



Ruj. Fail : JPA(I)S. 175/8/36-12/2(3)  
Tarikh : 11 April 2014

Ketua-Ketua Setiausaha Kementerian

Setiausaha-Setiausaha Kerajaan Negeri

Ketua-Ketua Jabatan/Perkhidmatan Persekutuan

Ketua-Ketua Badan Berkanun dan Pihak Berkuasa Tempatan

YBhg. Tan Sri/Datuk/Dato'/Datin/Tuan/Puan,

**PENCALONAN BAGI MENGIKUTI KURSUS *ECONOMIC PARTNERSHIP PROGRAM (EPP) - THE LEADERSHIP DEVELOPMENT PROGRAM FOR MIDDLE MANAGEMENT LEVEL (MANAGERS)***

Dengan hormatnya saya diarah merujuk kepada perkara di atas.

2. Sukacita Jabatan ini mempelawa pihak YBhg. Tan Sri/Datuk/Dato'/Datin/Tuan/Puan untuk mengemukakan pencalonan daripada pegawai Kumpulan Pengurusan & Profesional Gred 48 - 54 di Kementerian/Jabatan/Agensi YBhg. Tan Sri/Datuk/Dato'/Datin/Tuan/Puan untuk mengikuti kursus ***EPP - The Leadership Development Program For Middle Management Level (Managers)*** di **Jepun** bermula **18 Ogos 2014 hingga 13 September 2014 (26 hari)**. Butir-butir kursus yang ditawarkan adalah seperti di **LAMPIRAN**.

3. Sehubungan itu, sukacita pihak YBhg. Tan Sri/Datuk/Dato'/Datin/Tuan/Puan adalah dipelawa untuk mengemukakan pencalonan dari kalangan pegawai Kumpulan Pengurusan dan Profesional Gred 48- 54 yang berkelayakan untuk mengikuti kursus ini.



4. Syarat-syarat pencalonan adalah seperti berikut:
- (a) Pegawai-pegawai Kerajaan **Kumpulan Pengurusan & Profesional**;
  - (b) **Telah disahkan jawatan di dalam gred 48 hingga 54** pada tarikh tutup permohonan;
  - (c) Berumur tidak melebihi **50 tahun pada tarikh kursus bermula**;
  - (d) Mempunyai penguasaan Bahasa Inggeris yang baik;
  - (e) Mencapai markah **Laporan Nilai Prestasi Tahunan (LNPT) purata 85 markah ke atas bagi tempoh genap 3 tahun skim perkhidmatan terkini berturut-turut (2010, 2011 & 2012 atau 2011, 2012 & 2013)**. Penilaian setahun LNPT genap 12 bulan;
  - (f) Mempunyai potensi dan kewibawaan yang tinggi dan merupakan pelapis dalam menerajui organisasi;
  - (g) Tidak mengikuti kursus pendek di luar negara dalam **tempoh satu (1) tahun kebelakangan atau kursus panjang dalam tempoh dua (2) tahun kebelakangan** (dikira dari tarikh kursus ini bermula);
  - (h) Tidak tersenarai dalam senarai hitam JPA;
  - (i) Bersih daripada pertuduhan/tindakan tatatertib dan bebas daripada dakwaan Mahkamah; dan
  - (j) Telah mengisytiharkan harta;
  - (k) Tiada kecacatan fizikal dan mental serta sihat tubuh badan; dan
  - (l) Tidak mengandung bagi wanita.

## 5. **Tatacara Permohonan/Pencalonan**

### 5.1 **Tanggungjawab Pegawai**

- 5.1.1 Pegawai-pegawai yang berminat hendaklah mengisi borang permohonan secara dalam talian di Portal JPA [www.jpa.gov.my](http://www.jpa.gov.my) atau <http://esilav2.jpa.gov.my>. Permohonan dibuka **mulai 11 April 2014 sehingga 25 April 2014**.

5.1.2 Borang permohonan yang telah lengkap diisi hendaklah dimuat turun dan dicetak untuk dihantar kepada Ketua Jabatan/Ketua Perkhidmatan masing-masing dengan disertakan bersama-sama:

- (i) Borang JPA(L)LDP 1A/96 (**LAMPIRAN B**);
- (ii) Borang Perakuan Ketua Jabatan (**LAMPIRAN C**);
- (iii) *Jica Application Form*. (Diisi oleh pemohon dalam 2 salinan);
- (iv) *Questionnaire*. (Diisi oleh pemohon dalam 2 salinan); dan
- (v) Salinan Senarai Tugas.

