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April 30, 2026.

Director General
Department of External Resources
Colombo 1.

ICTA web



Dear Sir,

KNOWLEDGE CO-CREATION PROGRAM:
QUALITY IMPROVEMENT OF HEALTH SERVICES THROUGH
KAIZEN APPROACH
COURSE NO: 202514962J001

This is to inform you that Japan International Cooperation Agency (JICA) will consider completed applications of qualified participants nominated by the Government of the Democratic Socialist Republic of Sri Lanka for the above Technical Training Course. The duration of the training course is **from 9th July to 8th August, 2026.**

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

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

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

Please make necessary arrangements to submit duly completed documents to reach JICA Sri Lanka office **on or before 4th May 2026.**

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

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

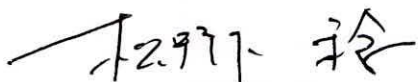
Cont.../2

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

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

Thank you.

Yours sincerely,



Minoru MATSUNOSHITA
Senior Representative
JICA Sri Lanka office

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



Knowledge Co-Creation Program (Group & Region Focus)

General information on

Quality Improvement of Health Services through KAIZEN Approach

課題別研修「カイゼンを通じた保健医療サービスの質向上」

JFY 2026

Course No.: 202514962J001

Course Period in Japan: From July 9, 2026 to August 8, 2026

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

JICA Knowledge Co-Creation Program (KCCP)

The Japanese Cabinet released the Development Cooperation Charter in June 2023, which stated, *"In its development cooperation, Japan has maintained the spirit of jointly creating things that suit partner countries while respecting ownership, intentions and intrinsic characteristics of the country concerned based on a field-oriented approach through dialogue and collaboration. It has also maintained the approach of building reciprocal relationships with developing countries in which both sides learn from each other and grow and develop together."* JICA believes that this 'Knowledge Co-Creation Program' will serve as a foundation of mutual learning process.

I. Concept

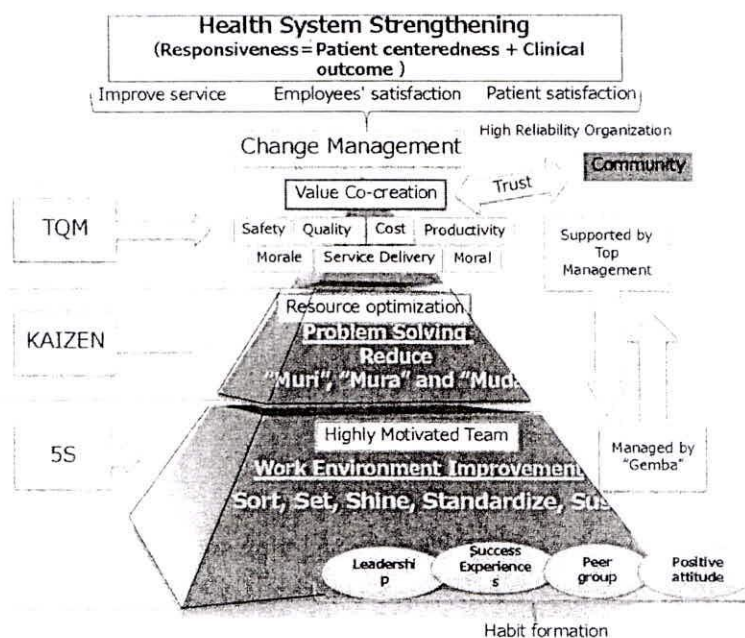
Background

Management improvement as a breakthrough

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

5S-KAIZEN-TQM Approach to enhance health services

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



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

including both physical and work-system set-ups in the hospital.

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

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

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

For what?

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

For whom?

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

How?

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

II. Description

1. Title (Course No.)

Quality Improvement of Health Services through KAIZEN Approach
(202514962J001)

2. Course Duration in Japan

July 9 to August 8, 2026

3. Target Regions or Countries

Burundi, Côte d'Ivoire, Djibouti, Egypt, Ethiopia, Laos, Lebanon, Madagascar, Malawi, Marshall, Nepal, Palau, Senegal, Sierra Leone, Sri Lanka, Tanzania, Timor-Leste, Tunisia, Uganda, Zambia, Zimbabwe (21 countries)

4. Eligible / Target Organization

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

- It is desirable that 5S-KAIZEN-TQM Approach has been already introduced in the health sector, hence, the participants are expected to produce tangible results after returning to their country.
- The department/directorate has been planning or executing an implementation plan to introduce and strengthen 5S-KAIZEN-TQM Approach at the national level.

