

# TRAINING AND DIALOGUE PROGRAMS



GENERAL INFORMATION ON

## PRODUCTION MANAGEMENT FOR SOUTHEAST EUROPEAN COUNTRIES

地域別研修「南東欧地域 生産管理」

*JFY 2012*

<Type: Trainers Training / 人材育成普及型>

NO. J12-04138/ID.1284041

From May 2012 to November 2012

Phases in Japan: From May 23, 2012 to June 29, 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 post war Japan's dramatic economic growth is often praised as "Japanese Miracle", in spite of the scarcity of natural resources, manufacturing industry took the major role in its progress by developing human resources-the Japanese only asset. The crucial key for the development is called as "Japanese-style Management", symbolized as "5S" concept which was continuously practiced not only by large companies but also by the small and medium enterprises (SME) in the transformation process.

Southeast European countries have been in transition to the market economy since the end of "Cold War" in 1989. Private sector development, especially SME promotion, is essential for the solid economic reform. In this connection, Southeast European countries requested the Japanese Government to assist in the field of human resources development for SME by introducing Japanese business management system through the training program in Japan.

The above mentioned Japanese experience is highly worth applying to Southeast European countries, where private sector led solid economic growth with limited natural resources, is indispensable for further march of privatization and market economy.

## **For what?**

This training course aims to develop capacity of managers and senior staffs of national/private enterprises in the manufacturing industry and SME promotion agency through understanding of "Japanese-style Management" especially theory and practical method of 5S

## **For whom?**

This program is offered to (1) managers/senior staffs of national/private enterprises of manufacturing industry, OR (2) managers/senior officers in charge of SME promotion at chamber of commerce and/or governmental organization.

## **How?**

Participants shall have opportunities in Japan to understand the theory and practical methods of Japanese-style Management etc. through lectures, practices and site visits to various SMEs and related company (including TOYOTA) in Japan.

During this program, an experienced SME Management Consultant will be assigned as a course leader to support participants learning.

At the end of training in Japan, participants will be required to propose an "Action Plan", the feasible plan of Actions after their return to home countries.

In addition to that, it is also essential requirement that participants hold an open seminar to share and promote Action Plan in their countries after the seminar.

## II. Description

**1. Title (J-No.): Production Management for Southeast European Countries  
(J12-04138)**

**2. Period of program**

**Duration of whole program:** May 2012 to November 2012  
**Core Phase in Japan:** May 23, 2012 to June 29, 2012  
**Finalization Phase:** June 2012 to November 2012  
 (in a participant's home country)

**3. Target Regions or Countries :**

Albania, Bosnia and Herzegovina, Kosovo, Montenegro and Serbia

**4. Eligible / Target Organization :**

(1) National/private enterprises (in principle manufacturing industry) ; or  
 (2) Governmental SME (Small and Medium-sized Enterprises) promotion agency

**5. Total Number of Participants :**

Eight (8)

**6. Language to be used in this project:**

English

**7. Objective:**

After the training in Japan, every participant holds an open seminar to share and promote "Action Plan", then report its result to JICA.

**8. Overall Goal**

Production management activities will be improved utilizing the fruits of training course.

**9. Contents:**

This program consists of the following components.

<b>(1) Preliminary Phase in a participant's home country</b>		
<i>Participating organizations make required preparation for the Program in the respective country.</i>		
Expected Module Output	Activities	
Every participant identifies and clarifies his/her issue and purpose to participate training	Every participant submit Country Report and prepare for presentation *See ANNEX II for the necessary contents	
<b>(2) Core Phase in Japan</b>		
<i>Participants dispatched by the organizations attend the Program implemented in Japan.</i>		
Modules	Subjects	Methodology

1) To understand clues of Japanese style management	Business strategy for SMEs, Japanese-style management, business management, methods for practical management	Lectures Practice Site visits Discussion
2) To acquire theory and practical methods of production management, quality control and sanitary control of Japanese enterprises	Business management, marketing	
3) To acquire basic theory and practical methods of financial management, and marketing	Production management, financial management	
4) To understand theory and practical method of ideal human resource development for business management, such as 5S	Theory and practical methods of 5S, case study of 5S, human resource management using case methods	
5) To propose an action plan based on the lessons learnt from this course	Orientation, job report presentation, action plan proposal and presentation	Discussions Consultation 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
To hold an open seminar to share and promote Action Plan within three (3) months	<ul style="list-style-type: none"> <li>- Share the knowledge and experiences learnt in Japan with other relevant organizations/companies in respective countries within three (3) months after completion of the program in Japan</li> <li>- Submit "Final Report" , describing open seminar and progress of Action Plan. (*See ANNEX I for Final Report format)</li> </ul>

NOTE:

JICA Sapporo might suspend the acceptance of candidates for the coming years from those organizations which do not seriously share participants action plan, nor without reporting to JICA within the mentioned period.