5.1.3 Permohonan dengan **dokumen yang tidak lengkap dan tidak dikemukakan melalui Ketua Jabatan/Perkhidmatan serta tidak memenuhi syarat kelayakan yang ditetapkan** tidak akan diproses untuk tujuan pertimbangan.

## 5.2 Tanggungjawab Ketua Jabatan/Ketua Perkhidmatan

5.2.1 Ketua Jabatan/Ketua Perkhidmatan adalah dinasihatkan supaya membuat semakan yang teliti dan memberi sepenuh perhatian kepada syarat-syarat yang ditetapkan. Sehubungan itu, adalah menjadi tanggungjawab Ketua Jabatan/Ketua Perkhidmatan untuk memperakukan pegawai-pegawai yang sesuai serta memenuhi syarat-syarat yang ditetapkan sahaja.

5.2.2 Semua pencalonan hendaklah diperakukan oleh Panel Pembangunan Sumber Manusia seperti yang dinyatakan dalam Pekeliling Perkhidmatan Bil. 6 Tahun 2005 dengan menggunakan borang **JPA(L)LDP 1A/96 (LAMPIRAN B)**. Hanya pencalonan yang disokong dan diperakukan oleh Ketua Jabatan/Ketua Perkhidmatan sahaja yang perlu dikemukakan kepada Jabatan ini. Perakuan pencalonan mestilah dikemukakan bersama-sama **dokumen-dokumen di Perenggan 5.1.2**.

5.2.3 Setiap Agensi/Jabatan di bawah setiap Kementerian layak mengemukakan bilangan pencalonan yang merangkumi **dua (2) orang calon tetap** dan **seorang (1) calon simpanan** mengikut keutamaan. Bilangan pencalonan di atas turut terpakai bagi calon-calon di peringkat Kementerian. Jika bilangan pencalonan bagi setiap Agensi/Jabatan/Kementerian melebihi bilangan calon-calon yang ditetapkan, Jabatan ini hanya akan **memberi keutamaan kepada 2 calon teratas** bagi melalui proses-proses pemilihan selanjutnya.

6. **Tarikh tutup Permohonan/Pencalonan**

- 6.1 Tarikh tutup permohonan *online* bagi pegawai yang ingin memohon adalah pada **25 April 2014**.
- 6.2 Tarikh tutup pencalonan oleh Ketua Jabatan/Ketua Perkhidmatan adalah pada **02 Mei 2014**.
- 6.3 Keputusan pencalonan yang berjaya akan diumumkan di Portal JPA iaitu [www.jpa.gov.my](http://www.jpa.gov.my) atau <http://esilav2.jpa.gov.my> pada **bulan Julai 2014**.

7. Pencalonan yang lengkap hendaklah dikemukakan ke Jabatan ini di alamat:

Ketua Pengarah Perkhidmatan Awam  
Jabatan Perkhidmatan Awam Malaysia  
Bahagian Pembangunan Modal Insan  
Aras 3, Blok C1, Kompleks C  
Pusat Pentadbiran Kerajaan Persekutuan  
**62510 PUTRAJAYA.**

**(u.p.: Unit Pengurusan Penawaran Dalam Perkhidmatan)**

Sebarang pertanyaan atau kemusykilan dalam urusan ini, sila hubungi:

**Unit Pengurusan Penawaran Dalam Perkhidmatan**

Telefon : 03-88853546  
Faks : 03-88853933  
Emel : [ldp@jpa.gov.my](mailto:ldp@jpa.gov.my)

Kerjasama YBhg. Tan Sri/Datuk/Dato'/Datin/Tuan/Puan dalam menjayakan program ini didahului dengan ucapan terima kasih jua.

Sekian.