(2) Secondary/Tertiary Level Public Hospital

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

5. Capacity

21 participants

6. Language

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

7. Objective(s)

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

8. Overall Goal

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

9. Output and Contents

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

Expected Output	Major subjects/agendas	Methodology
(1) To review policy and measures, and good practices in each country regarding service quality improvement and analyze their healthcare facility's challenges.	<ul style="list-style-type: none"> - Presentation of an inception report by the participant countries - Health systems in Japan and its development and transition - Quality and Safety in healthcare services - Positive mindset for quality improvement - Free talk session on quality-related initiatives by the participants 	Lecture Exercise Group work and discussion Presentation Field visit
(2) To broaden knowledge about KAIZEN for the quality improvement of health services and hospital management, and to deepen the knowledge on how to apply it there	<ul style="list-style-type: none"> - Basic concept of 5S-KAIZEN-TQM Approach - How to introduce and practice 5S, and introduction of "5S tools" - KAIZEN with QC Story - How to monitor and evaluate 5S-KAIZEN-TQM Approach - Performance Improvement Tools - Japanese hospital's experience sharing: Total Quality Management in a hospital - Total Quality Management in a hospital in developing countries - Field visit to hospital(s) in Japan - Establishment of implementation structure for 5S-KAIZEN-TQM Approach - Patient and medical safety and team building - Hazard Prediction Training 	
(3) To formulate a strategy plan aiming to establish the structure to promote continuous service improvement in their healthcare facilities.	<ul style="list-style-type: none"> - Formulation and presentation of action plan - Discussion on how to develop feasible plan - Project Pre-mortem 	Workshop Presentation

<Structure of the Course>

Topic outline (subject to minor changes)

Lecture, Exercise and Workshop at JICA Tokyo Center

- Inception reports from participating countries
- Health systems in Japan and its development and transition
- Quality and Safety in healthcare services
- Positive mindset for quality improvement
- Basic concept of 5S-KAIZEN-TQM Approach
- KAIZEN with QC Story
- Patient and medical safety and team building
- Hazard Prediction Training
- Formulation, presentation, and revision of a strategic plan, etc.

Site visit in Japan

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

Web forum

In the last week of training program period, "6th KAIZEN web forum" will be held, aiming at experience sharing by JICA ex-participants of this program and knowledge co-creation through panel discussion with the experts.

Table: Number of participating countries and attendees

	1st	2nd	3rd	4th	5th
Year of implementation	2021	2022	2023	2024	2025
Number of participating countries and attendees	92	153 from 19 countries	189 from 24 countries	247 from 32 countries	232 from 41 countries

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

[Tentative contents of the KAIZEN web-forum]

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

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

III. Eligibility and Procedures

1. Expectations to the Applying Organizations

- (1) This course is designed primarily for organizations that intend to address specific issues or problems identified in their operation. Applying organizations are expected to use the program for those specific purposes.
- (2) This course is enriched with contents and facilitation schemes specially developed in collaboration with relevant prominent organizations in Japan. These special features enable the course to meet specific requirements of applying organizations and effectively facilitate them toward solutions for the issues and problems.

2. Nominee Qualifications

Applying organizations are expected to select nominees who meet the following qualifications.

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

Disabilities: Persons with disabilities who meet the required qualifications also have an opportunity to apply. Reasonable accommodations will be considered for participants with disabilities. Some programs of the course might have difficulty for persons with disabilities to participate due to environmental and other conditions. "Reasonable accommodation" means necessary and appropriate modification and adjustments not imposing a disproportionate or undue burden, where needed in a particular case.

(1) Essential Qualifications

1) Current Duties:

- ① If nominees are working in a hospital: the nominee should be **responsible for quality management** in the hospital (as a member of hospital management team or a head of Quality Improvement Committee/Team etc.)
 - ② If nominees are working in a health administration institution (e.g., ministry of health, regional health office, etc.): the nominee should be **working in the department of quality management or the department having jurisdiction and supervision to public hospitals regarding quality management.**
- 2) Experience in the Relevant Field: at least 4 years management experience in the secondary or tertiary level hospital
 - 3) Educational Background: be a graduate of university
 - 4) Language Proficiency: have a competent command of all English

Note: Throughout this course, no language assistance is provided for the participants.

