



TRAINING AND DIALOGUE PROGRAMS

GENERAL INFORMATION ON

Small and Medium Enterprise Development Policies (B)

集團研修「中小企業振興政策(B)」

JFY 2011

<Type: Solution Creation / 類型: 課題解決促進型>

NO. J11-00914 / ID. 1180061

From January to September, 2012

Phases in Japan: February 13 to March 10, 2012

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

I. Concept

Background

The promotion of Small and Medium Enterprise (SMEs) is regarded as an important issue in many countries, including Japan, because SMEs perform multiple functions for the society and economy of a country. Firstly, SMEs represent a large weight of the economic activity of a country. SMEs in many countries account for an overwhelming number of business establishments and employees and are a major player in economic activity. Secondly, the SME labor market performs a stabilizing function in society. SMEs provide many people, including unskilled labor, with employment opportunities, thereby distributing income from a macroeconomic perspective. Moreover, SMEs are key players in the regional economy. Small and medium-scale local manufacturing is an indispensable industry offering nonagricultural employment opportunities in such areas. Toward stable growth of SMEs, it is important to improve or support the business environment by the government through formulation of policies, regulations and measures for SMEs promotion, strengthen the implementation system of public institutions.

For what?

This program aims at providing general theory and practice on the SMEs development policy and measures comprehensively and contributing to the participants' organizational capacity enhancement through basic recognition of importance of SME promotion measures and their roles.

For whom?

This program is offered to officials working on government or implementing organizations for SMEs development, being expectable to get wide range of basic ideas and knowledge about SME policy and promotion measures as a generalist.

How?

This program will provide theory and practice of SMEs development policies, measures based on Japanese experience and lessons in cooperation with Japanese government, public implementing organizations, SMEs and academic recourses. Participants will be expected to clarify own country's situation and organizational business issues on SMEs development policies, measures through comparative discussion with Japan and participating countries' approaches.

II. Description

1. Title (J-No.): Small and Medium Enterprise Development Policies (B) (J11-00914)

2. Period of program

Duration of whole program:	January to September, 2012
Preliminary Phase: (in a participant's home country)	January, 2012
Core Phase in Japan:	February 13 to March 10, 2012
Finalization Phase: (in a participant's home country)	March to September, 2012

3. Target Regions or Countries

Belize, Bosnia and Herzegovina, Brazil, Former Yugoslav Republic of Macedonia, Jamaica, Kosovo, Lebanon, Montenegro, Palestinian Authority

4. Eligible / Target Organization

Fix the target organization for three years (2011-2013) preferably.

Governmental departments and public implementing organizations for SMEs development which have a support system for implementation of Action Plan proposed by the participants after their return home.

Note: This program is offered to officials working on government or implementing organizations for SMEs development, being expectable to get wide range of ideas and knowledge about SME policy and promotion measures as a generalist.

5. Total Number of Participants

13 participants

2 participants: Bosnia and Herzegovina, Former Yugoslav Republic of Macedonia, Palestinian Authority

1 participant: Belize, Brazil, Jamaica, Kosovo, Lebanon, Montenegro

6. Language to be used in this program

English

7. Program Objective:

[Goal for three (3) years]

Final report will be formulated to manage the policy and promotional measures on SMEs development by participant's organizations and their knowledge will be shared in each own organization.

8. Overall Goal

Management capacity for the policy and measures for SMEs development will be enhanced on the parent organization of participants.

