

# JAPAN INTERCULTURAL ACADEMY OF MUNICIPALITIES





Japan Municipal Training and Research Foundation

# Greetings



Japan Municipal Training and Research Foundation

# Chairperson TACHIYA Hidekiyo

(President of the Japan Association of City Mayors / Mayor of Soma City) Thank you very much for your understanding and ongoing support for the Japan Municipal Training and Research Foundation's operations.

Three years have passed since the first case of COVID-19 infection was confirmed in Japan. With the repeated spread of infection due to the emergence of mutant strains, we are incessantly working to revitalize the local economy, while implementing measures against the pandemic.

In addition to the above, the social situation surrounding municipalities is drastically changing. The issues facing municipalities are expected to become more complex and diverse due to Japan's the declining birthrate and aging population, the decrease in the working-age population, the increased risk of large-scale disasters and infectious diseases, the advancement of a digital society, and the diversification of people's sense of values.

Against this background, municipalities need to accurately analyze situations and formulate long-term policies for the development and steady implementation of measures tailored to local situations. These goals require ever more enthusiastic, competent and skilled personnel.

Our Foundation's two academies provide advanced specialized training for local personnel, chief executives and assembly members. Thanks to your support, the Japan Academy for Municipal Personnel celebrated its 35th anniversary last October 2022, and the Japan Intercultural Academy of

Municipalities will mark its 30th year of operation in April 2023. To date, more than 280,000 people have enrolled in programs at both academies, creating a formative nationwide municipal network.

We remain committed to our efforts toward training staff capable of playing leading local roles through adaptation to current conditions and addressing various challenges, including local revitalization, improvement of resident welfare, securement of local safety, promotion of administrative digitalization and infection control.

We are truly grateful for the support of all municipalities and related organizations.



Japan Intercultural Academy of Municipalities

# President OGISAWA Shigeru

The Japan Intercultural Academy of Municipalities (JIAM) provides advanced specialized training to local municipal leaders, assembly members and related personnel throughout Japan. Having commenced operation in April 1993, as of its 30th anniversary this spring, a total of more than 110,000 people will have attended the Academy's programs. We would like to express our sincere gratitude to all of you for your support and cooperation.

Now, unpredictable international circumstances continue, and Japan is faced with multiple challenges, including intensification and frequent occurrence of natural disasters, a declining population and soaring prices. In this context, local issues are becoming increasingly diverse and complex, with residents expecting their municipalities to address various matters, such as the response to disasters and infectious diseases, promotion of childcare support, as well as furtherance of digital transformation (DX) and decarbonization as the key challenges.

A daunting number of challenges are thought to lie ahead, but that is precisely the reason we need personnel who continue to work hard with the belief that we can build a society where everyone is able to a smile about their life. JIAM is committed to the planning and implementation of training in

a wide range of areas to develop staff with international awareness and global perspectives, as well as strong planning and problemsolving skills. This will afford an adaptive response to the various issues at hand and to changes in local government environments.

The Karasaki area of Otsu where JIAM is located was once Japan's political and cultural hub. Lake Biwa predominates as Japan's largest lake serving as a significant wildlife habitat, and is overlooked by Mt. Hiei – a sacred location in Japanese Buddhism. Here in this ideal place for the cultivation of human resources with global perspectives and initiative, JIAM is committed to providing high quality training programs, hoping that those who have gathered, learned and interacted with each other will return to their local governments and boldly challenge emerging issues. We look forward to seeing you at JIAM.

JIAM welcomes the input of all related parties.

### JIAM Overview

### Objectives

High-level professional training for municipal personnel (includ- ing city, town, and village assembly members as well as mayors) is conducted in order to further the development of human resources in municipal government, facilitate smooth public administration, and contribute to the overall development of local authorities.

### Management

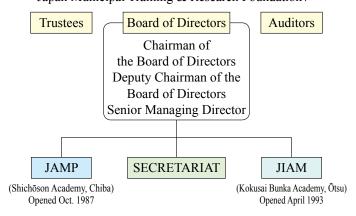
The Japan Municipal Training & Research Foundation was established in cooperation with the Japan Association of City Mayors, the National Association of Towns & Villages, support from the Ministry of Internal Affairs & Communications, other government ministries, and numerous affiliated bodies.

### Appellation

In Japanese, the Japan Intercultural Academy of Municipalities (JIAM) is known as " Zenkoku Shichōson Kokusai Bunka Kenshūsho," or the shortened form: "Kokusai Bunka Academy."

