



TRAINING AND DIALOGUE PROGRAMS

GENERAL INFORMATION ON
Promotion of Cleaner Production for
Southeast European Countries
地域別研修「南東欧地域 クリーナープロダクション振興」
JFY 2011
<Type: Solution Creation / 課題解決促進型>
NO. J12-04077 / ID.1284076
From: July 2012 to May 2013
Phase in Japan: From September 17, 2012 to October 27, 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

As global warming becomes more serious on global scale, energy-use efficiency has attracted attention as a countermeasure. "Cleaner Production (CP) " is a productive technology system that satisfies both reduction of environmental contamination and productivity enhancement. This technology is designed to save energy and resources, and to enhance corporate energy-use efficiency.

In southeast European countries legal regulation to companies does not work well due to undeveloped environmental legal system. On the other hand companies recognize that it is necessary to follow EU standards of environmental measures in order to expand production activities. In this context CP is drawing attention as one of the countermeasures. In Serbia and Macedonia cleaner production center was established in 2007 with support of UNIDO and now operates in house trainings and experts education for promotion of CP, reflecting a growing demand for CP.

Our training site, Kitakyushu city is one of Japan's four largest industrial zones. The city has a history in which the serious pollution problems occurred in the period of high economic growth 1950's to 70's, and the city has controlled the pollution by addressing it with the administration, companies and citizens as one. Especially, companies have achieved both industrial development and environmental conservation by developing CP which makes pollution measures consistent with energy/resource saving with the guidance and support from the administration.

For what?

This training program is designed to support participants introduce CP and promote activities by learning concept of CP, element technologies such as reduction of environmental burden, energy saving, resource saving and recycling, and CP cases in Japan. The most important thing to carry out CP is leadership of the top management and self-development mind of employees. This training course will provide a chance to meet the top management people of a medium sized enterprise and to learn know-how of business management.

For whom?

This program is offered to governmental organization, university, research institution, Cleaner Production Center, energy-intensive companies which currently working on CP.

How?

This training program aims to help participants formulate action plans for CP in the respective organizations by understanding overall definition and concept of CP, production technologies (productivity enhancement, reduction of environmental load,

energy saving, resource saving, recycling), examples of CP in Japan, and roles of public and private sectors for the promotion.

II. Description

1. Title (J-No.)

Promotion of Cleaner Production for Southeast European Countries (J12-04077)

2. Period of program

Duration of whole program: July 2012 to May 2013

Preliminary Phase: July 2012 to September 2012

(In a participant's home country)

Core Phase in Japan: September 17, 2012 to October 27, 2012

Finalization Phase: November 2012 to May 2013

(In a participant's home country)

3. Target Regions or Countries

Albania, Bosnia and Herzegovina, Croatia, Montenegro, Serbia, and Former Yugoslav Republic of Macedonia

4. Eligible / Target Organization

This program is offered to governmental organization, university, research institution, Cleaner Production Center, energy-intensive companies NGOs which currently working on CP.

5. Total Number of Participants

10 participants

6. Language to be used in this project

English

7. Program Objective

CP promotion plan is formulated in participants organization.

8. Overall Goal

CP promotion plan is implemented in participants' organization and CP activities are promoted in the respective organization.

9. Expected Module Outputs 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 (July 2012 to September 2012) <i>Applying organizations are required to submit the Job Report and the Issue Analysis Sheet together with the Application Form for selection in Japan.</i>	
Expected Module Output	Activities
Job Report & IAS is formulated	Formulation and submission of the Job Report and the Issue Analysis Sheet (IAS) with the Application Form

(2) Core Phase in Japan (September 17, 2012 to October 27, 2012) <i>Participants dispatched by the organizations to attend the Program implemented in Japan.</i>		
Expected Module Output	Subjects/Agendas	Methodology
1) To understand definition and concept of CP and role of government and private sector for promoting CP.	To learn that CP is an effective measure for productivity enhancement and reducing environmental burden. (1) Definition and concept of CP (2) Necessity of 3R promotion and technology development (3) Quality improvement and productivity enhancement by introducing CP (4) Good practices of CP	Lecture Observation Field Study
2) To be able to explain knowledge, techniques and actual cases of low environmental burden technologies	To learn measures and efforts for reduction of environmental pollution and creation of sustainable society by introducing CP. (1) Cases of overcoming industrial pollution (2) Environmental administration in Japan (3) Measures against global warming (4) Site visits	Lecture Observation Field Study

