



Knowledge Co-Creation Program (Group & Region Focus)

GENERAL INFORMATION ON

SMALL and MEDIUM ENTERPRISE DEVELOPMENT POLICIES(C)
課題別研修「中小企業振興政策(C)」

JFY 2016

NO. J1604046 / ID. 1684624

Course Period in Japan: From May 17th, 2016 to June 24th, 2016

This information pertains to one of the JICA Knowledge Co-Creation Program (Group & Region Focus) 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.

'JICA Knowledge Co-Creation Program (KCCP)' as a New Start

In the Development Cooperation Charter which was released from the Japanese Cabinet on February 2015, it is clearly pointed out that *"In its development cooperation, Japan has maintained the spirit of jointly creating things that suit partner countries while respecting ownership, intentions and intrinsic characteristics of the country concerned based on a field-oriented approach through dialogue and collaboration. It has also maintained the approach of building reciprocal relationships with developing countries in which both sides learn from each other and grow and develop together."* We believe that this 'Knowledge Co-Creation Program' will serve as a center of mutual learning process.

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 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.): Small and Medium Enterprise Development Policies (C)
(J1604046)**

2. Course Period in JAPAN
May 17th to June 24th, 2016

3. Target Regions or Countries
Republic of Albania, Republic of Armenia, Georgia, Republic of Serbia, Bosnia and Herzegovina, Former Yugoslav Republic of Macedonia, Republic of Moldova, Montenegro

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. Course Capacity (Upper limit of Participants)
8 participants

6. Language to be used in this program: English

7. Course Objective:
To prepare 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:

(1) Preliminary Phase in a participant's home country (April 2016 to May 2016) <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"> ▪ 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. ▪ 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. <p>(the format of Issue Analysis Sheet and the required contents of Job/Country Report presentation will be distributed and announced to the accepted participants)</p>

(2) Core Phase in Japan (May 17 th , 2016 to June 24 th , 2016) <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 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 6th 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 rd Sector) 1) The concept of the 3rd sector 2) Regional development through promotion of regional product by the 3rd sector 3) Technology support by the 3rd 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 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 Workshop to review the previous lectures, observations Incorporating the training outcome on Final Report	Discussion
	(2) Preparation of Final Report (Action Plan) 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) Present your Final Report (Action Plan) for Japanese lecturers	Presentation

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

(July 2016 to October 2016)

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 December 2016 based on the format to be provided during the Core Phase in Japan

<Planned Schedule of the Core Phase in Japan>

※This schedule is subject to change as it is tentative version.

Date	Day		Subject
17 May	Tue		Arrival at Hiroshima, JAPAN
18 May	Wed	L	Briefing Orientation
19 May	Thu	L	General Orientation on Japanese Society and Culture
20 May	Fri	D	Workshop Meeting
21 May	Sat		Off
22 May	Sun		Off
23 May	Mon		Courtesy Call on the University Dean Country Report Presentation
24 May	Tue	L	Outline of Japan's Regional Industries
25 May	Wed	L	Regional Industry Promotion Measures by a Regional Gov't
		L	New Industry Promotion Policies by a Regional Gov't
26 May	Thu	L	Industry Promotion Institute by a Regional Gov't
		L	Innovation Creation Policies by Hiroshima Prefecture Gov't
27 May	Fri	L,V	Japanese Financial System, Local Gov't Organizations for Promotion
28 May	Sat		Off
29 May	Sun		Off
30 May	Mon	L,V	Private Sector's Incubation Business Facilities
31 May	Tue	V	Regional Branding
1 Jun	Wed	L,V	The 6th Industry Promotion
2 Jun	Thu	L	Three-Party Collaboration: Industry, Academia and Gov't
3 Jun	Fri	V	A Visit to an Enterprise
4 Jun	Sat		Transfer to Kyoto, Visit to Traditional Industries
5 Jun	Sun		Off
6 Jun	Mon		Transfer to Tokyo
		L	Lecture by JICA HQ
7 Jun	Tue	L	SME Policy Implementing Organization (National Level)
		LV	SME Support Institute in Public Sector
8 Jun	Wed	L	Financial Support to SMEs
		L,V	Antenna Shop for Local brands
9 Jun	Thu	L	National Policies for Overseas Investment and Promotion for FDI
			Transfer to Hiroshima
10 Jun	Fri	L,V	Marketing Support of Local Products, Human Resources
11 Jun	Sat		Off
12 Jun	Sun		Off
13 Jun	Mon	L	Quality Control and Productivity Enhancement
14 Jun	Tue	V	Visit to a Large Enterprise in Automobile Industry
		V	Case Study of 3rd Sector Business
15 Jun	Wed	D	Feedback Discussion
16 Jun	Thu	V	Visit to an Industrial Museum, Action Plan Consultation
17 Jun	Fri	D	Action Plan Consultation
18 Jun	Sat		Off
19 Jun	Sun		Off
20 Jun	Mon	V	Visit to Local Schools
21 Jun	Thu	V	Visit to Liquor Industries, a Local Enterprise's Overseas Promotion
22 Jun	Tue		Action Plan Presentation
23 Jun	Wed	D	Evaluation, Closing Ceremony
24 Jun	Fri		Departure from Hiroshima

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

III. Conditions and Procedures for Application

1. Expectations from the Participating Organizations:

- (1) This program is designed primarily for organizations that intend to address specific issues or problems identified in their operations. Applying organizations are expected to use the Program for those specific purposes.
- (2) In this connection, applying organizations are expected to nominate the most qualified candidates to address the said issues or problems, carefully referring to the qualifications described in section III-2 below.
- (3) Applying organizations are also expected to be prepared to make use of knowledge acquired by the nominees for the said purpose.