### Organizational Structure

Japan Municipal Training & Research Foundationv





Development Details	
December 1989	· Japan Municipal Development Corporation's Medium-Term Project Planning Committee (chaired by the late Prof. Masataka Kōsaka, Kyōto Univ.) submits report advocating creation of a training facility designed specifically to enhance the ability of municipal personnel in meeting the demands of an internationalizing society
February 1990	· Japan Municipal Development Corporation, Japan Association of City Mayors, and National Association of Towns & Villages adopt the basic plan for preparation of a new training facility for municipal personnel
April 1990	• Formation of the preparatory committee for the creation of the training facility (chaired by the late Prof. Masataka Kōsaka) and, opening of the Office for the Establishment of a National Intercultural Training Institute
December 1990	• Training framework determined
April 1992	· Establishment of JIAM Secretariat
April 1993	· JIAM Opens
July 2000	• Total graduates exceeds 10,000
December 2002	• Extraordinary meeting of Steering Committee endorses proposal for more extensive training functions
April 2003	<ul> <li>JIAM's structure amended to provide more integrated study opportunities for a wider range of municipal needs</li> <li>Commemoration of 10<sup>th</sup> Anniversary</li> <li>Publication of 10-year Chronicle</li> </ul>
November 2006	• Total graduates exceeds 30,000
October 2008	· Establishment of Japan Municipal
	Training & Research Foundation
	• Handover of training duties from Japan
	Municipal Development Corporation
July 2011	• Total graduates exceeds 50,000
April 2013	• JIAM marks its 20 <sup>th</sup> anniversary
April 2014	<ul> <li>Japan Municipal Training and Research</li> </ul>
April 2014	Institute is officially named a public

service corporation

· Total graduates exceeds 100,000

· JIAM marks its 30th anniversary

August 2019

April 2023



# Training Summary

### Summary of 2023 Training Priorities

With the acceleration of global structural changes associated with the COVID-19 pandemic, Russia's invasion of Ukraine and climate change issues, Japan is simultaneously facing multiple internal and external challenges, including increasingly intense and frequent disasters, declining and aging populations, falling birthrates, and a weak yen and high prices.

Under such circumstances, local governments must carefully monitor international trends to promptly respond to these challenges by accurately addressing disasters and infectious diseases. In addition, based on digital transformation (DX) and green transformation (GX), it is necessary to make local communities and local economies more sustainable and resilient to changes.

In this context, JIAM supports the development of talented individuals with high competence for planning and problem resolution, as well as an understanding of and sensitivity to various international viewpoints, by emphasizing the training priorities outlined below to help improve public welfare.

### 1. Enhanced training on crisis management for disasters, etc.

Training is provided to strengthen crisis management in case of disasters and infectious disease outbreaks, which have become increasingly severe and frequent in recent years.

### Examples:

- When Disaster Strikes Municipal Government's Role [offered twice in 2023]
- · Disaster Assistance for Foreign Residents
- Improving Disaster Prevention Measures among Local Residents Planning Ahead
- · Evacuation Support Measures · Shielding the Weak from Vulnerability
- Municipal Assembly Member 2-day Training: Disaster Preparedness Roles for Assembly Members [offered twice in 2023]
- · Crisis Communication for Managers · Appropriate Information Dispersal in Times of Danger [content modified]

### 2. Enhanced training on global awareness and perspectives

Overseas training supports the development of human resources capable of planning medium-to-long-term policies from a global perspective through studying measures taken by overseas local governments vis-à-vis the way of thinking about community development.

### Examples:

- Local Management for a Diverse Populace Learning from America's Most Livable Municipalities [on-campus & abroad] [content modified]
- European Lessons in Sustainable Community Building [on-campus & abroad] [content modified]
- Municipalities' Overseas Strategy Interaction Within a Vibrant Asia and the Promotion of Regional Exchange [on-campus & abroad]
- · Creating Our Town's Future Based On World Affairs Senior Manager Seminar
- · Policy-making Case Studies from Abroad A Focus on Denmark [content modified]

### 3. Enhanced training for problem resolution to effect regional revitalization

In response to changing social and economic situations and to realize regional revitalization, training programs are provided to foster the ability to adeptly respond to diverse issues with a broad perspective and flexible thinking, making the most of unique regional characteristics.