<p>3) To able to learn effective skills for regional development and strengthening SME enterprises through Japan's culture and customs</p>	<p>To learn meaning, measures and current situation of energy conservation (1) Quality control for enterprise management (2) Regional development and environmental conservation (3) Management strategy to encourage self-development of employees (4) Small-scale hydroelectric power generation</p>	<p>Lecture Observation Field Study</p>
<p>4) To be able to propose an Action Plan for promotion of CP</p>	<p>Presentation, discussion, tutorial, and self-study for preparing Action Plan (1) Job Report presentation (2) Issue Analysis (3) Action Plan preparation and discussion</p>	<p>Lecture Presentation Discussion Self-study</p>

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

(November 2012 to May 2013)

Participating organizations produce final outputs by making use of results brought back by participants. This phase marks the end of the Program.

Expected Module Output	Activities
<p>To report the progress of action plan after 6 months of core phase in Japan</p>	<p>To consider action plan in participant's organization and to submit progress report. (1) Consideration and Discussion on Action Plan (2) Implementation of Action Plan (3) Submission of progress report by May 19, 2013 to JICA Kyushu</p>

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 submitting applications to Japan.
- (4) Participating organizations are also expected to make the best use of the results achieved by their participants in Japan.

2. Nominee Qualifications:

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

- (1) Be nominated by their governments in accordance with the procedures mentioned in below.
- (2) Be governmental administrators involved in CP or registered experts in CP center, engineers in companies actively involved in CP, NGO leaders
- (3) Be under fifty (50) years of age, and in management position or equivalent.
- (4) With more than 5 years working experience related to CP.
- (5) Be university graduates or have the equivalent academic background
- (6) Language: have a sufficient command of spoken and written English
* This program includes active participation in discussions, action plan development, thus requires high competence of English ability. Please attach an official certificate for English ability such as TOEFL, TOEIC etc, if possible.
- (7) Health: must be in good health, both physically and mentally, to participate in the Program in Japan
- (8) Must not be serving any form of military.service.

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.

*Pregnancy

Pregnant participants are strictly requested to attach the following documents in order to minimize the risk for their health.

- ① letter of the participant's consent to bear economic and physical risks
- ② letter of consent from the participant's supervisor
- ③ doctor's letter with agreement of his/her training participation.

Please ask National Staffs in JICA office for the details.

(2) **Job Report & Issue Analysis Sheet (IAS)**: to be submitted with the Application Form. Job Report and IAS are necessary documents for screening of nominees and each nominee is required to submit his/her Job Report and IAS together with an Application Form. The documents should be completed in accordance with descriptions of Annex-1(Job Report) and Annex-2(Issue Analysis Sheet). **Each applicant should submit his/her IAS with approval of his/her superior.**

4. Procedure for Application and Selection

(1) Submitting the Application Documents:

Closing date for application to the JICA Center in JAPAN: **July 17, 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.

(2) Selection:

After receiving the documents 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 August 17, 2012.**

5. Conditions for Attendance:

- (1) to follow 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 accordance with 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 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 observe the rules and regulations of their place of accommodation and not to change the accommodation designated by JICA.
- (8) to participate in the whole program including a preparatory phase prior to arrival in Japan. Applying organizations, after receiving notice of acceptance for their nominees, are expected to carry out the actions described in the previous section.

IV. Administrative Arrangements

1. Organizer

- (1) **Name:** JICA Kyushu International Center (JICA KYUSHU / KIC)
- (2) **Contact:** Ms. Sachiko Tanaka (Tanaka.Sachiko@jica.go.jp)

2. Implementing Partner:

- (1) **Name:** Kitakyushu International Techno-cooperative Association (KITA)
- (2) **Address:** 1-1-1 Hirano, Yahatahigashi-ku, Kitakyushu-shi, 805-0062 Japan
- (3) **URL:** http://www.kita.or.jp/english/e_index.html
- (4) **Remark:**

KITA has carried out JICA training programs since 1980, and over the period from FY1980 to 2010 has accepted a total of 4,840 JICA participants. The training programs cover environmental policies, promotion of a recycling-oriented society, production techniques and facility maintenance as well as programs related to the improvement of work training management ability.

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.

4. Accommodation in Japan:

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

JICA Kyushu International Center (JICA KYUSHU / KIC)

Address: 2-2-1 Hirano, Yahata Higashi-ku, Kitakyushu-shi,
Fukuoka, 805-8505 Japan

TEL: 81-93-671-6311 FAX: 81-93-671-0979

URL: <http://www.jica.go.jp/kyushu/index.html>

5. 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 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.

6. 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. Reports and Presentation

(1) Job Report & Issue Analysis Sheet (IAS)

Each applicant is required to submit his/her own Job Report & Issue Analysis Sheet following the instruction. Participants will have a presentation of his/her Job Report & Issue Analysis Sheet up to 10 minutes at the earlier stage of the training in order to share knowledge and background with other participants as well as instructors. Visual materials such as PowerPoint and pictures may be helpful for your presentation if you bring them with you.

(2) Action Plan

Participants are required to make an Action Plan at the end of the training to express your idea and plan which you carry out after your return, reflecting the

knowledge and method you acquire from the training. Each person will have 10 minutes for presentation.

2. Certification

Participants who have successfully completed the training program will be awarded a certificate by JICA.

3. Remarks

JICA training is implemented for the purpose of development of human resources who will promote the advancement of the countries, but not for the enrichment of individuals nor private companies. Matters of a trade secret and patent techniques will remain confidential and inaccessible during the training.

VI. Annex:

- 1. Job Report**
- 2. Issue Analysis Sheet**
- 3. Training Schedule**

Promotion of Cleaner Production for Southeast European Countries
JFY 2012

Job Report

- Name: _____
- Country: _____
- Organization: _____
- Present post: _____

Remarks 1: The Report should be typewritten in English (12-point font, A4 size paper) , and total pages of the report should be limited up to 3 pages (not including organization chart).

Remarks 2: Each participant is required to have presentation in 10 minutes based on this Job Report and Issue Analysis Sheet (IAS) at the early stage of the training for the purpose of making the training more effective and fruitful by comprehending the situations and problems of the participants each other.

Remarks 3: Please itemize your answer and make them specific.

1. Country Profile

- (1) Characteristics of main industries in your country

- (2) Current situation of Industrial promotion in your country

- (3) National strategy/challenges for promotion of CP

2. Organization and main tasks

- (1) Main tasks of the organization (company)

- (2) Organization chart: Please draw or attach a chart of your organization and mark where you are positioned.

- (3) Brief description of your assignments

= Questionnaire =

(1) Your work experience

- Please describe your work experience chronologically.

(2) About promotion of CP

1) Which organization is in charge of CP promotion in your country? (multiple answers allowed.)

2) Have you ever experienced CP training or the like? At what organization?

3) At what organization has your organization (company) taken CP training?

4) Please fill in the following table about CP activities in your country.

Kind of industry	Name of organization or company	Category	contents	Results
Example: Cement	〇〇 Cement company, Inc.	3 R/ Energy-saving	Waste tire recycling for fuel	1) Saving in the cost of waste tire disposal 2) Reduction of fuel unit consumption 〇〇%

Issue Analysis Sheet (IAS) Guidelines

1. What is IAS?

- (1) IAS is a tool to logically organize relationships between issues and contents of the training program in Japan.
- (2) IAS will help the nominee to clarify his/her challenges to be covered in each expected module output and to formulate solutions to them.
- (3) The sheet is to be utilized as a logical process control sheet to draw up improvement plans for the issues by filling out the sheet in phases from prior to the nominee's arrival in Japan through to the end of the training.
- (4) In addition, it is used for the course leader and lecturers to understand the issues that each participant is facing, and provide him/her with technical advice, useful references and solutions through the training program in Japan.