**"BERKHIDMAT UNTUK NEGARA"**

Saya yang menurut perintah,

**(REDHAUDDIN BIN KAMARUZAMAN)**

Unit Pengurusan Penawaran Dalam Perkhidmatan  
Bahagian Pembangunan Modal Insan  
b.p. Ketua Pengarah Perkhidmatan Awam  
**MALAYSIA**

**LAPORAN JAWATANKUASA LATIHAN KEMENTERIAN/JABATAN  
UNTUK KURSUS DALAM PERKHIDMATAN**

1. TAJUK KURSUS				
2. TEMPAT KURSUS				
3. TEMPOH KURSUS				
4. PENGANJUR				
5. BIL. PERMOHONAN DITERIMA				
6. BIL. CALON YANG LAYAK				
7. BUTIR-BUTIR CALON YANG DIPERAKUKAN (Sila buat lampiran jika ruangan tidak mencukupi)				
Nama dan Jawatan Calon	Kelulusan / Institut / Tahun	Perkhidmatan Sekarang		Tarikh Lahir / Umur
		T/Lantikan	T/Sah	
<u>Calon Tetap</u>          <u>Calon Simpanan</u>				
8. KEANGGOTAAN JAWATANKUASA LATIHAN		ASAS ASAS PERAKUAN		
<p><b><u>PENGERUSI:</u></b></p> <p>Nama :</p> <p>Jawatan:</p> <p><b><u>AHLI :</u></b></p> <p>1. Nama : Jawatan:</p> <p>2. Nama: Jawatan:</p> <p style="text-align: center;">..... (Tandatangan Pengerusi/Setiausaha)</p> <p>Nama :</p> <p>Jawatan:</p> <p>Cop Rasmi Kerajaan:</p> <p>Tarikh: .....</p>		<p><b><u>PERAKUAN</u></b></p> <p>DENGAN PERAKUAN INI KETUA JABATAN/ KEMENTERIAN BERSETUJU MELULUSKAN PEGAWAI UNTUK BERKURSUS</p>		

**BORANG PERAKUAN KETUA JABATAN**

**JABATAN/AGENSI** : \_\_\_\_\_  
**KEMENTERIAN** : \_\_\_\_\_

**Butir-butir Perkhidmatan**

- a) Nama : .....
- b) No. K/P : .....
- c) T. Lahir : .....
- d) Umur : .....
- e) Skim Perkhidmatan : .....
- f) Gred Jawatan Hakiki : .....
- g) Tarikh Lantikan : ..... (dalam skim perkhidmatan terkini)
- h) Tarikh Sah : ..... (dalam skim perkhidmatan terkini)
- i) Markah Laporan Penilaian Prestasi Tahunan (dalam skim perkhidmatan terkini) :
  - i) Tahun : Markah :
  - ii) Tahun : Markah :
  - iii) Tahun : Markah :
  - iv) Purata Markah :
- j) Tindakan Tatatertib : Ada/Tiada
- k) Pengistiharan Harta : Ada/Tiada
- l) Sokongan : Disokong / Tidak Disokong

m) Pegawai boleh / tidak boleh dilepaskan untuk menjalani kursus pada sesi yang dipohon.  
 Saya mengesahkan bahawa kenyataan yang diberikan oleh \_\_\_\_\_  
 \_\_\_\_\_ adalah benar dan permohonan  
 beliau adalah lengkap.

**DIPERAKUKAN OLEH:**

\_\_\_\_\_  
 (Tandatangan Ketua Jabatan)

Nama : \_\_\_\_\_  
 Jawatan : \_\_\_\_\_  
 Jabatan/ Kementerian : \_\_\_\_\_  
 Tarikh : \_\_\_\_\_  
 Cop Rasmi Jabatan : \_\_\_\_\_

# TRAINING AND DIALOGUE PROGRAMS

GENERAL INFORMATION ON

**LEADERSHIP DEVELOPMENT PROGRAM FOR  
MIDDLE MANAGEMENT LEVEL (MANAGERS)**

IN

**JAPAN- MALAYSIA ECONOMIC PARTNERSHIP PROGRAM**

(経済連携のための小泉アブドラ研修プログラム)  
特別案件マレーシア：EPP「中間管理職のための指導職研修」

**JFY 2014**

NO. J14-21572 ID. 0609002  
August 18 to September 13, 2014

This information pertains to one of the Training and Dialogue Programs of the Japan International Cooperation Agency (JICA), which shall be implemented as part of the Official Development Assistance of the Government of Japan based on bilateral agreement between both Governments.

