re-create their own knowledge for enhancement of their own capacity or that of the organization and society to which they belong.

About 460 pre-organized programs cover a wide range of professional fields, ranging from education, health, infrastructure, energy, trade and finance, to agriculture, rural development, gender mainstreaming, and environmental protection. A variety of programs 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.
For enquiries and further information, please contact the JICA office or the Embassy of Japan. Further, address correspondence to:

JICA Kyushu International Center (JICA YUSHU)
Address: 2-2-1 Hirano, Yahatahigashi-ku, Itakusho-shi, Fukuoka, 805-8505 Japan
TEL: +81-93-671-6311 FAX: +81-93-671-0979
Guidelines of Application Form for the JICA Training and Dialogue Program

The attached form is to be used to apply for the training and dialogue programs of the Japan International Cooperation Agency (JICA), which are implemented as part of the Official Development Assistance Program of the Government of Japan. Please complete the application form while referring to the following and consult with the respective country's JICA Office - or the Embassy of Japan if the former is not available - in your country for further information.

1. Parts of Application Form to be completed

1) Which part of the form should be submitted?
It depends on the type of training and dialogue program you are applying for.

> Application for Group and Region Focused Training Program
Official application and Parts A and B including Medical History and Examination must be submitted.

>> Application for Country Focused Training Program including Counterpart Training Program
Part B including Medical History and Examination will be submitted. Official application and Part A need not to be submitted

2) How many parts does the Application Form consist of?
The Application Form consists of three parts as follows;

**Official Application**
This part is to be confirmed and signed by the head of the relevant department/division of the organization which is applying.

**Part A. Information on the Applying Organization**
This part is to be confirmed by the head of the relevant department/division of the organization which is applying.

**Part B. Information About the Nominee including Medical History and Examination**
This part is to be completed by the person who is nominated by the organization applying. The applicants for Group and Region Focused Training Program are required to fill in every item. As for the applications for Country Focused Training Program including Counterpart Training Program and some specified International Dialogue Programs, it is required to fill in the designated “required” items as is shown on the Form.

Please refer to the General Information to find out which type the training and dialogue program that your organization applies for belongs to.

2. How to complete the Application Form

In completing the application form, please be advised to:
(a) carefully read the General Information (GI) for which you intend to apply, and confirm if the objectives and contents are relevant to yours,
(b) be sure to write in the title name of the course/seminar/workshop/project accurately
according to the GI, which you intend to apply,
(c) use a typewriter/personal computer in completing the form or write in block letters,
(d) fill in the form in English,
(e) use ☑ or ✗ to fill in the ( ) check boxes,
(f) attach a picture of the Nominee,
(g) attach additional page(s) if there is insufficient space on the form,
(h) prepare the necessary document(s) described in the General Information (GI), and attach it (them) to the form,
(i) confirm the application procedure stipulated by your government, and
(j) submit the original application form with the necessary document(s) to the responsible organization of your government according to the application procedure.

Any information that is acquired through the activities of the Japan International Cooperation Agency (JICA), such as the nominee’s name, educational record, and medical history, shall be properly handled in view of the importance of safeguarding personal information.

3. Privacy Policy

1) Scope of Use
Any information used for identifying individuals 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 identifying information and other materials in accordance with the provisions of this privacy policy.

2) Limitations on Use and Provision
JICA shall never intentionally provide information that can be used to identify individuals 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 information grants permission for its disclosure to a third party;
(c) In cases in which JICA commissions a party to process the information collected; the information provided will be within the scope of the commissioned tasks.

3) Security Notice
JICA takes measures required to prevent leakage, loss, or destruction of acquired information, and to otherwise properly manage such information.

4. Copyright policy
Participants of the JICA Training and Dialogue program are requested to comply with the following copyright policy;

Article 1. Compliance matters with participants’ drafting of documents (various reports, action plans, etc.) and presentations (report meetings, lectures, speeches, etc.)

1. Any contents of the documents and presentations shall be created by themselves in principle.
2. Comply with the following matters, if you, over the limit of quotation, have to use a third party's work (reproduction, photograph, illustration, map, figure, etc.) that is protected under laws or regulations in your country or copyright-related multinational agreements or the like:

(1) Obtain license to use the work on your own responsibility. In this case, the scope of the license shall meet the provisions of Article 2.

(2) Secure evidential material that proves the grants of the license and specifies the scope of the license.

(3) Consult with the third party and perform the payment procedure on your own responsibility regarding negotiations with a third person about the consideration for granting the license and the procedure for paying the consideration.

Article 2. Details of use of works used for training

(1) The copyright on a work that a participant prepares for a training course shall belong to the trainee. The copyright on the parts where a third party's work is used shall belong to the third party.