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

In this training and dialogue 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 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 -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:

- Managers/senior staffs members of national/private enterprises (in principle in manufacturing industry) ; or
- Managers or senior officers in charge of SMEs (Small and Medium-sized Enterprises) promotion

###### 2) Academic Background:

University graduates or equivalent

###### 3) Experience in the relevant field:

- At least five (5) years in the fields of production management OR quality control (in principle, in manufacturing industry) ; or
- At least five (5) years in consulting SMEs

###### 4) Language: have a competent command of spoken and written **ENGLISH**.

(This training program includes active participation in discussions, Action Plan development, thus requires high competence of **ENGLISH** ability.)

###### 5) Health: must be in good health, both physically and mentally, to participate in the Program in Japan.

Note: i) Applicants are requested to submit the Medical History Questionnaire included in the Application Form mentioned in 4-(1) below.

ii) Pregnancy: Pregnant participants are urgently requested to complete the required procedures before departure in order to minimize any risk to their health. These procedures include ①a letter of the participant's

consent to bear economic and physical risks ②a letter of permission from the participant's supervisor ③a letter of consent from your Embassy in Japan, ④a medical certificate. Please ask Staffs in JICA office in each country for details.

6) Must not be serving any form of military service.

7) Special Requirement: Those who respect harmony of the group.

## **(2) Recommendable Qualifications**

1) Age: be over thirty (30) years of and under forty-five (45) years of age.

## **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) **Country Report 1 AND 2:** to be submitted with the application form. See ANNEX II for the format.

## **4. Procedure for Application and Selection :**

### **(1) Submission of the Application Documents:**

Deadline for application to the JICA Center in charge in JAPAN: **March 31, 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 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 April 20, 2012.**

## **5. 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 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 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.

## IV. Administrative Arrangements

### 1. Organizer:

(1) **Name:** JICA Sapporo

(2) **Contact:** jicasic@jica.go.jp and sictp1-tech@jica.go.jp

### 2. Implementing Partner:

(1) **Name:** Northern Advancement Center for Science & Technology

(2) **URL:** <http://www.noastec.jp>

### 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 Sapporo International Center (JICA Sapporo)

Address: Minami 4-25, Hondori 16-chome, Shiroishi-ku,  
Sapporo, Hokkaido, 003-8668 Japan

Tel : 81(\*)-11(\*\*)-866-8383 Fax :81(\*)-11(\*\*)-866-8382

(where "81" is the country code for Japan, and "11" is the local area code)

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

### 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 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.

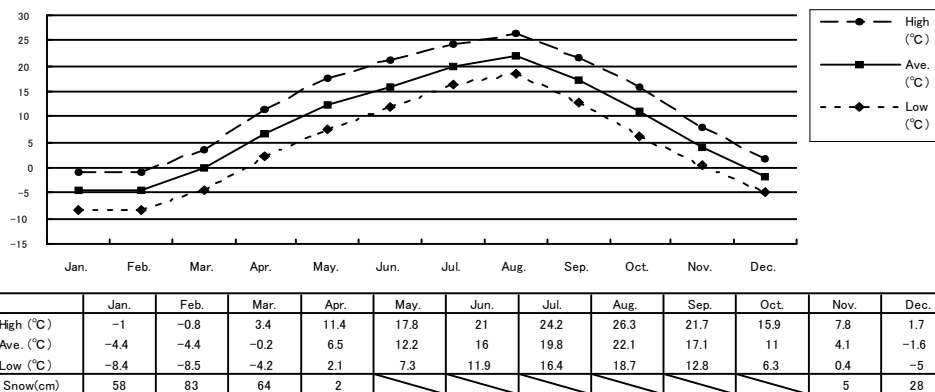
### 6. Pre-departure Orientation:

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



## V. Other Information

1. Pre-departure orientation will be held at Embassy of Japan or JICA office to provide the selected candidates with details on travel to Japan, conditions of training, and other matters. They will see a video, "TRAINING IN JAPAN", and will receive a textbook and a cassette tape, "SIMPLE CONVERSATION IN JAPANESE". A brochure, "GUIDE TO TRAINING IN JAPAN" will be handed to each selected candidate before or at the orientation.
2. At the end of the course, participants are required to make and present a Final Report, which includes a plan after returning home to apply and utilize the skills and information obtained in the training. For their convenience, JICA recommends each participant bring relevant data or reference documents which would be useful in making a well-grounded Final Report.
3. Participants who successfully complete the course will be awarded a certificate by JICA.