# *Preface*

The Japanese Government extends official development assistance (ODA) to developing countries to support self-help efforts that will lead to economic progress and a better life for the citizens of those countries.

Since its foundation in 1974, the Japan International Cooperation Agency (JICA) has implemented Japan's technical cooperation under the ODA program.

As of October 2003, JICA has transformed itself into an "Independent Administrative Institution", a new form of governmental agency. Important changes include closer attention paid to grass-roots level cooperation, peace-building, cost performance, faster decision-making, and accountability. JICA continues to be an official agency responsible for implementing ODA programs, in particular technical cooperation, on behalf of the Government of Japan.

JICA's programs include Technical Cooperation Projects, Dispatch of Technical Cooperation Experts, Technical Training of Overseas Participants, Development Studies, Dispatch of Japanese Volunteers, Disaster Relief and Grant Aid, etc.

Technical Training of Overseas PARTICIPANTS applies to key administrators, technicians and researchers in developing countries and areas. It includes the transfer of knowledge and technologies necessary for the development of those countries and areas through the training conducted by JICA both at home and abroad. This is one of the most fundamental "human resource development" programs implemented by JICA.

Those who have received such technical training are now contributing in many ways to the development of their home countries and areas. Many have gone on to become national leaders, top-ranking administrators, and researchers, while others are now imparting their acquired skills nationwide.

## *Course Background*

In general, Malaysian Public Sector consists of Supporting Staff, Junior Officer, Middle Management Level (Managers) and High Management Level. One of the items stressed under Malaysian Government Training Policy is to have competent staffs at each level. In line with this, the officers should undergo various training programs. The Management Training Program for Middle Management Level (Managers) is designed by JICA for senior officers to develop their leadership ability, enhance and improve their decision making strategy and also to build their ability to achieve high performance.

This course has been implemented under "Economic Partnership Program (EPP)" in "Agreement between Malaysia and Japan for an Economic Partnership (JMEPA)" signed by the Prime Minister of Malaysia, Mr. Dato' Seri Abdullah bin Haji Ahmad Badawi, and the Former Prime Minister of Japan, Mr. Junichiro Koizumi.



## I. ESSENTIAL FACTS

COURSE TITLE	Leadership Development Program for Middle Management Level (Managers)
DURATION	August 18 to September 13, 2014
DEADLINE FOR APPLICATION	<b>July 14, 2014</b> *for acceptance in the Embassy of Japan (or the JICA office)
NUMBER OF PARTICIPANTS	15
LANGUAGE	English (including English translated from Japanese through interpreters)
TARGET GROUP	Middle management level officials of central/local governments
COURSE OBJECT	Through the training course, participants are expected to (1)understand the role of middle management in organization  (2)understand the ability needed for middle management, such as leadership, organizational management, risk management and enhancing subordinates' ability. (3)find the direction for solving the issue that each participant is facing.
TRAINING INSTITUTION	Pacific Resource Exchange Center (PREX) URL: <a href="http://www.prex-hrd.or.jp/index_e.html">http://www.prex-hrd.or.jp/index_e.html</a>
ACCOMMODATIONS	JICA will arrange the following accommodations for the participants in Japan: JICA Kansai Address: 1-5-2, Wakino-hama-kaigandori, Chuo-ku, Kobe, Hyogo 651-0073, Japan TEL: 81-78-261-0397 FAX: 81-78-261-0465 Url: <a href="http://www.jica.go.jp/english/contact/domestic/index.html">http://www.jica.go.jp/english/contact/domestic/index.html</a> Contact: Tsune.Ruriko@jica.go.jp
EXPENSES	Aside from living allowance, accommodation allowance and round-trip air tickets including airport facilities charges borne by the Government of Malaysia, the Government of Japan covers the following expenses through JICA in accordance with relevant laws and regulations.  Details: Expenses for training, domestic transportation, free medical care for participants who become ill after arrival in Japan (costs related to preexisting illness, pregnancy and dental treatment are not included), etc.