9. Expected Module Output and Contents

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

(1) Preliminary Phase in a participant's home country (January 2012) <i>Participating organizations make required preparation for the Program in the respective country.</i>	
Expected Module Output	Activities
<p>Participants will be able to explain the SME development policies, current problems about SMEs, and challenges in SME support by Inception Report and Pre-study Report.</p>	<p>1) Preparation of the Inception Report (with Application Form)</p> <ul style="list-style-type: none"> *All applicants are required to fill in the annexed inception report and submit it with application form. *Inception report is used for supplemental source of information to select participants. *This report must be type written in English in less than 2 pages (12-point font, A4 size paper). <p>2) Preparation of the Pre-study Report (for accepted participants only)</p> <ul style="list-style-type: none"> *Applicants who are selected as participants are required to fill in and submit the annexed pre-study report. *It is aimed participants do some preparation study about Japanese situation by making pre-study report. *Pre-study and Inception reports will be used as discussion material in this course. *This report must be type written in English in less than 3 pages. (12-point font, A4 size paper) *It is recommendable to check the below website before departure. This website is of Japanese Small and Medium Enterprises Agency, which explains about general picture of Japan's SME policies and their practical exercises. <p>URL: http://www.chusho.meti.go.jp/sme_english/index.html</p>

(2) Core Phase in Japan

(February 13 – March 10, 2012)

Participants dispatched by the organizations attend the Program implemented in Japan.

Expected Module Output	Subjects/Agendas	Methodology
1) Participants will be able to explain the role of SME policies and promotion measures based on Japanese and other participants' countries' cases	1) Information sharing on the actual situation about SMEs in the participants' countries 2) The actual situation about SMEs in Japan 3) Outline of SME policies 4) SME development policies and its measures	1)Presentation 2)Lectures 3)Discussions
2) Participants will be able to point out the current situation and problems of SME promotion measures, and role of implementing agency in Japan	Visit to respective implementing organizations to understand following particulars. 1) Management assistance 2) Financial assistance 3) Technical assistance 4) Human recourse development 5) Globalization assistance	1)Lectures 2)Site visits 3)Discussions
3) Participants will be able to assess own country's status on business environment development through comparative discussion with Japan and participating countries' approach, and make tentative Action Plan build on the knowledge, information and/or findings obtained from the training.	1) Comparative discussion about each country's SME policies. 2) Discussion among participants 3) Preparation and presentation of tentative Action Plan	1)Discussions 2)Presentation

(3)Finalization Phase in a participant's home country

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
The tentative Action Plan will be shared and examined within the participant's organization as Action Plan to be implemented.	To share and examine the tentative Action Plan within the participant's organization as Action Plan to be implemented back in the participant's country. 1) Submission of its progress report by September, 2012 to respective country's JICA office or Embassy of Japan in your country 2) Submission of follow-up questionnaire which will be sent by Implementing Partner.

12. Follow-up Cooperation by JICA

In this program, JICA might extend follow-up support to participating organizations that intend to develop the result of the project further. Please note that the support shall be extended selectively based on proposals from the participating organizations.

Further Information: URL <http://www.jica.go.jp/english/schemes/foll.html>

III. Conditions and Procedures for Application

1. Expectations for 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 project for those specific purposes.
- (2) This program is enriched with contents and facilitation schemes specially developed in collaboration with relevant prominent organizations in Japan. These special features enable the project to meet specific requirements of applying organizations and effectively facilitate them toward solutions for the issues and problems.
- (3) As this program is designed to facilitate organizations to come up with concrete solutions for their issues, participating organizations are expected to make due preparation before dispatching their participants to Japan by carrying out the activities of the Preliminary Phase described in section II -13.
- (4) Participating organizations are also expected to make the best use of the results achieved by their participants in Japan by carrying out the activities of the Finalization Phase described in section II -13.

2. Nominee Qualifications:

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

(1) Essential Qualifications

- 1) This program is offered to officials working on government or implementing organizations for SMEs development, being expectable to get wide range of basic ideas and knowledge about SME policy and promotion measures as a generalist.
- 2) have at least two (2) year experience working for SMEs development,
- 3) be nominated by their government in accordance with the procedures mentioned in "4. Procedure for Application and Selection" below,
- 4) **be able to discuss and make reports in English. English listening, speaking and reporting skills are essential for the "open discussion" centered curriculum.**
- 5) be in good health, both physically and mentally, to undergo the training, and
- 6) not be serving in the military.

(2) Recommendable Qualifications

Applicants meeting the following conditions are preferred.

- 1) Age: to be under age of forty (40)

3. Required Documents for Application

(1) Application Form: The Application Form is available at the respective country's JICA office or the Embassy of Japan.

(2) 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.