(2) When using texts, supplementary educational materials and other materials distributed for the JICA training courses, participants shall comply with the purposes and scopes approved by each copyright holder.
Application Form for the JICA Training and Dialogue Program

OFFICIAL APPLICATION
(to be confirmed and signed by the head of the relevant department / division of the applying organization)

1. Title: (Please write down as shown in the General Information)

2. Number: (Please write down as shown in the General Information)

J 0 -

3. Country Name:

4. Name of Applying Organization:

5. Name of the Nominee(s):

1) 3) 2) 4)

Our organization hereby applies for the training and dialogue program of the Japan International Cooperation Agency and proposes to dispatch qualified nominees to participate in the programs.

Date: Signature:

Name:

Designation / Position

Department / Division

Office Address and Contact Information

Address:

Telephone: Fax: E-mail:

______________________________

Confirmation by the organization in charge (if necessary)
I 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: Signature:

Name:

Designation / Position

Department / Division

______________________________
# Part A: Information on the Applying Organization

(to be confirmed by the head of the department / division)

## 1. Profile of Organization

1) Name of Organization:

2) The mission of the Organization and the Department / Division:

## 2. Purpose of Application

1) Current Issues: Describe the reasons for your organization claiming the need to participate in the training and dialogue program, with reference to issues or problems to be addressed.

2) Objective: Describe what your organization intends to achieve by participating in the training and dialogue program.
3) Future Plan of Actions: Describe how your organization shall make use of the expected achievements, in addressing the said issues or problems.

4) Selection of the Nominee: Describe the reason(s) the nominee has been selected for the said purpose, referring to the following view points; 1) Course requirement, 2) Capacity /Position, 3) Plans for the candidate after the training and dialogue program, 4) Plan of organization and 5) Others.
Part B: Information about the Nominee
(to be completed by the Nominee)

NOTE>>> The applicants for Group and Region Focused Training Program are required to fill in "Every Item. As for the applications for Country Focused Training Program including Counterpart Training Program and some specified International Dialogue Programs, it is required to fill in the designated "required" items as is shown below.

1. Title: (Please write down as shown in the General Information) (required)

2. Number: (Please write down as shown in the General Information) (required)

J 0 -

3. Information about the Nominee(nos. 1-9 are all required)

1) Name of Nominee (as in the passport)
   Family Name
   First Name
   Middle Name

2) Nationality (as shown in the passport)

3) Sex ( ) Male ( ) Female

4) Religion

5) Date of Birth (please write out the month in English as in "April")

6) Present Position and Current Duties

   Organization
   Department / Division
   Present Position

   Date of employment by the present organization
       Date  Month  Year
   Date of assignment to the present position
       Date  Month  Year

7) Type of Organization

   ( ) National Governmental  ( ) Local Governmental  ( ) Public Enterprise
   ( ) Private (profit)  ( ) NGO/Private (Non-profit)  ( ) University
   ( ) Other ( )

8) Outline of duties: Describe your current duties

   Attach the nominee’s photograph (taken within the last three months) here
   Size: 4x6
   (Attach to the documents to be submitted.)
9) Contact Information

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<tr>
<th>Office</th>
<th>Address:</th>
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<tr>
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<td>TEL:</td>
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<td>Mobile (Cell Phone):</td>
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<td>FAX:</td>
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<th>Home</th>
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<th>Contact person in emergency</th>
<th>Name:</th>
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<td>Relationship to you:</td>
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10) Others (if necessary)

### 4. Career Record

#### 1) Job Record (After graduation)

<table>
<thead>
<tr>
<th>Organization</th>
<th>City/ Country</th>
<th>Period From Month/Year</th>
<th>To Month/Year</th>
<th>Position or Title</th>
<th>Brief Job Description</th>
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#### 2) Educational Record (Higher Education)(required)

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<thead>
<tr>
<th>Institution</th>
<th>City/ Country</th>
<th>Period From Month/Year</th>
<th>To Month/Year</th>
<th>Degree obtained</th>
<th>Major</th>
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</table>
3) Training or Study in Foreign Countries; please write your past visits to Japan specifically as much as possible, if any.

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<thead>
<tr>
<th>Institution</th>
<th>City/ Country</th>
<th>Period From Month/Year</th>
<th>Period To Month/Year</th>
<th>Field of Study / Program Title</th>
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5. Language Proficiency (required)

1) Language to be used in the program (as in GI)

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
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<tbody>
<tr>
<td>Listening</td>
<td>(         )</td>
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<td>(     )</td>
<td>(     )</td>
</tr>
<tr>
<td>Speaking</td>
<td>(         )</td>
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<tr>
<td>Reading</td>
<td>(         )</td>
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<tr>
<td>Writing</td>
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</tbody>
</table>

Certificate (Examples: TOEFL, TOEIC)

2) Mother Tongue

3) Other languages ( )

( ) Excellent | ( ) Good | ( ) Fair | ( ) Poor

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1 Excellent: Refined fluency skills and topic-controlled discussions, debates & presentations. Formulates strategies to deal with various essay types, including narrative, comparison, cause-effect & argumentative essays.


