



# TRAINING AND DIALOGUE PROGRAMS

## GENERAL INFORMATION ON

### THE POLICY OF REGIONAL INDUSTRY PROMOTION FOR SOUTH EAST EUROPEAN COUNTRIES

地域別研修「南東欧地域産業振興政策」

*JFY 2012*

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

NO. J12-04066 / ID. 1284039

From May 2012 to Oct. 2012

Core Phases in Japan: From June 20, 2012 to July 28, 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.

## Executive Summary of the General Information

<b>Title</b>	“The Policy of Regional Industry Promotion for South East European Countries” (J1204066 )	
<b>Program Objective</b>	Proposals to improve the existing regional industry or SMEs promotion policies / measures made by the participants based on the knowledge acquired through this program are shared within their organizations, and the consideration to launch the proposed plan is initiated.	
<b>Period</b>	<b>Duration of Whole Program</b>	May 2012 to October 2012
	<b>Preliminary Phase in Participants’ Countries</b>	May 2012 to June 2012
	<b>Core Phase in Japan</b>	June 20 2012to July 28, 2012
	<b>Finalization Phase in Participants’ Countries</b>	July 2012 to October 2012
<b>Target Organization</b>	This program is designed for central and local governments as well as affiliated organizations in charge of regional industry promotion.	
<b>Target Countries</b>	Bosnia and Herzegovina, Former Yugoslav Republic of Macedonia, Montenegro, Republic of Croatia, Republic of Kosovo, Republic of Serbia, Ukraine, Republic of Albania, Republic of Kazakhstan	
<b>Total No. of Participants</b>	Eight (8) participants	
<b>Nominee Qualifications</b>	<p><b>(1) Essential Qualifications</b></p> <ol style="list-style-type: none"> <li>1) Current Duties: be officials who are responsible for regional industry/SME promotion at the central or local level</li> <li>2) Experience in the relevant field: have experience in the subject field for 5 years or more.</li> <li>3) Educational Background: have a university degree or the equivalent background</li> <li>4) Language: have sufficient command of written and spoken English to participate in the training</li> <li>5) Health: must be in good health, both physically and mentally, to participate in the training in Japan.</li> <li>6) Must not be serving any form of military service.</li> </ol> <p><b>(2) Recommendable Qualifications</b></p> <ol style="list-style-type: none"> <li>1) Age: be between the ages of thirty (30) and forty-five (45)</li> </ol> <p>※When two applicants are to be nominated from one country, one applicant is to be from central and the other from local government. When three applicants are to be nominated from one country, one applicant is to be from central and two from local governments.</p>	
<b>Required Documents &amp; Deadline</b>	<b>Application Form</b>	May 23, 2012
	<b>Job/Country Report</b>	
	<b>Assignments for the Accepted Participants</b>	To be announced only to the accepted participants with the acceptance notice
<b>Notice of Acceptance</b>	May 29, 2012	
<b>JICA Center in Charge</b>	JICA Chugoku Mr. Toshio ISHIGAMI ( <a href="mailto:Ishigami.Toshio@jica.go.jp">Ishigami.Toshio@jica.go.jp</a> )	

# **I. Concept**

## **Background**

Regional industry promotion is regarded as an important factor for revitalization of regional economy and society. And in promoting regional industry, the role of private sector is important along with public sector. In developing private sector, small and medium enterprises (SMEs) promotion is a critical task, since regional industry promotion is considered to directly link to SMEs development.

However, regional industry promotion in the subject countries are not always favorably implemented due to for example, lack of collaboration among the related actors.

Regional industry promotion policies in those countries are usually formulated under the initiative of the central government and policy implementation is usually local governments' responsibility. However, the collaboration between the two parties is often poor, and the different perceptions between the two parties regarding the content and the quality of support services make it very difficult to implement the coherent and effective policy. In order to address this problem, it is necessary to strengthen the collaboration between the two parties and to standardize the content and the quality of support services to be provided to SMEs.

And also, in the process to formulate regional industry promotion policies under the central government's initiative, neither the view points from universities as the research institutes nor the opinions of SMEs from the actual fields are sufficiently taken in consideration. In order to formulate realistic regional industry promotion policy, it is necessary to enhance collaboration not only between central and local governments but also among governments, university and private sectors.