### 4. Climate in Sapporo

\*Typical Seasonal Wear (May-June) Long-Sleeves, Short-Sleeves, Light Jacket

### 5. Recreation

- 1) Participants can use an indoor swimming pool, and gymnasium located next to JICA Sapporo. The charges are paid by JICA.
- 2) JICA encourages international friendship exchange between participants and the local communities. Therefore, it would be helpful to bring their national costumes and materials such as slides, videos, and music cassettes which explain the culture in their countries.

### 6. Equipment in JICA Sapporo

JICA Sapporo has the following equipment for the participants.

<Private Room>

Bed, Prefabricated Bath, Desk, Refrigerator, Hot pot, Bookshelf, Air Conditioning, In-room Safe, TV sets (CNN, NHK (BS), DVD/VHS Video Player)

\*ATTENTION: There are no slippers and towels. Soap, shampoo & conditioner, toothpaste & toothbrush, razor, detergent, sewing kit and CD-R can be purchased at the front desk.

<Equipment for training>

Audio-Visual Equipment: Video, OHP, Slide Projector, Multimedia Projector.  
(available to use Microsoft Power Point 2002)

## **VI. ANNEX:**

### ANNEX I

PRODUCTION MANAGEMENT  
FOR SOUTHEAST EUROPEAN COUNTRIES (2012)  
FINAL REPORT Format

1. Date:
2. Venue:
3. Attendants list (name, organization):
4. Summary of presentation (topic etc.):
5. Main topic of discussions/questions:
6. Future plans/issues reviewing the result of open seminar:
7. Remark:
8. Pictures of seminar (if possible):

#### **NOTES**

Report of Open Seminar should be;

- (1) type written in English, double-spaced, on A-4 size paper (21×30cm)
- (2) within 3 pages in total length (excluding pictures)

Please put the participant's name on the top of each sheet.

## ANNEX II

PRODUCTION MANAGEMENT  
FOR SOUTHEAST EUROPEAN COUNTRIES (2012)

Country Report 1

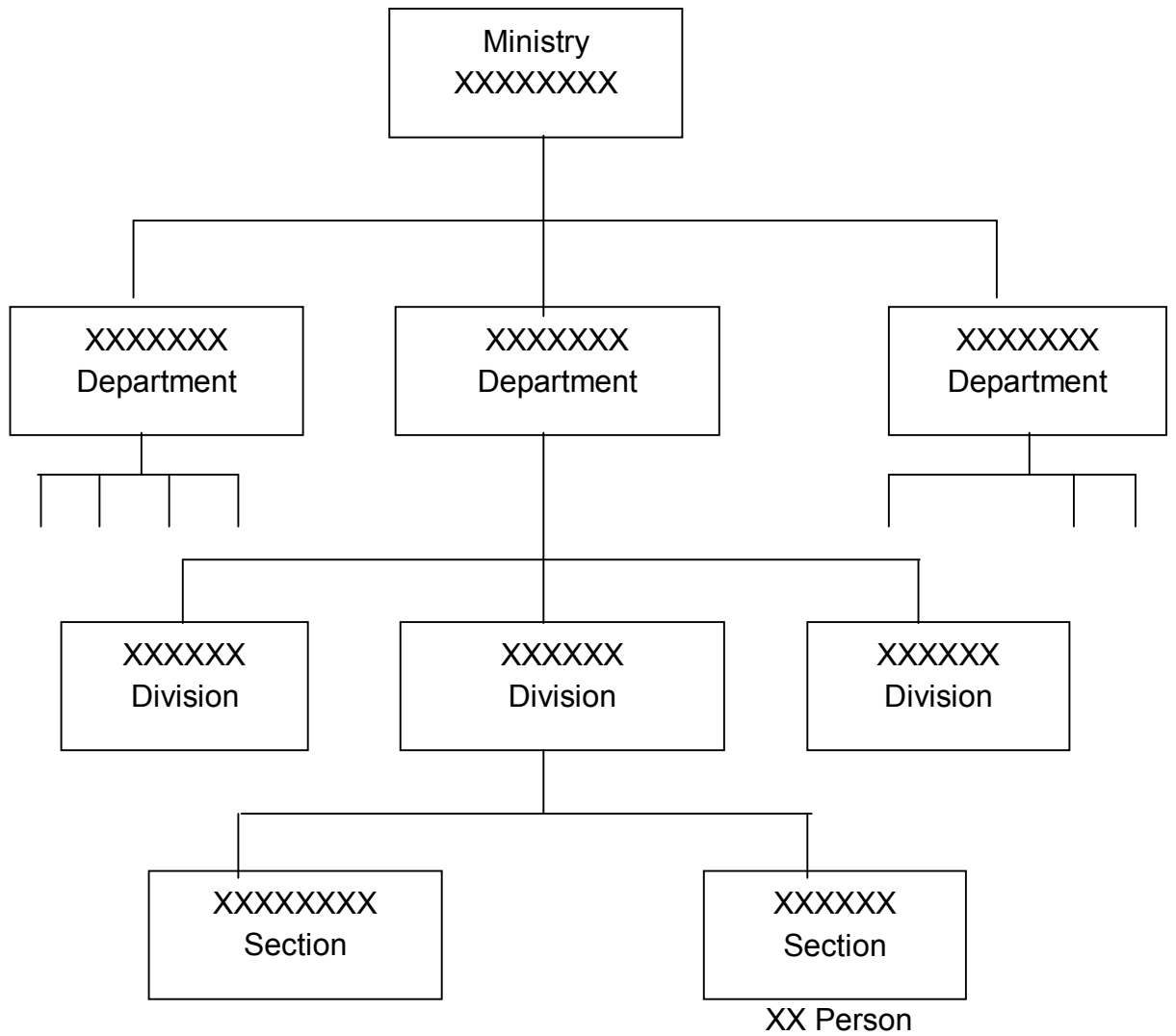
(Example)