# ①Training for local-government administration in response to depopulation based on DX promotion and other efforts

Population shrinkage requires local-government measures based on correct understanding of regional conditions and future population estimates. In this context, JIAM provides training on organizational and community development to promote municipal DX and collaboration to optimize local-service provision by resource-limited municipalities.

### Examples:

- Digital Human Resource Development Training Realizing Smooth Communication with Vendors [new]
- Solving New Administrative Issues Using Design Thinking Techniques [new]
- Promoting DX within Local Government [offered twice in 2023]
- Fundamentals In Data Analysis for Local Government Personnel From Analysis to Policy Making [offered twice in 2023]
- · Local Government Utilization of SNS
- Behavioral Economics for Local Government Personnel Focusing on Nudge Theory
- Public Park Management Tomorrow Building Attractive Parks through Public/Private Partnerships [title changed]
- · Creation and Enlargement of Affiliated Populations

### ②Training to support regional growth

Enhanced training supports initiatives for decarbonization to create a virtuous cycle between local economies and the environment, promote regional industry and develop leaders with full leverage of unique local characteristics.

### Examples:

- Event Planning for Regional Revitalization [new]
- · Community-based Zero Carbon Initiatives Aiming to Promote GX [title changed]
- Green Recovery and Policy-making for Local Industry Responses to Global Warming and Renewable Energy Initiatives [content modified]
- · SDGs New Visions for Regional Growth
- · Sightseeing Strategies for Local Areas Aiming for Continuous Tourism
- · Local Government Support for Small and Medium Enterprises
- · Agricultural Growth Ideas
- Forestry Policy-making for Municipalities

### **3 Training for multicultural community-based inclusion**

In line with an expected increase in the number of non-Japanese residents, JIAM also offers training of human resources capable for proactive work on resolving local issues in collaboration with related organizations and residents. This will support the development of multicultural communities in which cultural differences and individual values are respected.

### Examples:

- · One-Stop Consultation Desk for Foreign Residents
- · Local Government Policy Making for Non-Japanese Residents Training for Front-line Personnel
- · Multicultural Community Development Course
- · Multicultural Community Practical Course
- JET Programme CIR Mid-year Conference [offered twice in 2023] [increased]
- JET Program Translation & Interpretation Course Training Seminar (English) (Chinese, Korean, and Portuguese) [content modified]

Training focuses on local collaboration for inclusive communities with safety-nets enabling the development and expression of personal potential and a sense of fulfillment, regardless of age, gender, disability, and nationality.

### Examples:

- · Communications Skills for Personnel Counselors Focusing on Micro-counseling [new]
- · Active Senior Involvement in Community Development Satisfaction from Social Participation [new]
- · Local Development with Participation of the Young Generation [new]
- · Child Care Support Becoming a Worry-Free Community for Raising Children
- · Support for Independence Among the Disabled
- · Independent Living Assistance for Low-income Residents
- · Public Housing Management

### **4** Training for organizational capacity and diverse work styles

Training is provided to help maximize staff motivation and skill sets, thereby improving productivity and promoting social change to allow diverse work styles.

### Examples:

- Human Resource Development Seminar for Personnel Division Managers [new]
- Delayed Retirement and the Utilization of Senior Human Resources Heightened Engagement for Improved Organi zational Capability [content modified]
- · Promoting DX within Local Government [offered twice in 2023] [retitled]
- Training Young Personnel Who Will Lead the Next Generation [Interval Training] [expanded]
- · Human Resource Management in Local Government
- · Management Training for Women Leaders [offered twice in 2023] [increased]
- · Senior Manager Training Managing of Diverse Personnel and Varied Work Styles [content modified]

### 4. Subjects offered in collaboration with the Japan Academy for Municipal Personnel (JAMP)

Both academies offer joint training on legal/tax affairs and other fields where training is needed.

### Examples:

- · Legal Affairs A Legal Fundamentals and Practice
- Legal Affairs B Application
- · Local Tax Assessment
- · Service Fee Recovery Methods
- · Election Duties

### 5. Enhanced training for human resource development to support local communities

JIAM training supports a diversified human resource pool (e.g., municipal officials, local legislators and NPO employees) essential for future community development.

### 1)Training for municipal assembly members

Training to improve individual legislator's policymaking capacity is provided to effect regional revitalization.