- 5) Health: must be in good health to participate in the program in Japan.
Participant's health and safety should be most respected. Pre-existing conditions and pregnancy may lead to health problems that were not present prior to arriving in Japan due to stress from international travel, changes in climate, and a new living environment. In recent years, regrettable cases have occurred, including the exacerbation of symptoms after arrival and, in the case of pregnancy, stillbirth. Some participants have also incurred substantial out-of-pocket medical costs. If any of the conditions below may apply, please take a moment to consider whether to participate, and continue after confirming your agreement to the points below.

① Questionnaire

("QUESTIONNAIRE ON MEDICAL STATUS AND RESTRICTION")

If any of the following apply, you must state them accurately in the questionnaire, even if they do not affect your current work or daily life.

- a. Chronic diseases (e.g., hypertension, diabetes)
- b. Conditions currently under treatment
- c. Past illnesses that have resolved (including serious conditions affecting the heart, liver, or brain; tuberculosis, etc.)
- d. Pregnancy (for female applicants)

② Medical certificate

Please submit a medical certificate issued by a doctor that your condition is stable and that, from a medical standpoint, there is no problem with your participation in KCCP in Japan.

Applicable cases:

- a. Chronic diseases (e.g., hypertension, diabetes)
- b. Conditions currently under treatment
- c. Past illnesses that have resolved (including serious conditions affecting the heart, liver, or brain; tuberculosis, etc.)

③ Reporting changes

If pregnancy or any health issues are identified after submitting the form, please report them to JICA promptly.

④ Insurance coverage

Medical and additional living expenses related to pregnancy, pre-existing conditions and dental treatment are **NOT covered** by insurance arranged by JICA. Such costs must be borne entirely by the participant; JICA assumes no liability.

* Please understand that insurance coverage applies only to sudden illness or injury occurring during your stay in Japan.

* Medical expenses in Japan could be a significant financial burden when not covered by insurance.

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

(2) Recommended Qualifications

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

3. Required Documents for Application

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

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

- (2) **Photocopy of Passport:** You should submit it with the application form if you possess your passport which you will carry when entering Japan for this program. If not, you are requested to submit its photocopy as soon as you obtain it.

*The following information should be included in the photocopy:

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

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

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

4. Procedures for Application and Selection

- (1) **Submission of the Application Documents**

Closing date for applications: **Please confirm the local deadline with the JICA**

overseas office (or the Embassy of Japan).

(All required material must arrive at JICA Tokyo Center in Japan by May 11, 2026)

(2) Selection

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

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

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

(3) Notice of Acceptance

The JICA overseas office (or the Embassy of Japan) will notify the results **not later than May 29, 2026**.

5. Additional Document(s) to Be Submitted by Accepted Candidates

All the accepted candidates should submit the following two documents by **June 19, 2026** as a pre-assignment. They should be sent to JICA (ticthdop@jica.go.jp) and Fujita Planning Co., Ltd. (kaizen_training@fujita-plan.com) by e-mail. Please **add the course title and course number** in the subject line of your e-mail. Please read [VI. Annex: Preparation for Participation] for the detailed information of the pre-assignments.

1. **Inception Report**

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

2. **National and organizational policy and strategic plan for quality initiatives**

6. Conditions for Participation

The participants of KCCP are required

(1) to strictly observe the course schedule,

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

IV. Administrative Arrangements

1. Organizer (JICA Center in Japan)

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

(2) **Program Officer:**

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

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

Team Address (ticthdop@jica.go.jp)

If you send email to the team address, please add the course title and course number in the subject line of your e-mail.

2. Implementing Partner

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

(2) **Contact:**

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

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

Ms. Arisa Yoshida (a.yoshida@fujita-plan.com)

Team Address (kaizen_training@fujita-plan.com)

3. Travel to Japan

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

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

4. Accommodation in Japan

Basically, JICA will arrange the following accommodation(s) for the participants in Japan:

JICA Tokyo Center (JICA TOKYO)

Address: 2-49-5 Nishihara, Shibuya-ku, Tokyo 151-0066, Japan

TEL: +81-3-3485-7051

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

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

<https://www.jica.go.jp/tokyo/english/office/index.html>

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

5. Expenses

The following expenses in Japan will be provided by JICA

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

*Link to the Website:

https://www.jica.go.jp/english/activities/schemes/tech_pro/acceptance_training/orparticipants.html or

<https://jica-van-cms.jica.go.jp/custom/kccp/kccp01.html>

6. Pre-departure Orientation*

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

*YouTube of "Knowledge Co-Creation Program and Life in Japan" and "Introduction of JICA Center" are viewable from the link below.