2. How to fill out IAS?

- (1) Please describe issues your organization faces in column "A: Problems/challenges that your organization want to solve (or target that you want to achieve)".
Prepare the separate rows for each problem; if necessary, please add new rows.
- (2) In column "B: What kind of information is necessary to solve those problems/challenges? (please explain as specifically as possible)", please write what kind of information you need to solve the issues in column "A", as detailed as possible.
- (3) Referring to the "List of Subjects" in the next page, please extract subjects which you think are deeply related to the items you have written in column "B", and write their Subject No. in column "C: What subjects (lecture/plant tour) do you most expect to get the information you need? And if you have any request for this subject, please describe it.", for example;
1: Interested to know the latest international discussion results
12: Information on the detailed measures taken by the city

You can input as many subjects as you think the subjects are related.

You do not need to input "Subject Titles" into the chart, but only "Subject No."

- (4) Please leave column "D: Relation to Action Plan (Not necessary before participating training course)", as this column is to be filled through the training program, following the guidance by the lecturers.

3. Remarks

- (1) IAS is a key material for the screening of the nominees. The Japan side puts emphasize on its contents and then proceeds with the screening.
- (2) Accepted participants will make a presentation on the IAS and the job report at the beginning of the training program in Japan
- (3) Accepted participants are requested to bring this IAS in electronic file when coming to Japan.

**Promotion of Cleaner Production for Southeast European Countries (JFY2012)
Issue Analysis Sheet**

Name: _____

A: Problems that you/your organization want to solve. (or target that you want to achieve.)	B: What kind of information is necessary to solve these problems? (Please explain as specifically as possible)	C: What Subjects /Agendas do you most expect to get the information you need ? And if you have any request for this subject, please describe it.		D: Relation to Action plan (Not necessary before participating training course)
		Subject No*	Your request to this subject	
1				
2				
3				

【Note】 ① *) Please refer to the numbers in the "List of Subjects" attached.
 ② If the space is not enough, please expand (increase a line) as you need.

Annex-2 List of Subjects

Promotion of Cleaner Production for Southeast European Countries in 2012

Expected Module Output	Subject		Lecturers (Company)	Methodology	
	No	Title		L	F
I To understand definition and concept of CP and role of government and private sector for promoting CP	1	The global problems we are facing	KITA	<input type="radio"/>	
	2	The history and actual results of CP in Japanese industry ①,②	KITA	<input type="radio"/>	
	3	Japan's environmental policy ; Creation of Low Carbon Society	Ministry of the Environment	<input type="radio"/>	
	4	Promotion of energy saving policy in Japan	Agency for Natural Resources and Energy	<input type="radio"/>	
	5	Energy-saving administration in Japan (Promotion of the Use of New Energy)	Kyushu Bureau of Economy, Trade and Industry	<input type="radio"/>	
	6	3R administration in Japan (creation of a recycling society)		<input type="radio"/>	
	7	Industrial waste administration in Kitakyushu-city	Kitakyushu-city	<input type="radio"/>	
II To be able to explain knowledge, techniques and actual cases of low environmental burden technology	8	Recycling of Industrial waste (including biomass)	KTR	<input type="radio"/>	
	9	Visiting a steel manufacturing company (A example of CP in the steel industry)	Japan Casting & Forging Corporation		<input type="radio"/>
	10	Visiting a machine parts processing company (5S activity in a small sized company)	NAKASHIMA Turret co (Onga)		<input type="radio"/>
	11	Discussion/Facilitation	KITA	<input type="radio"/>	
	12	Visiting recycling companies	Eco-town center		<input type="radio"/>
	13	Introduction of solar power technology	JFE Eng. (Tsurumi in Kanagawa)		<input type="radio"/>
	14	Visiting a sanitary earthenware company (Example of Total Productive Maintenance)	TOTO		<input type="radio"/>
	15	Environmental administration of Kitakyushu-city (Air pollution control)	Kitakyushu-city	<input type="radio"/>	
	16	Kitakyushu-city Pollution Monitoring Center	Kitakyushu-city	<input type="radio"/>	
	17	Environmental administration of Kitakyushu-city (Water pollution control)	Kitakyushu-city	<input type="radio"/>	
	18	Visiting WATER PLAZA Kitakyushu (Membrane Bio Reactor & Reverse Osmosis)	MITSUBISHI Chemical Corporation		<input type="radio"/>
	19	CP in cardboard factory (resource saving, energy-saving and environment)	OJI PAPER Co.,Ltd· OITA Works		<input type="radio"/>
	20	Mechanism and history of Japan's Energy Conservation Law	KITA	<input type="radio"/>	
	21	Methods and examples of energy-saving in manufacture ① ; Air conditioning ,Lighting	CE Eng.	<input type="radio"/>	
	22	Methods and examples of energy-saving in manufacture ②;Boiler and energy management system	KITA	<input type="radio"/>	
	23	Biomass (garbage, sewage sludge) power generation	OKI Town environment plaza		<input type="radio"/>
	24	Clean power generation equipment manufacturing company (Wind power, Clean coal power)	MITSUBISHI Heavy Industries.Ltd. (Nagasaki)		<input type="radio"/>
	25	Clean Coal Power generation technology	KITA	<input type="radio"/>	

	26	Next-generation energy development (solar, coal gasification, wind)	J-POWER, NS wind power		○
	27	CP in Cement Plant	mitsubishi Materials		○
	28	Industrial waste disposal plant tour (recycling of non-ferrous metal)	Kowa Seiko Co., Ltd.		○
III To able to learn effective skills for regional development and strengthening SME enterprises through Japan's culture and customs	29	Management support for Small & Medium Enterprises (SME)	Organization for SME and Regional Innovation	○	
	30	Quality control for enterprise management ①,②	KITA	○	
	31	Regional development and environmental conservation	Nagasaki University of Foreign Studies	○	
	32	CP, QC and 5S activities in a middle sized company	SAO Electric Mfg. Co. Ltd	○	○
	33	Management strategy to encourage self-development of employees	MATSUMOTO Industry	○	○
	34	The history of Japan's electricity industry	TOSHIBA Science Museum		○
	35	Regional development using small-scale hydroelectric power generation	Oita Prefectural Government	○	
	36	Visiting small-scale hydroelectric power station	Taketa-city in Oita		○
IV To able to propose an action plan for promotion of CP	37	Hearing of IAS	KITA	○	
	38	Job Report Presentation	KITA	○	
	39	Preparation for Job Report Presentation	KITA	○	
	40	Instruction of Action Plan ①	KITA	○	
	41	Instruction of Action Plan ②	KITA	○	
	42	Action Plan Presentation	KITA		

Remarks

*) L: Lecture F: Field study(Plant visit)