### Examples:

- · Special Seminar for Municipal Assembly Members (offered thrice in 2023)
- · Municipal Assembly Member 3-day Training: First-year Assembly Member Training [offered twice in 2023] [new]
- Municipal Assembly Member 3-day Training: Legality Aspects of Policy-making Introducing Bylaws
- · Top Management Seminar
- Municipal Assembly Member 2-day Training: Disaster Preparedness Roles for Assembly Members [offered twice in 2023] [retitled]

### **2** Training also available for NPO staff providing local development services

Training appropriate both for municipal officials and NPO staff offering public services is provided. Examples:

- · Nurturing a Multicultural Society for Future Generations Academic Support for Children with Roots Abroad
- · Libraries and Community Development
- · Sightseeing Strategies for Local Areas Aiming for Continuous Tourism [retitled]
- · Creation and Enlargement of Affiliated Populations [retitled]

### (3) Implementation of collaborative programs with Kyoto University (open seminars)

To support ongoing improvement of JIAM training quality, annual seminars open to the general public are provided as part of human development programs in collaboration with Kyoto University Public Policy Graduate School.

### 6. Effective use of training methods

Workshop-style discussions and interactive hands-on learning methods (including field work, role-playing and 'world café' formats) are used to enhance the effectiveness of JIAM training, allowing trainees peer study group work and insight sharing. Courses end with attendees reviewing their learning experience for full absorption of expertise and related utilization at work.

### 7. Provision of information for human resource development

JIAM provides advanced training information on its website and via PR leaflets, e-mail magazines, Facebook and other mediums. After each training course, the curriculum is posted online to help municipalities plan their own training programs. Training details (e.g., presentations and local government case studies) that may be useful for self-study are also published in the quarterly JIAM journal (titled Kokusai Bunka Kenshū) and e-mail magazines, as well as on the JIAM website.

### 8. Prevention of COVID-19 infection and spread

Training programs will be implemented while taking COVID-19 infection and spread prevention measures, which include mask wearing, hand washing, maintaining social distance between participants, and through ventilation and sanitization.









### Training Line-up

### 1. Overseas Training Programs

Local Management for a Diverse Populace — Learning from America's Most Livable Municipalities [on-campus & abroad] 🖈

European Lessons in Sustainable Community Building [on-campus & abroad] \*

Municipalities' Overseas Strategy - Interaction Within a Vibrant Asia and the Promotion of Regional Exchange [on-campus & abroad]

### 2. Intercultural Training Programs

### Overseas-oriented Strategic Initiatives

Policy-making Case Studies from Abroad — A Focus on Denmark ★

Green Recovery and Policy-making for Local Industry — Responses to Global Warming and Renewable Energy Initiatives 🖈

Creating Our Town's Future Based On World Affairs — Senior Manager Seminar

SDGs - New Visions for Regional Growth

### Other Intercultural Training Programs (Managed Jointly with Partner Organizations) & Diversity Training

Local Government Policy Making for Non-Japanese Residents — Training for Front-line Personnel

Multicultural Community Practical Course (Interval Training)

Nurturing a Multicultural Society for Future Generations - Academic Support for Children with Roots Abroad

One-Stop Consultation Desk for Foreign Residents

Multicultural Community Development Course [offered twice in 2023]

Disaster Assistance for Foreign Residents

Senior Manager Training — Managing of Diverse Personnel and Varied Work Styles ★

Supporting Independence for the Disabled

Creating a Trusting Medical Care Environment for Non-Japanese Patients

### Fire Defense Personnel

Fire Defense Personnel Training Course — Communicating with Non-Japanese During Emergencies

International Rescue Team Seminar (Conducted jointly with the Fire Defense Agency)

### **Other Programs**

Cooperative Exchange Training Preparatory Course

JET Program Translation & Interpretation Course Training Seminar (Chinese, Korean, and Portuguese) ★

JET Programme CIR Mid-year Conference [offered twice in 2023]

JET Program Translation & Interpretation Course Training Seminar (English)

### 3. Policy-making Techniques for the Public Good

Fundamentals in Data Analysis for Local Government Personnel — From Analysis to Policy Making [offered twice in 2023]

Behavioral Economics for Local Government Personnel — Focusing on Nudge Theory

Communications Skills for Personnel Counselors — Focusing on Micro-counseling ★

Solving New Administrative Issues Using Design Thinking Techniques ★

### 4. Practical Administrative Training

### Disaster Response & Crisis Management

Fire Defense Personnel Training Course — Communicating with Non-Japanese During Emergencies