(3) Inception Report: to be submitted with the application form. Fill in ANNEX this General Information, and submit it along with the Nomination Form.

4. Procedure for Application and Selection :

(1) Submitting the Application Documents:

Closing date for application to the JICA OSAKA International Center in JAPAN:
December 2, 2011.

Note: Please confirm the closing date set by the respective country's JICA office or Embassy of Japan of your country to meet the final date in Japan.

(2) Selection:

After receiving the document (s) through due administrative procedures in the respective government, the respective country's JICA office (or Japanese Embassy) shall conduct screenings, and send the documents to the JICA Center in charge in Japan, which organizes this project. Selection shall be made by the JICA Center in consultation with the organizations concerned in Japan based on submitted documents according to qualifications. *The organization with intention to utilize the opportunity of this program will be highly valued in the selection.*

(3) Notice of Acceptance

Notification of results shall be made by the respective country's JICA office (or Embassy of Japan) to the respective Government by **not later than December 26, 2011.**

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

Before coming to Japan, only accepted participants are required to prepare a **Pre-study Report** (detailed information is provided in the ANNEX). The Report should be sent to JICA Osaka International Center by **January 20, 2012**, preferably by e-mail to Kuroda-Shihoko@jica.go.jp cc with jicaosicp-kensyu2@jica.go.jp.

6. Conditions for Attendance:

- (1)** to observe the schedule of the program,
- (2)** not to change the program subjects or extend the period of stay in Japan,
- (3)** not to bring any members of their family,
- (4)** to return to their home countries at the end of the program in Japan according to the travel schedule designated by JICA,
- (5)** to refrain from engaging in political activities, or any form of employment for profit or gain,
- (6)** to observe the rules and regulations of their place of accommodation and not to change the accommodation designated by JICA,
- (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 participate the whole program including a preparatory phase prior to the program in Japan. Applying organizations, after receiving notice of acceptance for their nominees, are expected to carry out the actions described in section II-13 and section III-4.

Pregnant participants are strictly requested to complete the required procedures before departure in order to minimize the risk for their health. The procedures include ①letter of the participant's consent to bear economic and physical risks ②letter of consent from the participant's supervisor ③letter of consent from your Embassy in Japan, ④medical certificate. Please ask National Staffs in JICA office for the details.

IV. Administrative Arrangements

1. Organizer:

(1) **Name:** JICA OSAKA International Center (JICA OSAKA)

(2) **Contact:** Ms. Shihoko Kuroda (Kuroda-Shihoko@jica.go.jp)

2. Implementing Partner:

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

(2) **Contact:** International Department

(3) **URL:** http://www.prex-hrd.or.jp/index_e.html

(4) **Remark:** The Pacific Resource Exchange Center (visit PREX at: http://www.prex-hrd.or.jp/index_e.html) was established in April 1990 in response to a proposal adopted at the general assembly of the Pacific Economic Cooperation Council (visit PECC at: <http://www.pecc.org/>). Since its inception, PREX has been contributing to human resources development of government officials and corporate executives mainly in the Asia and Pacific region.

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:** Term of Insurance: From arrival to departure in Japan. The traveling time outside Japan shall not be covered.

(3) Accommodation in Japan:

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

JICA OSAKA International Center (JICA OSAKA)

Address: 25-1 Nishi-Toyokawa-cho, Ibaraki-shi, Osaka 567-0058, Japan

TEL: 81-72-641-6900 FAX: 81-72-641-6910

(where "81" is the country code for Japan, and "72" is the local area code)

If there is no vacancy at JICA OSAKA, JICA will arrange alternative accommodations for the participants. Please refer to facility guide of JICA OSAKA at its URL, <http://www.jica.go.jp/english/contact/domestic/>

4. Expenses:

The following expenses will be provided for the participants by JICA:

(1) Allowances for accommodation, living expenses, outfit, and shipping

(2) Expenses for study tours (basically in the form of train tickets).