(\*) country code of Japan (\*\*) area code

(Notes)

The Pacific Resource Exchange Center (PREX) was established in April 1990 in response to a proposal adopted at the general assembly of the Pacific Economic Cooperation Council (PECC). Since its inception, PREX has been contributing to promote international exchanges through human-resource development projects and their related activities in developing countries. For up-to-date information access PREX on the Web at: [http://www.prex-hrd.or.jp/index\\_e.html](http://www.prex-hrd.or.jp/index_e.html)

## II. CURRICULUM

Each day will start with a lecture or site visit followed by Q&A and discussion session. This basic structure will bring the best results for the purpose of the seminar that is information exchange and mutual understanding. The curriculum is as follows:

Seminar Contents	Items	Seminar Methods
<p><b>(1) Current situations and issue analysis</b> Participants will identify their current situation and issues that they are facing as manager.</p>	<ul style="list-style-type: none"> <li>◆ Identifying issues at current department (assignment before coming to Japan)</li> <li>◆ Setting the issues which participants work on in the training course</li> </ul>	<ul style="list-style-type: none"> <li>◆ Self-analysis</li> <li>◆ Questionnaire submission</li> <li>◆ Presentation</li> <li>◆ Group discussion *</li> </ul>
<p><b>(2) Basic Information about Japan</b> Participants will get better understanding of the knowledge they acquire in this course by learning basic information about Japan. Participants will gain basic knowledge of Japan in order to facilitate their understanding of the training course contents.</p>	<ul style="list-style-type: none"> <li>◆ Japanese society (i.e. society, culture, language, education, etc.)</li> <li>◆ Japanese economy</li> <li>◆ Japanese administrative structure</li> </ul>	<ul style="list-style-type: none"> <li>◆ Lectures</li> <li>◆ Site visits</li> <li>◆ Discussion</li> </ul>
<p><b>(3) Organization Management Method of Japanese Enterprises.</b> Participants will understand the management skills carried out by private enterprises and the roles performed by managerial staff.</p>	<ul style="list-style-type: none"> <li>◆ Transition of Japanese Economy</li> <li>◆ Management of Japanese enterprises</li> <li>◆ The role of managerial staff</li> <li>◆ Organization management Organization management Teamwork Leadership Communication Human resource management,</li> </ul>	<ul style="list-style-type: none"> <li>◆ Lectures</li> <li>◆ Site visits</li> <li>◆ Discussion</li> </ul>

	development, and evaluation. Others	
<p><b>(4) Ethic of public officer</b>  Participants will understand the ideal role of public officer.  Also they will know the work ethic and attitude which public officer should to obtain through the case study.</p>	<ul style="list-style-type: none"> <li>◆ Mission of the public officer</li> <li>◆ Work Ethics</li> </ul>	<ul style="list-style-type: none"> <li>◆ Lectures</li> <li>◆ Discussion</li> </ul>
<p><b>(5) Action Plan Presentation</b>  Each participant is requested to compile the actions to be taken for the issues they set at the beginning of the course as a junior officer and prepare presentation for other participants with learning from this training program.</p>	<ul style="list-style-type: none"> <li>◆ Sum up the learning from the training</li> <li>◆ Preparation of Action Plan</li> <li>◆ Presentation of Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>◆ Self-analysis</li> <li>◆ Group discussion</li> <li>◆ Presentation</li> <li>◆ Submission of the Action Plan</li> </ul>

\*The contents might be changed.

### ***III. REQUIREMENT FOR APPLICATION***

This seminar is designed for participants who are:

- (1) mid-level officials of central or local government with more than five (5) years of practical experience, and under fifty (50) years of age.

Applicants should:

- (1) be nominated by their government in accordance with the procedures mentioned in IV. below,
- (2) have a sufficient command of English,
- (3) Must be in good health, both physically and mentally, to participate in the Program in Japan,
- (4) Must not be serving any form of military service.

### **ATTENTION**

Participants are requested:

- (1) not to change seminar subjects or extend the seminar period,
- (2) not to bring any members of their family,
- (3) to return to their home country at the end of their seminar according to the international travel schedule designated by the Malaysian government,
- (4) to refrain from engaging in political activities or any form of employment for profit or gain, and
- (5) 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.
- (6) to observe the rules and regulations of their place of accommodation and not to change accommodations designated by JICA.

## ***IV. PROCEDURE FOR APPLICATION***

1. A government desiring to nominate applicants for the seminar should fill in and forward one (1) original and three (3) copies of the Application form for each applicant, to the Embassy of Japan (or the JICA office) **by August 5, 2014.**

### **\*Pregnancy**

Pregnant participants are strictly requested to attach the following documents in order to minimize the risk for their health:

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

Please ask National Staffs in JICA office for details.