 ${\bf Improving\ Disaster\ Prevention\ Measures\ among\ Local\ Residents-Planning\ Ahead}$ 

When Disaster Strikes — Municipal Government's Role [offered twice in 2023]



Crisis Communicatuion for Managers — Appropriate Information Dissemination During Crises \*

Disaster Assistance for Foreign Residents

Evacuation Support Measures — Shielding the Weak from Vulnerability

### **Human Resource Building & Personnel Management**

Human Resource Development Seminar for Personnel Division Managers \*

Training Young Personnel Who Will Lead the Next Generation [Interval Training] \*

Human Resource Management in Local Government

Delayed Retirement and the Utilization of Senior Human Resources — Heightened Engagement for Improved Organizational Capability 🖈

### Administrative Management & Public Enterprises

Promoting DX within Local Government [offered twice in 2023]

Public Park Management Tomorrow — Building Attractive Parks through Public/Private Partnerships ★

Digital Human Resource Development Training — Realizing Smooth Communication with Vendors 🖈

Fundamentals in Managing Regional Public Corporations — Finance and New Management Styles

Local Government Utilization of SNS

Training Young Personnel Who Will Lead the Next Generation [Interval Training] \*

Behavioral Economics for Local Government Personnel — Focusing on Nudge Theory

**Public Housing Management** 

 ${\sf Local\ Government\ Public\ Relations-Seeking\ Residents'\ Readership\ and\ Familiarity}$ 

### Legal Affairs, Election Duties, and Auditing

Legal Affairs 'A' — Legal Fundamentals and Practice [Conducted Jointly With JAMP]

Legal Affairs 'B' (Applications) [Conducted Jointly With JAMP]

Practical Points of Accounting Inspection

Litigious Affairs

Election Duties [Conducted Jointly with JAMP]

Better Accounting Practices for Project Implementation

### Tax Duties, etc.

Fixed Property (Land) Tax Assessment [Conducted Jointly with JAMP]

Municipal Tax Collection Duties [Conducted Jointly with JAMP]

Local Inhabitant Tax Assessment [Conducted Jointly with JAMP]

Fixed Property (Buildings) Tax Assessment [Conducted Jointly with JAMP]

Service Fee Recovery Methods [Conducted Jointly with JAMP]

Readjustment of Measures for Tax Defaulters and Collection Management

### **Financial Management**

Public Accounting for Local Government Management

Intensive Course on Funding Procurement, Operations, and Financial Analysis \*

Theory and Practice in Municipal Fiscal Management — Financial Diagnosis, Fiscal Consolidation, Municipal Bond Management Know-how

### Planning & Community Building

Rural Development Cooperation Volunteers and Hamlet Supporters [Beginner Training]

Human Resource Building for Nation-wide Community Development

Policy-making Case Studies from Abroad — A Focus on Denmark ★

Fundamentals In Data Analysis for Local Government Personnel — From Analysis to Policy Making [offered twice in 2023]

Event Planning for Regional Revitalization \*

Future-oriented City Planning in the Shadow of Population Decline — Designing Comfortable Communities \*

Multicultural Community Development Course [offered twice in 2023]

Forestry Policy-making for Municipalities

Sport for Regional Revitalization

Local Development with Participation of the Young Generation \*

Resident-based Community Building - Roles and Skills for Local Coordinators

tisfying

Community-based Zero Carbon Initiatives — Aiming to Promote GX ★

Solving New Administrative Issues Using Design Thinking Techniques \*

Active Senior Involvement in Community Development — Satisfaction from Social Participation \*

Maintaining and Securing Local Public Transportation

Rural Development Cooperation Volunteers' Skill Improvement Training

Libraries and Community Development

Measures Combatting Vacant Houses — Local Government Efforts

### Support for Industry

Green Recovery and Policy-making for Local Industry — Responses to Global Warming and Renewable Energy Initiatives 🖈

Fundamentals In Data Analysis for Local Government Personnel — From Analysis to Policy Making [offered twice in 2023]

Local Government Support for Small and Medium Enterprises

Nurturing and Protecting Local Brands

Agricultural Growth Ideas

Sightseeing Strategies for Local Areas - Aiming for Continuous Tourism

### Welfare

Child Care Support — Becoming a Worry-Free Community for Raising Children

Public Policy for Nursery and Kindergarten Teachers

Nursing Care Insurance Practices — System and Operation

Supporting Independence for the Disabled

Residents' Health Issues — Extending Life Expectancy

Child Abuse Eradication Strategies

Independent Living Assistance for Impoverished Residents

### 5. Training for Upper Management

Human Resource Development Seminar for Personnel Division Managers ★

Management Training for Women Leader [offered twice in 2023]