(3) Free medical care for participants who become ill after arriving in Japan (costs related to pre-existing illness, pregnancy, or dental treatment are not included)

(4) Expenses for program implementation, including materials

For more details, please see p. 9-16 of the brochure for participants titled "KENSU-IN GUIDE BOOK," which will be given to the selected participants before (or at the time of) the pre-departure orientation.

5. Pre-departure Orientation:

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

V. Other Information

- 1) The short trip out of JICA OSAKA will be prepared in this course. It would be convenient if you bring small bag for this
- 2) Participants mainly use public transportation system for traveling. Ex subway, public bus etc. It is recommended to bring walkable shoes for traveling.

Example of schedule

Leave JICA OSAKA 8:00AM

Take shuttle bus to train station

Take train to venue (to have morning lecture there)

1(one) hour move to next venue (to have afternoon observation)

1(one) hour move back to JICA OSAKA by train and shuttle bus

(Since industry area is rather broad, average traveling time is 30 min. to 1 hour from place to another place)

Purpose of traveling by public transportation is:

- 1) To observe and understand Japanese society
 - 2) To not to waste cost since this project is public project using tax
- 3) You can utilize internet at JICA OSAKA PC room. And also wireless LAN access is available in room if you bring PC.
 - 4) All reports should be prepared by typing in the course.

VI. ANNEX:

Inception Report (with Application Form)

Each applicant is required to submit some short reports on undermentioned topics with the fixed form.

Country : _____

Name : _____

1. Answer following questions

Q1	Your organization structure and indicate your position. (If you have an organization chart, please attach it and indicate your position)
Q2	Number of employees in your division (or department) and your organization.
Q3	Major challenges of your organization in SME support.
Q4	What is the impact of SMEs on your county's economy?
Q5	The issues and benefits of SME policy which currently conducts in your country
Q6	What are the problems which SMEs are facing currently? What policies are needed in your view?

Pre-study Report (for accepted participants only)

Applicants who are selected as participants are required to submit pre-study report mentioned below.

Country : _____

Name : _____

	Questions	Sample Answer
Q1	Three key industries in your country.	Manufacturing Industry (Automobile) Agriculture Industry (Rice cultivation) Manufacturing Industry (Electronics)
Q2	Pick up one strategic industry which your central or local government wants to develop.	Medical Industry
Q3	Definition of SME (Use US\$) and indicate the source	Manufacturing Industry : 1)Number of employee is 100 or less 2)Capital is 1.2million US\$ or less Retail Industry : 1)Number of employee is 50 or less 2)Capital is 0.6million US\$ or less Source: Revised SME basic law in 2009
Q4	Are there any special laws (or SME basic law) which SME promotion policies are stipulated in?	Yes
Q5	Government organizations which set up national SME promotion policy	The Small and Medium Enterprise Agency
Q6	Major implementing organizations for SME support	1)Organization for Small & Medium Enterprises and 2)Regional Innovation, JAPAN (SMRJ) 3)Each local government
Q7	Major economic organizations which many SMEs belong to.	1)Chamber of Commerce and Industry 2)Society of Commerce and Industry
Q8	Three major ways when SMEs ask for loan	1)Public Financial Institution 2)Credit Association Relatives (Informal loan)
Q9	Kind of collaterals when financial institutions extend loans to SMEs. (In Japan, many financial institutions require land as collateral for loans)	Land, Buildings, Houses, Ships (Boats)
Q10	If your country has Credit Guarantee System, please write the name of the implementing organization.	
Q11	One case example which public institutions support R&D of SMEs	There is a support to promote technological advancement for SMEs related to automobile, information appliance, robot

		and fuel cell industries. If a project is approved, SMEs can get various supports from public institutions including low-interest loans from a public financial institution, advices on research activities.
Q12	If your country has a support system for collaboration projects among industrial sector, academia and government, please write one representative example.	A support organization was established under the initiative of A prefecture. They provide information of R&D support schemes and utilizing research outcome to put in practice. Through this organization, collaboration projects between research institutions like universities and private companies can be realized.
Q13	Is there SME Management Consultant system?	Yes
Q14	Is there an incubation center?	Yes
Q15	Is there an industrial park?	Yes

*Pre-study report should be sent to JICA Osaka International Center by **January 20, 2012**, preferably by e-mail to Kuroda-Shihoko@jica.go.jp cc with jicaosicp-kensyu2@jica.go.jp.