Annex-3 Tentative Training schedule

Promotion of Cleaner Production for Southeast European Countries in 2012

Day	Week	AM (9:30~12:30)				PM (13:30~16:30)			
		Module	Subject	No	Place	Module	Subject	No	Place
Sep 17	Mon		Arrival						
18	Tue		Program Orientation by JICA		KIC		-Same as the left-		KIC
19	Wed		Program Orientation by JICA		KIC		-Same as the left-		KIC
20	Thu		Course Orientation by KITA		KIC	IV	Hearing of I.A.S.	37	KIC
21	Fri	IV	Preparation for Job Report Presentation	39	KIC	II	The history and actual results of CP in Japanese industry	2	KIC
22	Sat								
23	Sun								
24	Mon	IV	Job Report Presentation	38	KIC	I	The history and actual results of CP in Japanese industry	2	KIC
25	Tue	I	The global problems we are facing	1	KIC	II	Recycling of Industrial waste (including biomass)	8	KIC
26	Wed	III	Quality control for enterprise management ①	30	KIC	II	CP for the steel industry	9	Japan Casting & Forging
27	Thu	III	Quality control for enterprise management ②	30	KIC	II	Visit to Precision machine parts processing (5S activity)	10	NAKASHIMA Turret co (Onga)
28	Fri	III	Regional development and environmental conservation	31	KIC	IV	Instruction in preparing Action Plan ①	40	KIC
29	Sat								
30	Sun								
Oct. 1	Mon	III	Points for the development of CP-fixing and activities and 5S	32	SAO Electric Mfg. Co. Ltd	III	Management strategy to encourage self-development of employees	33	MATSUMOTO Industry
2	Tue	II	Discussion ① (including test bench)		KIC	II	Visit to Recycling companies	12	KIC
3	Wed		Move to Tokyo			III	The history of Japan's electricity industry	34	TOSHIBA Science Museum
4	Thu	I	Japan's environmental policy ; Creation of Low Carbon Society	3	Ministry of the Environment	I	Energy-saving administration in Japan (Promotion of the Use of New Energy)	4	Agency for Natural Resources and
5	Fri	III	Management support for Small & Medium Enterprises (SME)	29	Organization for SME and Regional Innovation	II	Visit to the Institution of Utilization of solar energy technology and development	13	JFE Eng. (Tsurumi in Kanagawa)
6	Sat						Move to Kitakyusyu		
7	Sun								
8	Mon								
9	Tue	II	Mechanism and history of Japan's Energy Conservation Law	20	KIC	II	Study tour of TPM activities in Production of Sanitary earthenware	14	TOTO, Ltd.
10	Wed	II	Clean Coal Power generation technology	25	KIC	II	CP in Cement Plant	27	mitsubishi Materials
11	Thu	II	Environmental administration of Kitakyushu-city (Water quality)	17	KIC	II	Visit to the WATER PLAZA Kitakyushu (Membrane Bio Reactor & Reverse Osmosis)	18	MITSUBISHI Chemical Corporation
12	Fri	I	Energy-saving administration in Japan (Promotion of the Use of New Energy)	5	KIC	I	3R administration in Japan (creation of a recycling society)	6	KIC
13	Sat		Visit to ECO-TECHNO2012 in Kitakyushu						
14	Sun						Move to Oita		

15	Mon	III	Regional development using small-scale hydroelectric power generation	35	Oita Prefectural Government	III	Visit to the Small-scale hydroelectric power plant	36	Taketa-city in Oita
16	Tue	II	Study tour of CP in cardboard factory (resource saving ,energy-saving and	19	OJI PAPER Co.,Ltd-OITA Works		Move to Kitakyushu		
17	Wed	IV	Discussion ② (including test bench)		KIC	II	Industrial waste disposal plant tour (recycling of non-ferrous metal)	28	Kowa Seiko Co., Ltd.
18	Thu	I	Environmental administration of Kitakyushu-city (Industrial	7	KIC	IV	Instruction in preparing Action Plan ②	41	KIC
19	Fri	II	Methods and examples of energy-saving in manufacture ① ; Air conditioning ,Lighting	21	KIC	II	Methods and examples of energy-saving in manufacture ②;Boiler and energy management system	22	KIC
20	Sat								
21	Sun								
22	Mon	II	Study tour of Biomass (garbage, sewage sludge) power generation	23	OKI Town environment plaza		Move toNakasaki		
23	Tue	II	Study tour of Clean power generation equipment manufacturing company (Wind power, Clean coal	24	MITSUBISHI Heavy Industries.Ltd.	IV	Visit to the Nagasaki Atomic Bomb Museum Move to Kitakyushu		
24	Wed	II	Environmental administration of Kitakyushu-city (Air quality)	15	KIC	II	Visit to the Institution of Next-generation energy development (solar, coal gasification, wind)	26	J-POWER, NS wind power
25	Thu	II	Tour of Kitakyushu-city Pollution Monitoring Center	16	Kitakyushu city	IV	Instruction in presenting Action Plan	41	KIC
26	Fri		KIC evaluation meeting		KIC	IV	presentation of Action Plan	42	KIC
27	Sat		Departure						

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 and 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.



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