Concerning the problems mentioned above, this training program is designed and implemented to inspire the participants especially from South East European countries to find out how the local industry promotions in their home countries should be like and how they can address the problems mentioned above by introducing examples of central-local government collaboration and government- academia-industry collaboration in Japan, especially Hiroshima prefecture.

## **For what?**

The purpose of this training program is that participants prepare the proposals in order to improve the existing regional industry or private sector, especially SMEs promotion policies / measures based on the knowledge which participants acquired through this training program, and share them with their colleagues and related people in order for their organization to initiate their consideration to launch the proposed plan.

## **For whom?**

This program is offered to the officials of central and local governments as well as affiliated organizations which are engaged in promotion of local industries/SMEs officially.

## **How?**

This program consists of lectures on the theories, observations, and discussions in a systematical manner, which enables the participants to get the deep understandings on the subject. Therefore, at the end of this program, the participants will be able to formulate feasible plans to improve existing regional industry or SMEs promotion policies /measures utilizing the understandings acquired from this program.

## **II. Description**

**1. Title (J-No.): The Policy of Regional Industry Promotion for South East European Countries (J1204066 )**

**2. Period of program**

<b>Duration of whole program:</b>	May 2012 to October 2012
<b>Preliminary Phase:</b> (in a participant's home country)	May 2012 to June 2012
<b>Core Phase in Japan:</b>	June 20 to July 28, 2012
<b>Finalization Phase:</b> (in a participant's home country)	July 2012 to October 2012

**3. Target Regions or Countries:**

South East European Countries (Bosnia and Herzegovina, Former Yugoslav Republic of Macedonia, Montenegro, Republic of Albania, Republic of Croatia, Republic of Kosovo, Republic of Serbia, Ukraine, Republic of Kazakhstan)

**4. Eligible / Target Organization:**

This program is designed for central and local governments as well as affiliated organizations in charge of regional industry promotion.

**5. Total Number of Participants:** 8 participants

**6. Language to be used in this program:** English

**7. Program Objective:**

Proposals to improve the existing regional industry or SMEs promotion policies / measures made by the participants based on the knowledge acquired through this program are shared within their organizations, and the consideration to launch the proposed plan is initiated.

**8. Overall Goal**

The effective project to promote regional industry or to support SME's is implemented with the initiative of participant's organization.

## 9. Expected Module Output and Contents:

This program consists of the following components. Details on each component are given below: (※Some modification of the contents may be made)

<b>(1) Preliminary Phase in a participant's home country</b> (May 2012 to June 2012) <i>Participating organizations make required preparation for the Program in the respective country.</i>	
Expected Module Output	Activities
① Issue Analysis Sheet and the materials for Job / Country Report Presentation are submitted to JICA	<ul style="list-style-type: none"> <li>▪ Participants, under the cooperation of their organizations, extract the problems concerning regional industry promotion which their countries or organizations are confronting with, and analyze the causes of the problems. And put the results in Issue Analysis Sheets and submit them to JICA.</li> <li>▪ Participants formulate the presentation materials (Microsoft POWER POINT) for Job/Country Report presentation based on their own Job/Country Reports which will have already been submitted to JICA as one of the documents required for the application.</li> </ul> <p><b>(the format of Issue Analysis Sheet and the required contents of Job/Country Report presentation will be distributed and announced to the accepted participants)</b></p>

<b>(2) Core Phase in Japan</b> (June 20, 2012 to July 28, 2012) <i>Participants dispatched by the organizations attend the Program implemented in Japan.</i>		
Expected Module Output	Subjects/Agendas	Methodology
② To be able to explain the concept of Japan's regional industry promotion	(1) Overview of Japan's local industry 1. Present status, issues and future prospect of Japan's regional industries	Lecture
	(2) Overview of Japan's regional industry promotion policies 1. Implementation of central government's comprehensive policy of regional industry promotion 2. Regional industry promotion policies by a regional government (Hiroshima Prefectural government)	Lecture
③ To be able to explain the roles of different actors in promoting regional industries, their networking effort and the practical measures of regional industry promotion that benefit the regional enterprises through case study	(1) Regional industries and regional business start-ups 1. Successful cases of regional industry promotion 2. Cases of regional industry promotion through collaboration of government, business and local community 3. Cases of Agro-business 4. Regional industry promotion through 6 <sup>th</sup> industry scheme 5. Case study of SMEs contracting to large enterprises	Lecture Observation
	(2) Implementation of Japan's regional industry promotion policy (Networking between private financial institutions and enterprises) 1. Roles of public organization which was established for the purpose of promoting regional industries 2. Roles of business incubation facility run by a private financial institution 3. Case study of enterprises who are supported by financial institutions	Lecture Observation
	(3) Implementation of Japan's regional industry promotion policy (Networking among industry, academia and government) 1. Industry-academia-government networking; from the academia's standpoint 2. Industry-academia-government networking; from the industries' standpoint 3. Industry-academia-government networking; from the local government's standpoint	Lecture Observation

	(4) Implementation of Japan's regional industry promotion policy (Case of 3 <sup>rd</sup> Sector) 1. The concept of the 3 <sup>rd</sup> sector 2. Regional development through promotion of regional product by the 3 <sup>rd</sup> sector 3. Technology support by the 3 <sup>rd</sup> sector	Lecture Observation
	(5) Provision of support services on human resource development (HRD) 1. HRD support by government organizations 2. Practice of company managers training 3. Business planning training at a university	Lecture Observation
	(6) SME's practices 1. Implementation of SME support measures on quality control, environment management and business management 2. Marketing strategies for SMEs	Lecture Observation
	(7) Business planning for starting-up regional industries 1. Planning on regional business development at the participants' countries by utilizing the knowledge and skills acquired through the training program which are related to the objective number 2	Practice
	(8) Study trip 1. Case study of Industrial Agglomeration Area in the large metropolitan area 2. Implementation of central government agency's comprehensive policy of regional industry promotion 3. Role of Exchange of Financial Instrument, etc.	Lecture Observation
④ To formulate improvement plan of the existing regional industry promotion measures and/or practices of the participants' countries	(1) Review session 1. Workshop to review the previous lectures, observations 2. Incorporating the training outcome on Final Report	Discussion
	(2) Preparation of Final Report (Action Plan) 1. Formulate your improvement plan of the existing regional industry promotion measures and/or practices of the participants' countries	Practice
	(3) Presentation of Final Report (Action Plan) 1. Present your Final Report (Action Plan) for Japanese lecturers	Presentation

#### **(4) Finalization Phase in a participant's home country**

(July 2012 to October 2012)

*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
⑤ To share the Action Plan within the participants' organization.	Report the Action Plan in the participant's organization and start the discussion to launch the Action Plan.
	Submission of the Progress Report by October, 2010 based on the format to be provided during the Core Phase in Japan

## <Planned Schedule of the Core Phase in Japan>

※Schedule is subjected to change

Date	Day		Subject
6/20	Wed		Arrival at JAPAN
6/21	Thu		Opening Ceremony/ Briefing Orientation
6/22	Fri		Briefing Orientation
6/23	Sat		Off
6/24	Sun		Off
6/25	Mon		Courtesy Call on the University President
		P	Country Report Presentation
6/26	Tue	L	Outline of Japan's Regional Industries
6/27	Wed	L	Regional Industry Promotion Measures by a Regional Gov't
		L	New Industry Promotion Policies by a Regional Gov't
6/28	Thu	L	Industry Promotion Institute by a Regional Government
		V	A Visit to an Enterprise in Metal Casting Industry
6/29	Fri	L	The 6th Industry Promotion (1)
		V	The 6th Industry Promotion (2)
		V	The 6th Industry Promotion (3)
		V	The 6th Industry Promotion (4)
6/30	Sat		Off
7/1	Sun		Off
7/2	Mon	L	Case Study of 3rd Sector Business
		V	Case Study of 3rd Sector Business
7/3	Tue	V	A Visit to an Enterprise in Food Processing Industry
		V	A Visit to an Enterprise in Textile Industry
7/4	Wed	L	Three-Party Collaboration (1): Industry, Academia and Gov't
		L	Three-Party Collaboration (2): <u>Industry</u> , Academia and Gov't
7/5	Thu	L	Roadside Station (Case Study of a 3rd Sector Business)
		L	Three-Party Collaboration (3): Industry, <u>Academia</u> and Gov't
7/6	Fri	L	Guidance on Business Plan Writing
			Business Plan Writing (Independent Work)
7/7	Sat		Off
7/8	Sun		Off
7/9	Mon	L	A Visit to a Business Association
		L	Industry Finance
7/10	Tue	L	A Visit to a Business Incubation
		V	Case Study of HRD Support for SMEs
7/11	Wed	L	Globalization Support for SMEs by a Local Gov't
		V	Presentation of Business Plan
7/12	Thu	L	Case Study of Oversea Marketing
		V	Marketing Support of Local Agro-Products

7/13	Fri	D	Review Session (Reflection Meeting)
7/14	Sat		Off
7/15	Sun		Off
7/16	Mon		Travel to Tokyo (by <i>Shinkansen</i> Bullet Train)
7/17	Tue	L	SME Policy Implementing Organization (National Level)
		V	Industry Clustering
7/18	Wed	L	Financial Support to SMEs
		L	SME Support Institute in Public Sector
7/19	Thu	V	A Visit to a Stock Exchange
7/20	Fri		Travel to Hiroshima (by <i>Shinkansen</i> Bullet Train)
7/21	Sat		Off
7/22	Sun		Off
7/23	Mon	D	Action Plan Consultation
7/24	Thu	V	A Visit to a Large Enterprise in Automobile Industry
7/25	Tue	L	Quality Control and Productivity Enhancement
7/26	Wed	P	Presentation of Action Plan
7/27	Fri	D	Evaluation Session of the JICA Training Program
			Closing Ceremony / Farewell Luncheon
7/28	Sat		Departure from Japan

L: Lecture, P: Presentation, D: Discussion, V: Visit

### 10. Follow-up Cooperation by JICA:

In this Training 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.



### **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 this program for those specific purposes.
- (2) This program is designed to facilitate organizations to come up with concrete solutions for their issues or problems. Therefore, participating organizations are expected to nominate the most qualified candidates to address the said issues or problems. And also, candidates are expected to be assigned some specific objectives and to be given the suitable commission by the organization in order to address the issues or problems.
- (3) In order to maximize the benefits of this program, 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 -9 .
- (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 -9.

#### **2. Nominee Qualifications:**

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

##### **(1) Essential Qualifications**

- 1) Current Duties: be officials who are responsible for regional industry/SME promotion at the central or local level as well as affiliated organizations which are engaged in promotion of local industries/SMEs officially.
- 2) Experience in the relevant field: have experience in the subject field for 5 years or more.
- 3) Educational Background: have a university degree or the equivalent background
- 4) Language: have sufficient command of written and spoken English to participate in the training
- 5) Health: must be in good health, both physically and mentally, to participate in the training in Japan.  
    ※ Important Notice : There is higher risk for pregnant women and people with chronic diseases to cause serious medical consequences when infected with the new Influenza A (H1N1) virus according to the past cases.  
    Under the pandemic situations of the new Influenza, pregnant applicants shall not be accepted for the time being.  
    And applicants who suffer from chronic diseases, such as respiratory illness, cardiac disease, metabolic disease (diabetes, etc), renal dysfunction and immune insufficiency (systemic steroid administration, etc), shall not be accepted in principle. However, for those applicants with the chronic diseases, if they and their organizations express strong interest in participating in training programs, JICA shall accept them as an exceptional case after receiving a letter of consent from themselves and their organizations. Please ask national staffs in JICA office for the details.
- 6) Must not be serving any form of military service.

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

- 1) Age: be between the ages of thirty (30) and forty-five (45)

※When two applicants are to be nominated from one country, one applicant is to be from central and the other from local government. When three applicants are to be selected from one country, one applicant is to be from central and two from local governments.

### 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) **Job/Country Report:** to be submitted with the application form. Fill in the attachment of this General Information, and submit it along with the Application Form.

### Procedure for Application and Selection :

#### 4. Submitting the Application Documents:

Closing date for application to the JICA Center in JAPAN: **May 23, 2012**

**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.**

#### (1) 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 criteria of the selection are as follows;

- ①English proficiency of the nominee
- ②Timely submission of the Application Form and Job/Country Report
- ③Contents of the submitted Job/Country Report
- ④Relevancy of Job Description of the nominee
- ⑤The intention of the applying organization to utilize the opportunity of this program

#### (2) 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 May 29 , 2012.**

## **5. Activities of the Preliminary Phase (only by accepted participants):**

Accepted participants and their organizations will have to start the preliminary phase mentioned in section II-9 immediately after the Notice of Acceptance.

The required activities are as follows;

- (1) Participants, under the cooperation of their organizations, extract the problems concerning regional industry promotion which their countries or organizations are confronting with, and analyze the causes of the problems. And put the results in Issue Analysis Sheets and submit them to JICA.
- (2) Participants formulate the presentation materials (Microsoft POWER POINT) for Job/Country Report presentation based on their own Job/Country Reports which will have already been submitted to JICA as one of the documents required for the application.

※The format of Issue Analysis Sheet, the required contents of Job/Country Report presentation, and the deadline for the submission will be distributed and announced to the accepted participants with the Acceptance Notice.

## **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, and 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.
- (7) 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-9 and III-5.

## IV. Administrative Arrangements

### 1. Organizer:

#### (1) Name: JICA Chugoku

※"Chugoku" is the name of the region in western part of Japan's main island. It is consisted of 5 prefectures and JICA Chugoku is in charge of the 5 prefectures

Contact: Mr. ISHIGAMI Toshio ([Ishigami.Toshio@jica.go.jp](mailto:Ishigami.Toshio@jica.go.jp))

### 2. Implementing Partner:

#### (1) Name: Prefectural University of Hiroshima

#### (2) Name: Hiroshima International Center

### 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 Chugoku International Center (JICA Chugoku)

Address: 3-3-1, Kagamiyama, Higashihiroshima, Hiroshima 739-0046, JAPAN

TEL: 81-82-421-5800 FAX: 81-82-420-8082

(where "81" is the country code for Japan, and "82" is the local area code)

If there is no vacancy at JICA CHUGOKU, JICA will arrange alternative accommodations for the participants.

### 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 "KENSHU-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 program, and other matters.

# V. ANNEX: Job/Country Report

## 1. Nominee's Information

Name				Country	
Contact		TEL:	FAX:	E-MAIL:	
Educational Background University/College					
Major Field of Study					
Organization	Organization				
	Roles and Functions				
	Number of the Staffs				
Department	Department				
	Responsibilities				
	Number of the Staffs				
Job Description (in detail)					
Organization Chart		Please attach			
Work History	Year (from)	Year (to)	Post	Organization	
Computer skills (MS Word, Excel and PowerPoint)	Please check applicable boxes.				
	MS Word	<input type="checkbox"/> excellent	<input type="checkbox"/> good	<input type="checkbox"/> fair	<input type="checkbox"/> poor
	Excel	<input type="checkbox"/> excellent	<input type="checkbox"/> good	<input type="checkbox"/> fair	<input type="checkbox"/> poor
	PowerPoint	<input type="checkbox"/> excellent	<input type="checkbox"/> good	<input type="checkbox"/> fair	<input type="checkbox"/> poor

## 2. Reasons for Application

1. Please explain your motives for application for this training program in detail.

2. Please explain in a specific manner what you expect to learn from the training program.

3. Please explain your professional plan of action after returning to your country upon completion of the training program.

### 3. Current status of regional industry in your country

#### (1) Definition of “Regional or Local Industry” in your country

--

#### (2) Definition of “Small and Medium Enterprises” in your country

--

#### (3) Key industries and business scale in your country

Sector's name	Number of enterprises (%)			Number of employees (%)		
	Metropolitan area	Regional area (Except for metropolitan area)	Total	Metropolitan area	Regional area (Except for metropolitan area)	Total
			100			100
			100			100
			100			100
			100			100
			100			100

#### (4) Outline of the ongoing policy of regional industry or SMEs promotion in your country or region

--

**(5) Issues / problems of regional industry or SMEs promotion in your country or area**

--

**(6) Good practice of regional industry or SMEs promotion in your country or area**

--



## *For Your Reference*

### **JICA and Capacity Development**

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

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

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

### **Japanese Development Experience**

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

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

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

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



***CORRESPONDENCE***

For enquiries and further information, please contact the JICA office or the Embassy of Japan.

Further, address correspondence to:

**JICA Chugoku International Center (JICA Chugoku)**

**Address: 3-3-1, Kagamiyama, Higashihirosima, Hiroshima 739-0046, JAPAN**

**TEL: 81-82-421-5800 FAX: 81-82-420-8082**