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.

Welcome to JICA Osaka

Osaka International Center of Japan International Cooperation Agency (JICA Osaka) extends a hearty welcome of all JICA participants.

1. Location of the centre in the Kansai region

JICA Osaka is located in Ibaraki City, Osaka prefecture, in the heart of the Kansai region. Ibaraki lies close to the ancient cultural centers of Kyoto and Nara, and to the commercial, industrial and economic center of Osaka, and the city of Kobe.

2. Orientation Programme & Japanese Language Course

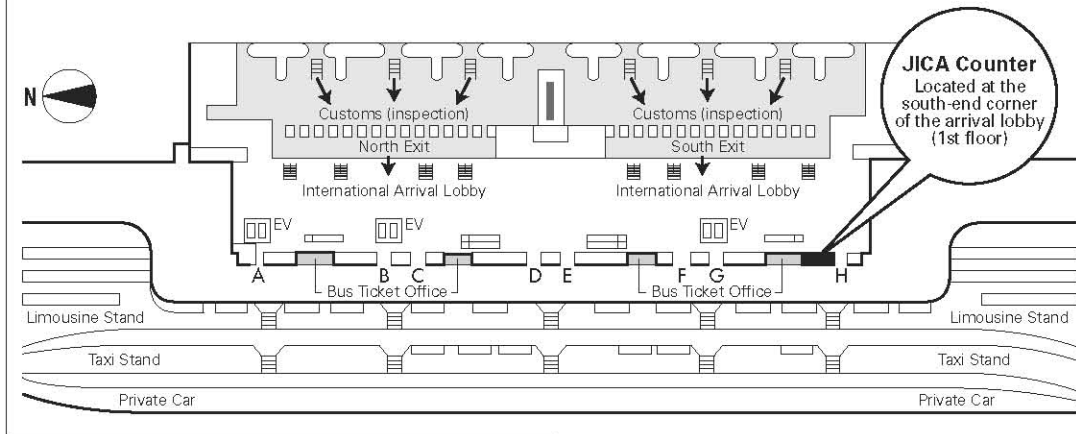
(1) The four days after arrival at JICA Osaka are dedicated to an orientation programme, during which participants are introduced to JICA Osaka and its facilities, attend lectures on Japan's economy, society and culture, and participate in an international exchange programme with local communities.

(2) It is desirable that participants acquire basic Japanese daily conversations for use in communication with training institution personnel and in other situations outside the scope of their technical training. JICA Osaka therefore offers: Japanese language course held in the evenings.

3. Weekend Recreational Program

Occasionally, at the weekends, JICA Osaka, in concert with community groups, organizes a programme of recreational activities and cultural exchange events.

Map of JICA Counter in Kansai International Airport (KIX)