2. The Embassy of Japan (or the JICA office) will inform the applying government whether or not the nominee's application has been accepted **no later than July 14, 2014**

### **3. Submission of Questionnaire:**

Each applicant is required to submit his/her answers to the Questionnaire (page 11, Annex 2.) together with the Application Form. They will be used to set up the targets which he/she has to tackle through this seminar with the final goal of preparing an action plan. Accordingly, complete the questionnaire by following the instructions below.

### **Purpose of Answering the Questionnaire**

- To clarify issues and problems that participants face presently in their work, and by doing so to facilitate the acquisition of knowledge and ideas leading to solutions during the seminar.
- To provide information in advance regarding issues and problems faced by participants to lecturers and organizations to visit as reference in finding solutions.

### **Instructions for Preparing Answers to the Questionnaire**

- Answer the Questionnaire (page 11) after reading carefully II. Curriculum (page 4) and understanding the concept of this seminar.
- List three (3) challenges or less for each topic.
- Each challenges should be typewritten in thirty (30) words or less, and be
  - (1) typed directly onto the Questionnaire in the ANNEX of this brochure, or
  - (2) typed on an A4 size sheet of paper with double spacing.

## ***V. OTHER MATTERS***

1. Pre-departure orientation is held at the PSD and JICA Malaysia to provide the selected candidates with details on travel to Japan, conditions of training, and other matters.
2. A JICA-designated Travel Agent will meet the participants and guide them to the JICA Kansai or designated accommodations by charter bus. Please refer to the last page of this brochure to inquire about further details.
3. Participants who have successfully completed the seminar will be awarded a certificate by JICA.
4. You may face some difficulties of finding Halal food while you are staying in Japan. If possible, please bring enough Halal food with you.

## **ANNEX 1. Concept of Curriculum Structure of the Management Training Program for Malaysian Government Officers**

This training program is provided for officers attached to the agencies of Malaysian Government and is designed to improve their abilities by introducing examples of organizational management as well as the human resources development methods carried out in Japanese administrative bodies and private enterprises, so that the participants can reinforce the structure of the organizations to which they are attached or enhance their own abilities to execute their duties.

In accordance with the career level of participants, two courses, (1) "Management Training Program for Junior Officer" and (2) "Management Training Program for Middle Management Level Manager" are implemented. In planning the training program of this fiscal year, JICA has standardized the basic composition of these courses and clearly differentiated the curriculums while tailoring them to the participants. The features of respective courses are shown below.

Not only in Japan and Malaysia, but there are many discussions worldwide on how public administration should be. It is necessary for administrative organizations to alter themselves in response to the changing situation. Administrative organizations in Japan have experienced changes in their roles and services through administrative reformations. In the reformations, they have tried to learn from corporate management know-how which have improved management system according to dynamic business environment. Those enterprises lead economic growth in Japan, and their middle managers assume large roles in terms of corporate management.

The nature of administrative organization and enterprises may be different, but it is important to learn from the lessons from private enterprise and apply in some sense. Based on this situation, this training course largely focused on the organizational management of private enterprises and its role of managerial staff. , Participants are expected to examine what they can apply them to improve current situations that they are facing.

### **1. Target group of each course:**

#### **(1) "Management Training Program for Junior Officer":**

Junior officers working for administrative bodies in Malaysia

\* With working experiences of more than 3 years up to 10 years as a junior officer

#### **(2) "Management Training Program for Middle Management Level Manager":**

Middle management level managers working for administrative bodies in Malaysia

\* With work experiences of more than 5 years as a middle management level manager and age of 50 years or younger

ANNEX 2. QUESTIONNAIRE

(Before you answer the questionnaire, please read 3. Submission of Questionnaire under IV.

*PROCEDURE FOR APPLICATION* and follow the instructions. )

**QUESTIONNAIRE**

Please prepare the following material prior to your visit to Japan. It is to be used at the initial part of the seminar in Japan.

Your Name: \_\_\_\_\_

Organization you are attached to: \_\_\_\_\_

(1) Please describe three problems as a middle management that you are facing in your "team".  
(Three items maximum, each in 30 words or less)

1

\_\_\_\_\_

2

\_\_\_\_\_

3

\_\_\_\_\_

(2) What skills would like you to improve as the Middle Management Level (Managers)?  
(Three items maximum, each in 30 words or less)

1

\_\_\_\_\_

2

\_\_\_\_\_

3

\_\_\_\_\_

Thank you for your cooperation.



## For Your Reference

### JICA and Capacity Development

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

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

About 460 pre-organized programs cover a wide range of professional fields, ranging from education, health, infrastructure, energy, trade and finance, to agriculture, rural development, gender mainstreaming, and environmental protection. A variety of programs are being customized to address the specific needs of different target organizations, such as policy-making organizations, service provision organizations, as well as research and academic institutions. Some programs are organized to target a certain group of countries with similar developmental challenges.

### Japanese Development Experience

Japan was the first non-Western country to successfully modernize its society and industrialize its economy. At the core of this process, which started more than 140 years ago, was the “adopt and adapt” concept by which a wide range of appropriate skills and knowledge have been imported from developed countries; these skills and knowledge have been adapted and/or improved using local skills, knowledge and initiatives. They finally became internalized in Japanese society to suit its local needs and conditions.

From engineering technology to production management methods, most of the know-how that has enabled Japan to become what it is today has emanated from this “adoption and adaptation” process, which, of course, has been accompanied by countless failures and errors behind the success stories. We presume that such experiences, both successful and unsuccessful, will be useful to our partners who are trying to address the challenges currently faced by developing countries.

However, it is rather challenging to share with our partners this whole body of Japan’s developmental experience. This difficulty has to do, in part, with the challenge of explaining a body of “tacit knowledge,” a type of knowledge that cannot fully be expressed in words or numbers. Adding to this difficulty are the social and cultural systems of Japan that vastly differ from those of other Western industrialized countries, and hence still remain unfamiliar to many partner countries. Simply stated, coming to Japan might be one way of overcoming such a cultural gap.

JICA, therefore, would like to invite as many leaders of partner countries as possible to come and visit us, to mingle with the Japanese people, and witness the advantages as well as the disadvantages of Japanese systems, so that integration of their findings might help them reach their developmental objectives.



***CORRESPONDENCE***

For enquiries and further information, please contact the JICA office or Embassy of Japan.  
Further, address correspondence to:

**JICA Kansai International Center (JICA Kansai)**  
**Address: 1-5-2, Wakinohama-kaigandori, Chuo-ku, Kobe, Hyogo 651-0073, Japan**  
**TEL: +81-78-261-0397 FAX: +81-78-261-0465**



Training Programs under Technical Cooperation with the Government of Japan

## 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)

**LEADERSHIP DEVELOPMENT PROGRAM FOR MIDDLE MANAGEMENT LEVEL (MANAGERS)**

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

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**3. Country Name:**

**MALAYSIA**

**4. Name of Applying Organization:**

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**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			Official Stamp
Department / Division			
Address:			
Office Address and Contact Information		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			Official Stamp
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.**



**9) Contact Information**

Office	Address:		
	TEL:	Mobile (Cell Phone):	
	FAX:	E-mail:	
Home	Address:		
	TEL:	Mobile (Cell Phone):	
	FAX:	E-mail:	
Contact person in emergency	Name:		
	Relationship to you:		
	Address:		
	TEL:	Mobile (Cell Phone):	
	FAX:	E-mail:	

**10) Others (if necessary)**

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**4. Career Record**

**1) Job Record (After graduation)**

Organization	City/ Country	Period		Position or Title	Brief Job Description
		From Month/Year	To Month/Year		

**2) Educational Record (Higher Education)(required)**

Institution	City/ Country	Period		Degree obtained	Major
		From Month/Year	To Month/Year		



**3) Training or Study in Foreign Countries; please write your past visits to Japan specifically as much as possible, if any.**

Institution	City/ Country	Period		Field of Study / Program Title
		From Month/Year	To Month/Year	

**5. Language Proficiency (required)**

1) Language to be used in the program (as in GI)				
Listening	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor
Speaking	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor
Reading	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor
Writing	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor
Certificate (Examples: TOEFL, TOEIC)				
2) Mother Tongue				
3) Other languages ( )	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor

<sup>1</sup> 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.