Image videos of 'Introduction of JICA Center (YouTube)' show the following information of JICA Centers: Location, Building, Entrance, Reception (Front desk), Lobby, Office, Accommodation (Room), Amenities (Hand dryer), Bathroom (Shower and Toilet), Toiletries, Restaurant, Laundry Room (Washing machine, Iron), ICT Room (Computer for participants), Clinic, Cash dispenser, Gym, Neighborhood

Part I: Knowledge Co-Creation Program and Life in Japan	
English ver.	https://www.youtube.com/watch?v=SLurfKugrEw
French ver.	https://www.youtube.com/watch?v=v2yU9ISYcTY
Arabic ver.	https://www.youtube.com/watch?v=1iBQgdpXQb4
Part II: Introduction of JICA Centers in Japan	
JICA Tokyo	https://www.jica.go.jp/tokyo/english/office/index.html

VI. Reference Materials

[KAIZEN]

- Case Study “Quality Improvement of Health Services through 5S-KAIZEN-TQM approach”
https://www.jica.go.jp/english/our_work/thematic_issues/health/case.html
- Achievements (academic papers and reports)
https://www.jica.go.jp/english/our_work/thematic_issues/health/case_achievements.html
- Materials relevant to 5S-KAIZEN-TQM Approach
https://www.jica.go.jp/english/our_work/thematic_issues/health/case_materials.html
You can get various materials from the URL above including;
 - Textbook “Change Management for Hospitals through Stepwise Approach, 5S-KAIZEN-TQM” (English, French and Arabic)
 - Video “Improving Hospital Management with TQM: Total Quality Management” (English, French, and Portuguese)
 - Video “What is KAIZEN? Improving Quality of Healthcare” (English, French, Arabic, and Spanish)
- Brochure “KAIZEN - Japan's approach towards improved quality and productivity, the driving force of Japan's rapid growth ”
https://www.jica.go.jp/english/publications/brochures/c8h0vm0000avs7w2-att/japan_brand_02.pdf

[Health Situation in Japan]

- Annual Health, Labour and Welfare Report (Ministry of Health, Labour and Welfare, Japan)
<http://www.mhlw.go.jp/english/wp/index.html>
- “Public Health of Japan 2022” (Japan Public Health Association)
<http://www.jpha.or.jp/sub/pdf/PHJ2022.pdf>
- (JICA DVD) “History of Public Health and Medical Systems in Japan - On the path to Good Health”
(English) <https://www.youtube.com/watch?v=I7f5EAgkRSA>
(French) <https://www.youtube.com/watch?v=SfHMEGzOu2U>
(Spanish) <https://youtu.be/YPM6HrH8e9M>
- “Japan health system review” (Asia Pacific Observatory on Health Systems and Policies) (Full report, executive summary and leaflet)
https://mhlw-grants.niph.go.jp/system/files/2017/171021/201705006A_upload/201705006A0010.p

df

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

【Several scenes of the course on “KAIZEN for Quality Improvement for Health Services through KAIZEN (JFY2025 in Japan)”】

		
<p>Opening remarks</p>	<p>Presentation of inception report</p>	<p>Lecture on Health Service Delivery and Health Financing Systems in Japan</p>
		
<p>Lecture on Team Building and Collaborative Approaches for Medical and Patient Safety</p>	<p>Lecture on Total Quality Management</p>	<p>Lecture on 5S-Kaizen-TQM Approach in Sustainable Hospital Management</p>
		
<p>Free talk session</p>	<p>Introduction and Practice of 5S Activities</p>	<p>Practice of KAIZEN with QC story</p>
		
<p>Site visit to Fujinomiya Municipal Hospital</p>	<p>Site visit to Inuyama Chuo General Hospital</p>	<p>5th KAIZEN Web Forum</p>
		