3 Fair: Broader range of language related to expressing opinions, giving advice, making suggestions. Limited compound and complex sentences & expanded paragraph formation.

4 Poor: Simple conversation level, such as self-introduction, brief question & answer using the present and past tenses.
6. Expectation on the applied training and dialogue program

1) Personal Goal: Describe what you intend to achieve in the applied training and dialogue program in relation to the organizational purpose described in Part A-2.

2) Relevant Experience: Describe your previous vocational experiences which are highly relevant in the themes of the applied training and dialogue program. (required)

3) Area of Interest: Describe your subject of particular interest with reference to the contents of the applied training and dialogue program. (required)

*7. Declaration (to be signed by the Nominee) (required)
I certify that the statements I made in this form are true and correct to the best of my knowledge. If accepted for the program, I agree:
(a) not to bring or invite any member of my family (except for the program whose period is one year or more),
(b) to carry out such instructions and abide by such conditions as may be stipulated by both the nominating government and the Japanese Government regarding the program,
(c) to follow the program, and abide by the rules of the institution or establishment that implements the program,
(d) to refrain from engaging in political activity or any form of employment for profit or gain,
(e) to return to my home country at the end of the activities in Japan on the designated flight schedule arranged by JICA,
(f) to discontinue the program if JICA and the applying organization agree on any reason for such discontinuation and not to claim any cost or damage due to the said discontinuation,
(g) to consent to waive exercise of my copyright holder’s rights for documents or products that are produced during the course of the project, against duplication and/or translation by JICA, as long as they are used for the purposes of the program,
(h) to approve the privacy policy and the copyright policy mentioned in the Guidelines of Application.

JICA’s Information Security Policy in relation to Personal Information Protection

JICA will properly and safely manage personal information collected through this application form in accordance with JICA’s privacy policy and the relevant laws of Japan concerning protection of personal information and take protection measures to prevent divulgence, loss or damages of such personal information.

However, JICA will neither disclose under laws and ordinances, etc., and except for the following 1.-3., JICA will neither...
provide nor disclose personal information to any third party. JICA will use personal information provided only for the purposes in the following 1.-3 and will not use for any purpose other than the following 1.-3 without prior approval of an applicant itself.

1. To provide technical training to technical training participants from developing countries.

2. To provide technical training to technical training trainees from developing countries under the Citizens’Cooperation Activities.

3. In addition to 1. and 2. above, if the government of Japan or JICA determines necessary in the course of technical cooperation.

<table>
<thead>
<tr>
<th>Date:</th>
<th>Signature:</th>
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<tr>
<th>Print Name:</th>
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</table>
1. Present Status
(a) Do you currently use any drugs for the treatment of a medical condition? (Give name & dosage.)
( ) No ( ) Yes >> Name of Medication ( ), Quantity ( )
(b) Are you pregnant?
( ) No ( ) Yes ( months )
(c) Are you allergic to any medication or food?
( ) No ( ) Yes >> Medication ( ), Food ( ), Other:
(d) Please indicate any needs arising from disabilities that might necessitate additional support or facilities.

Note: Disability does not lead to exclusion of persons with disability from the program. However, upon the situation, you may be directly inquired by the JICA official in charge for a more detailed account of your condition.

2. Medical History
(a) Have you had any significant or serious illness? (If hospitalized, give place & dates.)
Past: ( ) No ( ) Yes >> Name of illness ( ), Place & dates ( )
Present: ( ) No ( ) Yes >> Present Condition ( )
(b) Have you ever been a patient in a mental hospital or been treated by a psychiatrist?
Past: ( ) No ( ) Yes >> Name of illness ( ), Place & dates ( )
Present: ( ) No ( ) Yes >> Present Condition ( )
(c) High blood pressure
Past: ( ) No ( ) Yes
Present: ( ) No ( ) Yes >> Present Condition ( mm/Hg to ( mm/Hg )
(d) Diabetes (sugar in the urine)
Past: ( ) No ( ) Yes
Present: ( ) No ( ) Yes >> Present Condition ( )
(e) Past History: What illness(es) have you had previously?
Stomach and Intestinal Disorder ( )
Tuberculosis ( )
Infectious Disease ( )
Other ( )
(f) Has this disease been cured?
( ) Yes ( ) No (Specify name of illness)
Present Condition: ( )

3. Other: Any restrictions on food and behavior due to health or religious reasons?
I certify that I have read the above instructions and answered all questions truthfully and completely to the best of my knowledge.
I understand and accept that medical conditions resulting from an undisclosed pre-existing condition may not be financially compensated by JICA and may result in termination of the program.

Date: Signature: Print Name: