



# Knowledge Co-Creation Program (Group & Region Focus)

GENERAL INFORMATION ON  
Human Resource Capacity Development on “Japanese  
Hospitality, Omotenashi” in Tourism

課題別研修

「観光人材育成研修『おもてなし』」

JFY 2015

NO. J1504169 / ID.1584664

Course Period in Japan: From September 14<sup>th</sup>, 2015 to October 10<sup>th</sup>, 2015

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**

Human resource capacity development is one of the focused areas of JICA's assistance in Tourism Sector which aims to benefit local residents who work for sustainable tourism development. The important factor to increase the number of tourists who can become fun of the place and consider revisiting is a quality of service provided by people engaged in tourism industry in the locality. In this context, tourism sector in Japan both private and government have been developing know-hows and skills in enhancing quality of service to incorporate in their strategy for increasing the number of tourists. Ministry of Land, Infrastructure, Transport and Tourism of Japan has been implementing its strategy in human resource development with the aim of increasing the quality of services in tourism industry in cooperation with academia and private institutions to promote tourism in Japan.

This program is designed for the participants who are responsible for designing and implementing human resource development plan in governmental institutions in tourism which need to increase their skills and knowledge in procedures and practical know-hows of delivering programs in attaining better service. They will learn the way how to improve quality of service in tourism industry, application of human resource capacity building trainings and seminars, and exchange ideas and issues in delivering such programs. Participants are expected to expand their ideas and understanding on the practical applications of human resource development plans on the basis of learning from Japan. Lessons learned during the program should be incorporated in and reflected on the setting up of human resource development plans for increasing quality of service in the participants' respective countries. Effective implementation of the plan in the participants' respective countries will be the ultimate goal.

## **For what?**

This program is intended to strengthen the human resource capacities of government and related institutions to achieve the goals of improving quality of service in tourism industry.

## **For whom?**

This program is designed for government officials who make and execute human resource development strategy and plans in tourism sector.

## How?

Japan is widely recognized for its hospitality attentively showing to the guests. The efforts of Japanese tourism industry in Kansai region to increase the number of tourists will be presented to the participants in cooperation with Japanese Ministry of Land, Infrastructure, Transport and Tourism, universities, local associations for tourism promotion, tourism department of local government offices and many other resources.

Participants shall have opportunities to discuss with government officials, managers and employees of tourism related organizations such as tourist association, tourist bureaus, hotels, shops and other businesses to share their methods and approaches. Participants are expected to formulate plans on human resource development in tourism sector and implement them after they return to their home countries.

## ***II. Description***

**1. Title (J-No.): Human Resource Capacity Development on “Japanese Hospitality, Omotenashi” in Tourism (J1504169)**

**2. Course Period in JAPAN**

September 14, 2015 to October 10, 2015

**3. Target Regions or Countries**

Palestinian Authority, Bosnia and Herzegovina, Myanmar, Tunisia, Ethiopia, Malaysia, Micronesia, Egypt, Kyrgyz Republic, Bhutan, Fiji, Brazil

**4. Eligible / Target Organization:**

This Program is designed for local and central government departments and institutions which are in charge of tourism.

**5. Course Capacity (Upper Limit of Participants)**

16 participants

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

English

**7. Course Objective:**

Action plans for improvement of service quality in tourism will be drafted based on the learnings from the program on Japanese hospitality for improving human resource capacity in tourism. The plans are expected to be shared with governmental institutions and other related organizations in their countries and implemented in their respective countries.

**8. Overall Goal**

Omotenashi customer-oriented service approach will be incorporated into existing human resource development programs in the participants' respective

countries. These programs are to be implemented and actively used for improving quality of service in tourism.

## 9. Expected Module Output and Contents:

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

<p><b>(1) Preliminary Phase in a participant's home country</b>          (August 2015 to September 2015)  <i>Participants make required preparation for the Program in the respective countries.</i></p>	
Expected Module Output	Activities
<p>To understand and analyze issues on human resource capacity development in tourism industry in the participants' respective countries.</p>	<p>Formulation and submission of Pre-study Report  <i>*See "VI. ANNEX 1" for the designated format</i>  <i>** <u>Participants are requested to prepare presentation data prior to the arrival to Japan.</u></i></p>

<p><b>(2) Phase in Japan</b>          (September 14, 2015 to October 10, 2015)  <i>Participants attend the Program implemented in Japan.</i></p>		
Expected Module Output	Subjects/Agendas	Methodology
<p><b>【Tourism service delivery】</b>           To work on comparative study on the policies and strategies in Japan and in respective countries for improving service delivery in tourism.</p>	<p>1) Analysis and discussion on the human resource development programs and issues of customer-oriented services in respective countries.           2) Introduction of strategy and approaches for improving service delivery in tourism in Japan.</p>	<p>Presentation,          Workshop          Lecture          Discussion</p>

<p><b>【Customer-oriented services, Omotenashi】</b></p> <p>To learn from human resource development approaches in tourism sector both from government and private sector.</p>	<ol style="list-style-type: none"> <li>1) What are “Customer-oriented services, Omotenashi “?</li> <li>2) To understand Japanese approaches on the human resource development(HRD) in tourism sector. (e.g. joint activities by private sector, public sector and academic institutions)</li> <li>3) Marketing strategy and omotenashi (customer-oriented service) presented by tourism professionals.</li> <li>4) Networking and discussions.</li> </ol>	<p>Lecture Discussion Observation</p>
<p><b>【Practice on the human resource development (HRD) for improving service delivery and customer-oriented services】</b></p> <p>To learn about practical know-hows on how to plan and implement human resource development programs by Japanese government/ organizations through case studies.</p>	<ol style="list-style-type: none"> <li>1) Human resource development(HRD) programs implemented by government and private institutions in tourism sector.</li> <li>2) Educational institutions for students in tourism sector.</li> <li>3) Training programs of private companies to foster customer-oriented services.</li> <li>4) How to motivate and reward staff to provide customer-oriented services.</li> </ol>	<p>Observation Workshop Discussion Presentation</p>

<p>【Experience and learn Japanese Hospitality, Omotenashi】</p> <p>To make field visits to hotels and tourist sites where participants can learn about the ways how hospitality is delivered</p>	<p>1) Site visits to tourism related businesses and tourist sites where practical application of Japanese hospitality can be observed.</p> <p>2) Observation and discussion at the site of practical training for improving quality of services.</p>	<p>Field visits Discussion</p>
<p>【Plan Formulation】</p> <p>To draft action plans on human resource capacity development.</p>	<p>Formulate and draft Action Plan for improving human resource capacity development in tourism sector.</p> <p><u>(See detail in VII.ANNEX 2.)</u></p>	<p>Workshop Consultation Presentation</p>

**(3)Finalization Phase in the participants’ home countries**  
*Participating organizations produce final outputs by making use of results brought back by participants. This phase marks the end of the Program.*

Expected Module Output	Activities
<p>【The Final Report】</p> <p>To finalize the draft action plan together with the participants' organizations.</p>	<p>Implement the action plan in the participants’ countries and submit the Implementation Report <b>by <u>April 30, 2016</u></b>. Transfer it to the next year participants.</p> <p>※Those participants who wish to hold “Omotenashi” workshop in their own countries to expand the outputs of the program, submit formal request for follow-up cooperation through JICA Office in their countries.</p>

### **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 use the program for those specific purposes.
- (2) This program is enriched with contents and facilitation schemes especially 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:** Government officials in tourism who make and execute human resource development plans.
- 2) **Experience in the relevant field:** It is essential to have more than 2 years' engagement in the human resource development in tourism. Those in need of improving tourism related service operations in their work.
- 3) **Educational Background:** Bachelor degree or equivalent qualifications in this field.
- 4) **Language:** Advanced level of English, both writing and speaking. Participants should obtain high competency in English which lead to success of the program as active participation in lectures and discussions is essential for all the participants.
- 5) Must not be serving any form of military service.
- 6) **Health:** must be in good health, both physically and mentally, to participate in the program in Japan.

##### **(2) Recommendable Qualifications**

- 1) Job description of participants should include human resource capacity building.

### 3. Required Documents for Application:

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

\*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 permission of her training participation.

Please ask JICA Staff for the details.

**(2) Photocopy of passport:** to be submitted with the Application Form, if you possess your passport which you will carry when entering Japan for this program. If not, you are requested to submit its photocopy as soon as you obtain it.

\*Photocopy should include the followings:

Name, Date of birth, Nationality, Sex, Passport number and Expire date.

**(3) 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), please attach it (or a copy) to the Application Form.

### 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 August 7, 2015**)

**(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 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 August 19,2015.**

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

**Pre-study Report:**

**For selected training participants:**

Selected participants are requested to prepare the presentation data (preferably in PPT) of Pre-study report for 20 minutes (10min Presentation and 10 min Q & A Session).

If there are more than 2 participants from the same country, it is recommended to prepare one presentation from each country.

The Pre-study Report in PPT format should be sent to JICA Kansai by **September 1, 2015**, preferably by e-mail to Takada.Masako@jica.go.jp

**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 forms 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, and
- (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 Kansai

(2) **Contact:** Takada.Masako@jica.go.jp and jicaksic-unit@jica.go.jp

### 2. Implementing Partner

(1) **Name:** Pacific Resource Exchange Center

(2) **URL:** [http://www.prex-hrd.or.jp/index\\_e.html](http://www.prex-hrd.or.jp/index_e.html)

### 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.

#### (3) Accommodation in Japan:

JICA will arrange the following accommodations for the participants in Japan:

JICA Kansai  
Address: 1-5-2, Wakinohama-kaigandori, Chuo-ku, Kobe, Hyogo  
651-0073, Japan  
TEL: 81-78-261-0383 FAX: 81-78-261-0465  
(where “81” is the country code for Japan, and “78” is the local area code)

If there is no vacancy at JICA Kansai, JICA will arrange alternative accommodations for the participants. Please refer to facility guide of JICA Kansai at its URL,

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

### 4. 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), and

(4) Expenses for program implementation, including materials.

For more details, please see “III. ALLOWANCES” of the brochure for participants titled “KENSU-IN GUIDE BOOK,” which will be given before departure for Japan.

## **5. Pre-departure Orientation:**

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

## **V. Other Information**

1. Participants who have successfully completed the program will be awarded a certificate by JICA.
2. For the promotion of mutual friendship, JICA Kansai encourages international exchange between JICA participants and local communities, including school and university students as a part of development education program. JICA participants are expected to contribute by attending such activities and will possibly be asked to make presentations on the society, economy and culture of their home country.
3. Participants are recommended to bring laptop computers for your convenience, if possible. During the program, participants are required to work on the computers, including preparation of Action Plans, etc. Most of the accommodations have internet access. Also, there is a computer room in JICA Kansai where fourteen desk-top computers have the internet access.
4. Allowances, such as for accommodation, living, clothing, and shipping, will be deposited to your temporary bank account in Japan after 2 to 5 days after your arrival to Japan. It is highly advised to bring some cash / traveler's check in order to spend necessary money for the first 2 to 5 days stays after your arrival.
5. It is very important that your currency must be exchanged to Japanese Yen at any transit airport or Kansai International Airport (KIX) in Osaka, Japan soon after your arrival. It is quite difficult to exchange money after that, due to no facility or time during the training program.
6. It is recommended to bring a medium-sized bag or suitcase for a few days fieldwork.
7. Ensure to bring comfortable shoes (walking shoes) as the course requires lots of walk outdoors, townships and streets.

## VI. ANNEX 1

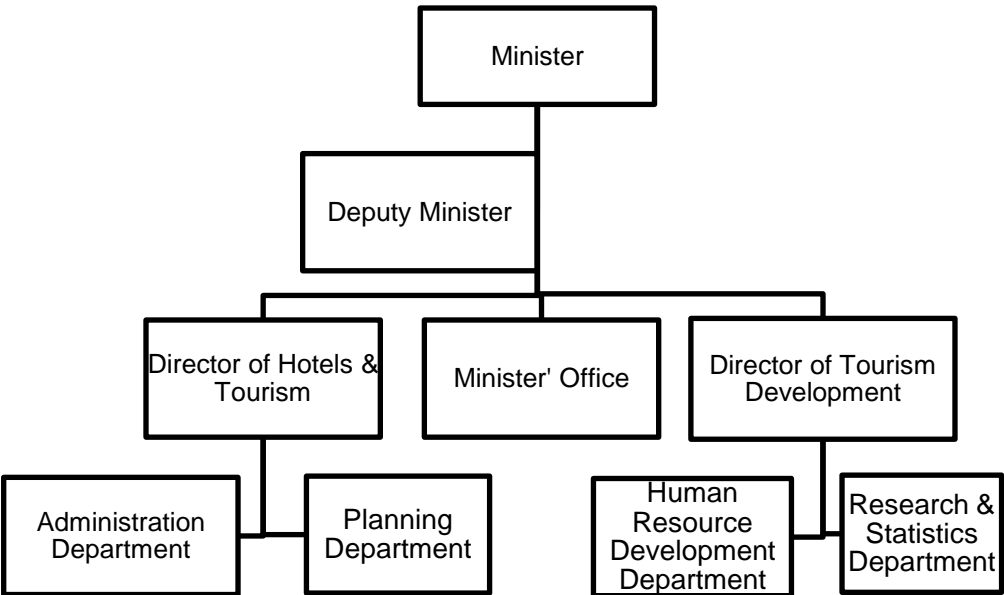
### Pre-study report by program participants

Selected participants are requested to prepare a country report on the following issues and submit it to JICA before coming to Japan. The report will be presented during the initial phase of the program.

It is important for the participants to share the draft with supervisors and colleagues for clearance before finalizing and submitting it to JICA.

### Human Resource Capacity Development on “Japanese Hospitality, Omotenashi” in Tourism JFY2015

#### 1 Basic Information of participant

(1)	Your name (Country)	
(2)	Organization	
(3)	Department, division, section and/or unit.	
(4)	Your Functional Title	
(5)	<p>Please attach an organogram of your organization and that of the tourism sector in your country (if available) and/or list of related organizations <b><u>(Sample)</u></b></p>  <pre> graph TD     Minister[Minister] --&gt; DeputyMinister[Deputy Minister]     DeputyMinister --&gt; DirectorHotels[Director of Hotels &amp; Tourism]     DeputyMinister --&gt; MinisterOffice[Minister' Office]     DeputyMinister --&gt; DirectorTourism[Director of Tourism Development]     DirectorHotels --&gt; AdminDept[Administration Department]     DirectorHotels --&gt; PlanningDept[Planning Department]     DirectorTourism --&gt; HRDept[Human Resource Development Department]     DirectorTourism --&gt; ResStatsDept[Research &amp; Statistics Department]         </pre>	

## 2 Information regarding Tourism in your country

(1) Information on major tourism attractions in your country. Please list them. For example; historic monuments, mountains and beach resorts, museums, etc.

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(2) Please list up key actors in tourism promotion in your country. e.g. National Tourism Association, Advisory Council on Tourism Promotion, Association of Travel Agencies, donor agencies, etc.

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(3) Roles of your organization (and your role), respective ministries, agencies, local governments and other organizations involved in tourism promotion.

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(4) Challenges in tourism sector in your country and describe the reasons. e.g. policies & strategy in tourism, marketing & tourism promotion, inter-agency cooperation, human resources, infrastructure, etc.

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## 3 Human resource development programs

(1) Outline of the structure of human resource development programs in your organization.

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(2) Your responsibility for the programs.

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(3) Please explain the source and scale of the budget used for the human resource development programs.

(4)Challenges of the programs described above.

(5)List up customer-oriented service approach programs(trainings and other activities) for improving quality of services in tourism, if any.

(6)Desired improvements in your organization and those of the whole human resource development programs in tourism sector in your country.

## 【Procedure of Pre-study Report Presentation】

### Style:

- Include topics in ANNEX 1 to a presentation file (PPT).
- Slide volume: about 10~15 slides
- Presentation should not be merely the tourism information of your country, Please present the technical data based on the specified topics in **VI.Annex1**
- 

**Language:** English

### Deadline of submission: **September 1, 2015**

- The data should not be exceeded 3 MB. Please prepare the data in your USB memory for your presentation.  
E-mail: Takada.Masako@jica.go.jp  
FAX: 81-78-261-0465 (Attention: TAKADA Masako (Ms.), JICA Kansai)

### Presentation time:

- Presentation: 10 minutes
- Q&A: 10 minutes
- Total: 20 minutes per one person

### Others:

- Please bring the presentation data in USB memory.

## **VII. ANNEX 2**

### **Action Plan**

#### **What is Action Plan?**

By the end of the training program, all participants are required to prepare an Action Plan. Participants are expected to make a presentation of Action Plan at the end of the program in Japan and in your organization after returning to your country.

The purpose of its preparation is to identify a specific problem and a concrete solution for it. You are recommended to focus on one topic you are able to carry out after returning to your country. Therefore, Action Plan should be both concrete and practical. Try to make your Action Plan by using the existing human and financial resources in your organization in the most efficient and effective way possible.

#### **Why each participant is required to formulate an Action Plan?**

The exercise is to encourage you to apply the knowledge/ skill you gained from the program to your daily work after returning to your country. The preparing process itself will help you find out feasible actions to improve the current environmental problems your organization is facing.

#### **<Contents of Action Plan (Recommended)>**

- a. Title
- b. Background (challenges to be solved, national policy, etc.)
- c. Objectives (Goals)
- d. Outcomes
- e. Direct and Indirect beneficiaries
- f. Related knowledge/skill acquired during the training in Japan
- g. Action Component
- h. Implementation schedule
- i. Responsible agencies and their roles
- j. Monitoring and evaluation
- k. Budget and other necessary resources (amount of budget and how to raise fund)

**Note:** Participants will have more detailed guidance during the program in Japan.



## ***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: +81-78-261-0383 FAX: +81-78-261-0465**