<p>Presentation of action plan</p>	<p>Closing Ceremony</p>	<p>Group photo</p>

VI. Annex: Preparations for Participation

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

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

Pre-assignment	Outline	Instruction
(1) Development and submission of an inception report	<ul style="list-style-type: none"> • Purpose: To recognize the current challenges in QI initiatives in your country • Each of the participants will be asked for a presentation based on your inception report to share your country's situation 	<ul style="list-style-type: none"> • Use the report format that will be given after the notice of acceptance • Report should be made in English only
(2) Submission of impressions after YouTube viewing on 5S-KAIZEN-TQM Approach	<ul style="list-style-type: none"> • Purpose: To understand basic concept of 5S-KAIZEN-TQM Approach for smooth acquisition of knowledge and skill during the training program 	<ul style="list-style-type: none"> • Write your impressions on the specified slides in the inception report format after watching the following two YouTube videos: <p>[VIDEO #1] Improving Hospital Management with TQM (English) https://youtu.be/N_AgCLNf9k (French) https://youtu.be/LnaSptazlHo</p> <p>[VIDEO #2] What is KAIZEN? Improving Quality of Healthcare (English) https://youtu.be/PpoOFn6JU4o (French) https://youtu.be/LK7aXrVW4lwc (Arabic) https://youtu.be/yMpQ-oHC8sQ</p>
(3) Pre-reading a textbook (PDF) on KAIZEN with QC story	<ul style="list-style-type: none"> • Purpose: To acquire basic knowledge on "KAIZEN with QC Story" before the program so that the related lectures and practical sessions will be smooth 	<ul style="list-style-type: none"> • Please read PDF file namely "KAIZEN with QC story" • Please answer to "Mini-Quiz on KAIZEN with QC story" in the inception report format
(4) Submission of national and organizational strategy and plan related to QI initiatives	<ul style="list-style-type: none"> • Purpose: To develop a realistic action plan during the training program by aligning with the existing strategies and plan related to QI initiatives in your country and organization 	<ul style="list-style-type: none"> • Please submit at least following documents attached with the inception report: <ul style="list-style-type: none"> - National policy and/or strategic plan for healthcare quality and safety - Organizational strategic plan for healthcare quality and safety - Any action plan related to QI initiatives, etc.



- Please submit your inception report and any related documents of QI initiatives to the following two email addresses: **tichthdop@jica.go.jp**, **kaizen_training@fujita-plan.com**
- When you send the data via e-mail, please include course number [202514962J001] and the course title [KAIZEN] in the subject line of your e-mail.
- Deadline for submission is **by June 19, 2026**

2. Pre-actions to develop a realistic action plan

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

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

In addition, a presentation session of action plan will be held on August 5, 6, and 7, 2026, and will be made available via online connection, allowing their supervisors and colleagues to hear their presentations and make comments and feedback directly in the session. Zoom link of the presentation session will be distributed during the program.

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

3. Items to be brought for smooth training

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

Living Expense for Several days : Allowances, such as accommodation, living, clothing, and shipping will be deposited to your temporary bank account in Japan 2 to 5 days after your arrival in Japan. It is highly advised to bring some cash / traveler's check to spend necessary money for the first 2 to 5 days stays after your arrival.

For Your Reference

JICA and Capacity Development

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

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

The Knowledge Co-Creation Program (Group & Region Focus) has long occupied an important place in JICA operations. About 400 pre-organized courses cover a wide range of professional fields, ranging from education, health, infrastructure, energy, trade and finance, to agriculture, rural development, gender mainstreaming, and environmental protection. A variety of programs is being customized by the different target organizations to address the specific needs, such as policy-making organizations, service provision organizations, as well as research and academic institutions. Some programs are organized to target a certain group of countries with similar developmental challenges.

Japanese Development Experience

Japan, as the first non-Western nation to become a developed country, built itself into a country that is free, peaceful, prosperous and democratic while preserving its tradition. Japan will serve as one of the best examples for our partner countries to follow in their own development.

From engineering technology to production management methods, most of the know-how that has enabled Japan to become what it is today has emanated from a process of adoption and adaptation, of course, has been accompanied by countless failures and errors behind the success stories.

Through Japan's progressive adaptation and application of systems, methods and technologies from the West in a way that is suited to its own circumstances, Japan has

developed a storehouse of knowledge not found elsewhere from unique systems of organization, administration and personnel management to such social systems as the livelihood improvement approach and governmental organization. It is not easy to apply such experiences to other countries where the circumstances differ, but the experiences can provide ideas and clues useful when devising measures to solve problems.

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



Contact Information for Inquiries

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

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