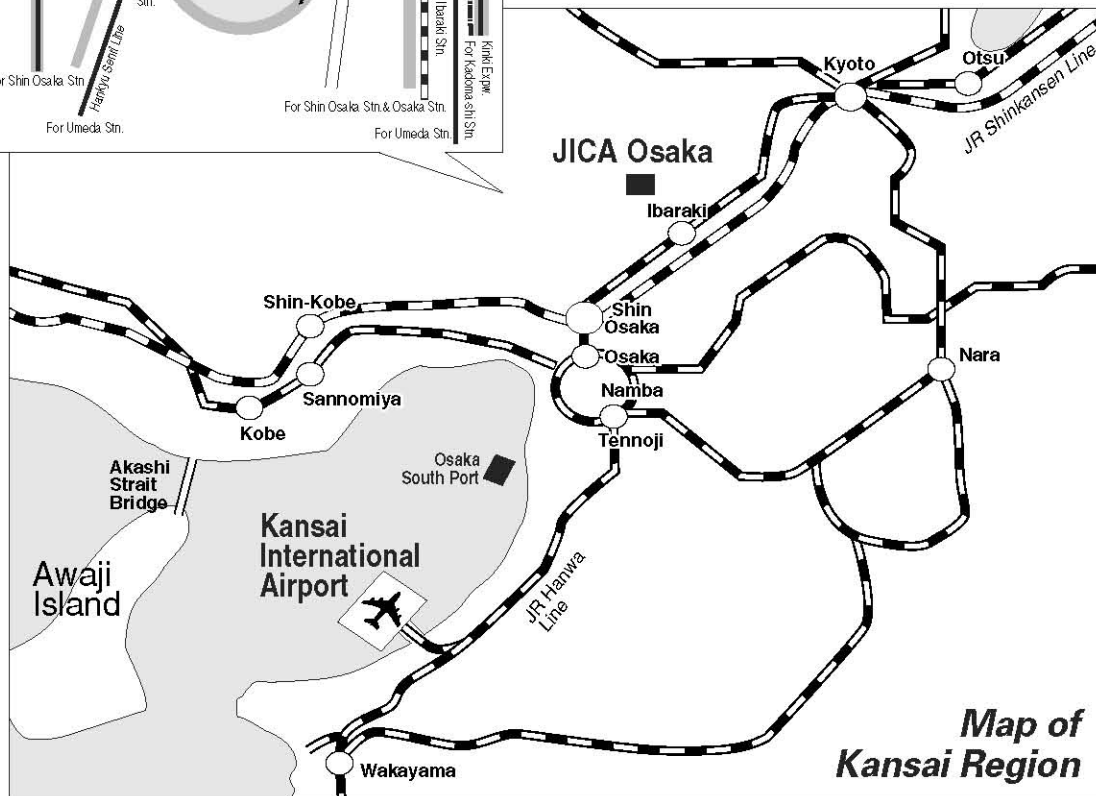
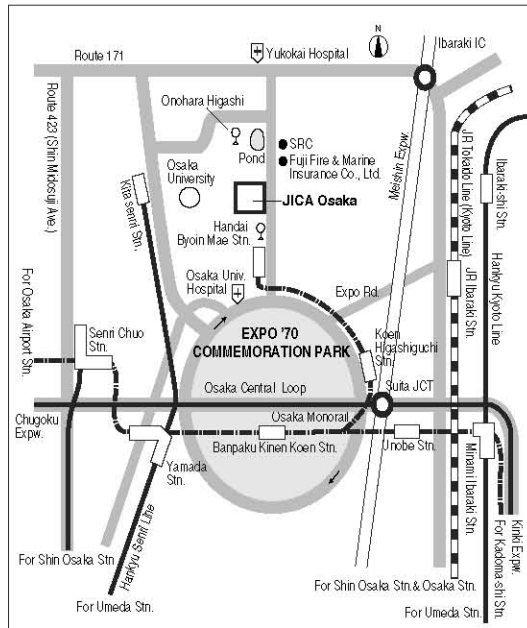
Upon arrival, participants should follow the procedure below:

1. Ride on Wing Shuttle (red elevated tram).
2. Pass through Immigration.
3. Collect baggage and pass through Customs Inspection.
4. Go to the JICA Counter located at the south-end corner of the arrival lobby (1st floor).

The staff at the JICA Counter will provide participants with a limousine bus ticket to Osaka Station (alight at Hotel New Hankyu).

At Osaka Station, a representative of the travel agency designated by JICA will meet the participant. The participant will be taken to JICA Osaka by taxi (with a taxi ticket), which takes approximately 30 minutes.

Map of the JICA Osaka Vicinity



Map of Kansai Region



CORRESPONDENCE

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

**Program TeamIII, Osaka International Centre (JICA Osaka)
Japan International Cooperation Agency (JICA)**

Address: 25-1 Nishi-Toyokawa-cho, Ibaraki-shi, Osaka 567-0058, Japan

URL: <http://www.jica.go.jp/branch/osic/english>

Tel. : 81 (*) -72 (**) -641-6900 Fax. : 81 (*) -72 (**) -641-6910

(*): country code for Japan (**) : area code for Ibaraki