Crisis Communicatuion for Managers — Appropriate Information Dissemination During Crises ★

Overseas-oriented Strategic Initiatives for Top Managers

Senior Manager Training — Managing of Diverse Personnel and Varied Work Styles ★

### 6. Training for Government Leaders & Assembly Members

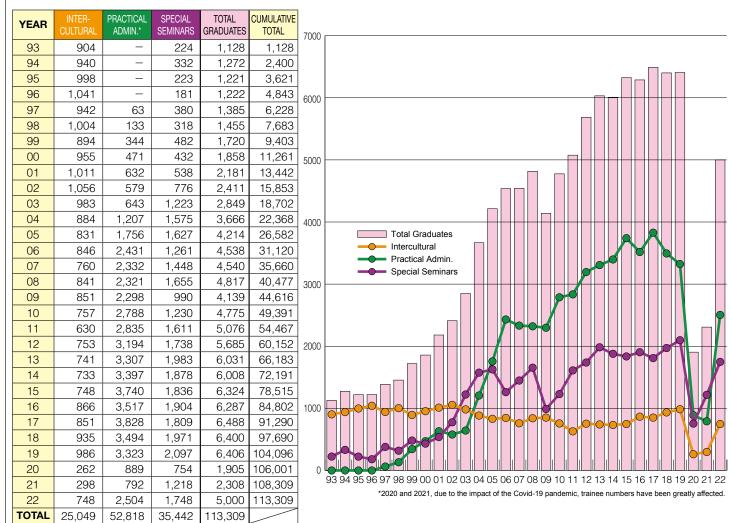
Special 'Local Management' Seminar for Mayors (Chiiki Keiei Juku)



Top Management Seminar		
Special Seminar for Municipal Assembly Members(Offered thrice annually)		
Municipal Assembly Member 5-day Training	Seminar for Newly Elected Assembly Members	
Municipal Assembly Member 3-day Training	Social Security and Social Welfare	
	First-year Assembly Member Training [offered twice in 2023] ★	
	Legality Aspects of Policy-making — Introducing Bylaws	
	Population Decline and the Role of the Local Asembly	
	Fundamentals in Local Finance Policy-making	
Municipal Assembly Member 2-day Training	Disaster Preparedness Roles for Assembly Members [offered twice in 2023]	
	Communication with Residents — Improved Dialogue	
	Fundamentals in Budget Settlement — Evaluation Oversight	
	Local Government Budget-making	
	Assembly Reforms — Advanced Case Studies on Resident Participation and Information Disclosure	
	Local Government Finance — Focusing on Sound Judgment Ratios	
Overseas-oriented Strategic Initiatives for Top Managers		
Training for Municipal Assembly Secretariat Personnel		

 $<sup>\</sup>star$  = New for the 2023 academic year  $\star$  = Revised title or modified content, etc.

### JIAM Graduate Statistics



<sup>\*</sup>Practical Administrative Training figures (2004-2007) include the Information Technology graduates.

### Provision of Information

### Kokusai Bunka Kenshū - Quarterly Journal

New and existing local public administration topics attracting great attention are addressed via leading experts' essays or commentary and regularly accompanied by frontline case studies.

In addition, a rich selection covering important municipal policy-making issues, matters related to practical administration, and serialized articles are offered.

**Kokusai Bunka Kenshū** is published in January, March, July, and October. It is distributed to all municipal and prefectural governments'personnel training sections and international affairs divisions.

### **Compendium of Local Government Case Studies**

Case studies introduced in JIAM's various training programs are available on our website.(https://www.jiam.jp)

### JIAM Mail Magazine

A monthly e-mail magazine is distributed to registered readers. (See JIAM's website for registration details.)



<sup>\*</sup>Intercultural Training and Practical Administrative Training includes figures for the overseas training program graduates

<sup>\*</sup>Some 2021 training courses canceled due to Covid-19 were offered on-lined instead with 859 persons, not included in the above figures, taking part.



## **Overview of Facilities**

JIAM's classroom facilities have been designed to meet the widely diverse needs of its training formats and class sizes; and in addition the IT Room, Library, and dormitory, serve an integral function in this comprehensive training institute.