1	Name of applicant (Capitalize the family name)	Mr. Taro KOKUSAI
2	Academic specialty (applicant's major at collage or university)	Economics and Business Administration
3	Present employer of applicant:  1) Name of the company/organization 2) Number of employees 3) Membership of trade associations 4) Major products/ Major services 5) Organization Chart	1) JICA Sapporo 2) 1200 employees 3) Sapporo city chamber of commerce and industry 4) Major products: lumber, woodchip, timber cart Major services: consulting services for small and medium enterprises 5) Please refer to ANNEX I-2
4	Applicant's job:  1) Position 2) Responsibilities 3) Detail job description	1) Chief Manager on Production Management Section *Production Planning Divison *Marketing Division *Quality Control and Management Division *Quality Assurance Division 2) As a chief of Production Management Sections, I am in charge of all process related to the production, such as production planning, process management, quality control and other related matters. Above all, I am mainly in charge of the promotion of QC circle activity. 3) *making production planning: revise of computer program made by the software company *set standard about quality assurance: we have 5 legislations about quality assurance and every month we check each productive section in the factory *making total production management plan: with a board committee member,

		we have a meeting on total production management every two months.
5	Expectation to this training	<ul style="list-style-type: none"> <li>*To acquire the practical know-how on the Quality Control and QC circle at Japanese enterprises</li> <li>*To understand the method of 5S</li> <li>*To learn the system and methods for human resource development (motivation of the staff members)</li> <li>*To understand the methods of business management in Japan and consider the applicability for the quality management</li> </ul>

ANNEX II

Organization Chart  
(Example)



## ANNEX II

### PRODUCTION MANAGEMENT FOR SOUTHEAST EUROPEAN COUNTRIES (2012) Country Report 2

#### 1. General Introduction

- (1) Name of participant
- (2) Name of company/organization
- (3) Present status / measurements of your company/organization in regard to the QC (Quality Control), TQC (Total Quality Control) and TQM (Total Quality Management)
- (4) Plan and methods of human resource development and employee training
- (5) Relation with foreign enterprises

#### 2. Expectation to the training

- (1) Subjects or issues to learn intensively
- (2) Problems or difficulties that the participant faces in his/her present job
- (3) The information or knowledge needed to solve the problems mentioned in (2) above
- (4) Theme that the participant would like to pick up in the Action Plan

#### **NOTES**

Country Report 2 should be;

- (1) type written in English, double-spaced, on A-4 size paper (21×30cm)
- (2) **within 4 pages in total length**

Please put the participant's name on the top of each sheet.

## ***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 is 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 Sapporo International Center (JICA SAPPORO)**  
**Address:** Minami 4-25, Hondori-16 chome, Shiroishi-ku,  
Sapporo, Hokkaido 003-8668 Japan  
TEL: +81-11-866-8393 FAX: +81-11-866-8382