<sup>1</sup> Good: Conversational accuracy & fluency in a wide range of situations: discussions, short presentations & interviews. Compound complex sentences. Extended essay formation.

<sup>1</sup> Fair: Broader range of language related to expressing opinions, giving advice, making suggestions. Limited compound and complex sentences & expanded paragraph formation.

<sup>1</sup> 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.



**CONFIDENTIAL**

- Unless otherwise obtained approval from an applicant itself or there are valid reasons such as disclosure 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.

Date:	Signature:
	Print Name:

**MEDICAL HISTORY AND EXAMINATION**

**1. Present Status**

(a) Do you currently use any drugs for the treatment of a medical condition? (Give name & dosage.)

<input type="checkbox"/> No	<input type="checkbox"/> Yes >> Name of Medication ( _____ ), Quantity ( _____ )
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(b) Are you pregnant?

<input type="checkbox"/> No	<input type="checkbox"/> Yes ( _____ months )
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(c) Are you allergic to any medication or food?

<input type="checkbox"/> No	<input type="checkbox"/> Yes >>>	<input type="checkbox"/> Medication	<input type="checkbox"/> Food	<input type="checkbox"/> Other:
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(d) Please indicate any needs arising from disabilities that might necessitate additional support or facilities.

( _____ )
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*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:	<input type="checkbox"/> No	<input type="checkbox"/> Yes>>Name of illness ( _____ ), Place & dates ( _____ )
Present:	<input type="checkbox"/> No	<input type="checkbox"/> Yes>>Present Condition ( _____ )

(b) Have you ever been a patient in a mental hospital or been treated by a psychiatrist?

Past:	<input type="checkbox"/> No	<input type="checkbox"/> Yes>>Name of illness ( _____ ), Place & dates ( _____ )
Present:	<input type="checkbox"/> No	<input type="checkbox"/> Yes>>Present Condition ( _____ )

(c) High blood pressure

Past:	<input type="checkbox"/> No	<input type="checkbox"/> Yes
Present:	<input type="checkbox"/> No	<input type="checkbox"/> Yes>>Present Condition ( _____ ) mm/Hg to ( _____ ) mm/Hg

(d) Diabetes (sugar in the urine)

Past:	<input type="checkbox"/> No	<input type="checkbox"/> Yes
Present:	<input type="checkbox"/> No	<input type="checkbox"/> Yes>>Present Condition ( _____ )
	Are you taking any medicine or insulin?	
		<input type="checkbox"/> No <input type="checkbox"/> Yes

(e) Past History: What illness(es) have you had previously?

<input type="checkbox"/> Stomach and Intestinal Disorder	<input type="checkbox"/> Liver Disease	<input type="checkbox"/> Heart Disease	<input type="checkbox"/> Kidney Disease
<input type="checkbox"/> Tuberculosis	<input type="checkbox"/> Asthma	<input type="checkbox"/> Thyroid Problem	
<input type="checkbox"/> Infectious Disease >>> Specify name of illness ( _____ )			
<input type="checkbox"/> Other >>> Specify ( _____ )			

(e') Has this disease been cured?

<input type="checkbox"/> Yes	<input type="checkbox"/> No (Specify name of illness)
	Present Condition: ( _____ )

**3. Other: Any restrictions on food and behavior due to health or religious reasons?**

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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:

ANNEX 2. QUESTIONNAIRE

(Before you answer the questionnaire, please read 3. Submission of Questionnaire under IV.

*PROCEDURE FOR APPLICATION* and follow the instructions. )

QUESTIONNAIRE

Please prepare the following material prior to your visit to Japan. It is to be used at the initial part of the seminar in Japan.

Your Name: \_\_\_\_\_

Organization you are attached to: \_\_\_\_\_

(1) Please describe three problems as a middle management that you are facing in your "team". (Three items maximum, each in 30 words or less)

1

\_\_\_\_\_

2

\_\_\_\_\_

3

\_\_\_\_\_

(2) What skills would like you to improve as the Middle Management Level (Managers)? (Three items maximum, each in 30 words or less)

1

\_\_\_\_\_

2

\_\_\_\_\_

3

\_\_\_\_\_

Thank you for your cooperation.