### Classroom Facilities



**Auditorium** 



JIAM Hall



Lecture Room



Classroom



Lecture Hall



IT Room

### Accommodation Facilities



Trainees' Accommodation



Lounge



Main Lounge



Main Dining Hall

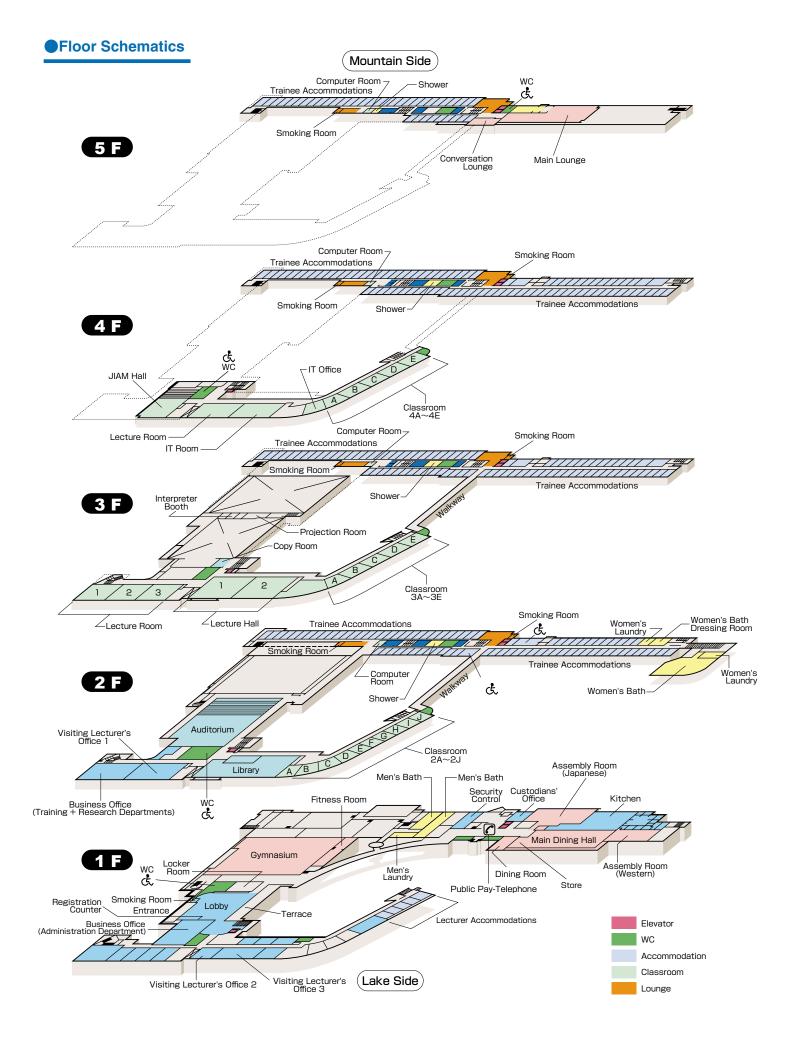


Library

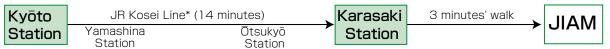


Store

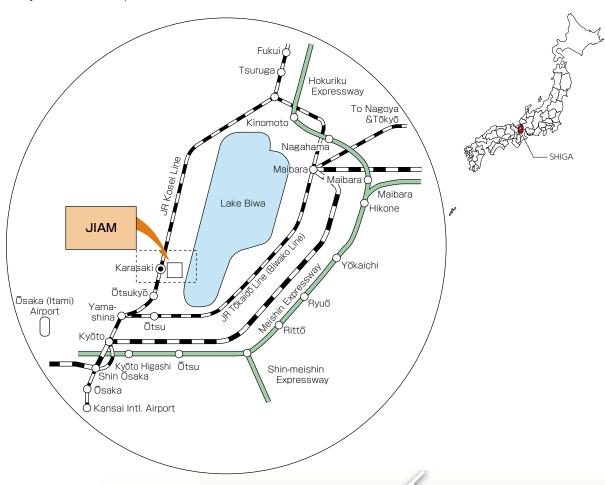




# **Location and Access to Public Transportation**



\*Only 'local' trains stop at Karasaki Station







The JIAM motto meaning that "with hard work, nothing is impossible."



# JAPAN INTERCULTURAL ACADEMY OF MUNICIPALITIES

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