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 program
- 5) Health: must be in good health, both physically and mentally, to participate in the training in Japan. **Pregnant applicants are not recommended to apply due to the potential risk of health and life issues of mother and fetus.**
- 6) Must not be serving any form of military service.

(2) Recommendable Qualifications

- 1) Age: between the ages of thirty (30) and forty-five (45) years
- 2) Basic computer skills in Microsoft Office (Word, Excel, Powerpoint)

3. Required Documents for Application

- (1) **Application Form:** The Application Form is available at **the JICA office (or the Embassy of Japan).**
- (2) **Photocopy of passport:** to be submitted with the application form, if you possess your passport which you will carry when entering Japan for this program. If not, you are requested to submit its photocopy as soon as you

obtain it.

*Photocopy should include the followings:

Name, Date of birth, Nationality, Sex, Passport number and Expire date.

- (3) **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)
- (4) **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.

4. Procedures for Application and Selection :

(1) Submission of the Application Documents:

Closing date for applications: **Please inquire to the JICA office (or the Embassy of Japan).**

(After receiving applications, the JICA office (or the Embassy of Japan) will send them to **the JICA Center in JAPAN by April 18th**, 2016)

(2) Selection:

After receiving the documents through proper channels from your government, the JICA office (or the embassy of Japan) will conduct screenings, and then forward the documents to the JICA Center in Japan. Selection will be made by the JICA Center in consultation with concerned organizations in Japan. *The applying organization with the best intention to utilize the opportunity of this program will be highly valued in the selection.* Qualifications of applicants who belong to the military or other military-related organizations and/or who are enlisted in the military will be examined by the Government of Japan on a case-by-case basis, consistent with the Development Cooperation Charter of Japan, taking into consideration their duties, positions in the organization, and other relevant information in a comprehensive manner.

(3) Notice of Acceptance

Notification of results will be made by the JICA office (or the Embassy of Japan) **not later than April 22th**, 2016.

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

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 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 strictly adhere to the program schedule.
- (2) not to change the program topics.
- (3) not to extend the period of stay in Japan.
- (4) not to be accompanied by family members during the program.
- (5) to return to home countries at the end of the program in accordance with the travel schedule designated by JICA.
- (6) to refrain from engaging in any political activities, or any form of employment for profit or gain.
- (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.
- (8) to observe the rules and regulations of the accommodation and not to change the accommodation designated by JICA.

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

(2) **Contact:** Mr. Tomoyuki Odani (cicctp@jica.go.jp)

2. Implementing Partner:

(1) Prefectural University of Hiroshima

(<http://www.pu-hiroshima.ac.jp/soshiki/47/01-en.html>)

(2) Hiroshima International Center

(<http://hiroshima-ic.or.jp/>) (Japanese Only)

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:** Coverage is from time of arrival up to departure in Japan. Thus traveling time outside Japan will not be covered.

4. 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, Higashihirosima, 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.

5. Expenses:

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

(1) Allowances for accommodation, meals, 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 “III. ALLOWANCES” of the brochure for participants titled “KENSU-IN GUIDE BOOK,” which will be given before departure for Japan.

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. ANNEX: Format of 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

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(3) Key industries and business scale in your country

(*Please make the source clear)

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

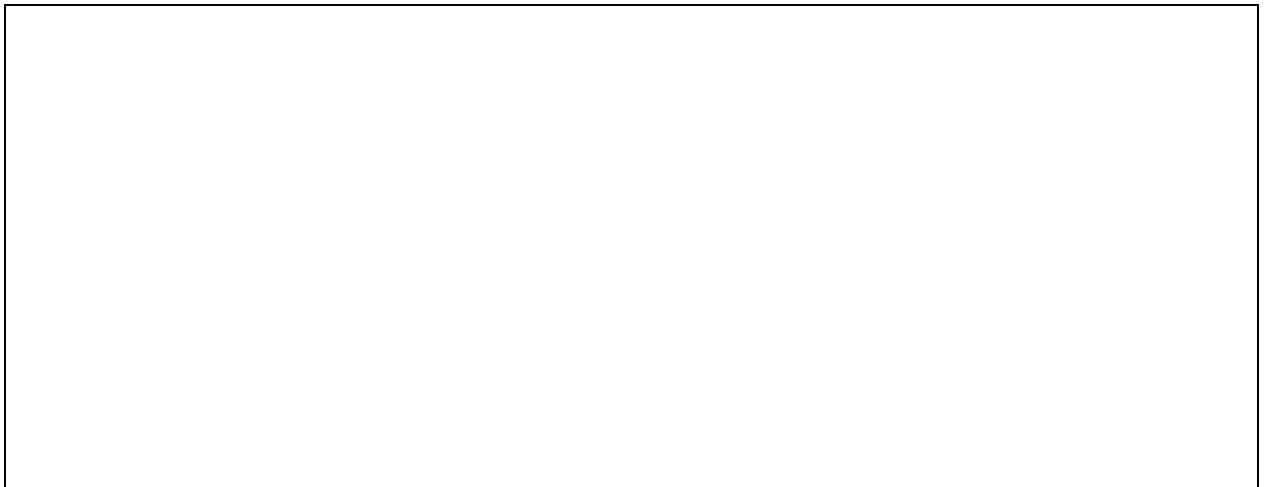
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(5) Issues / problems of regional industry or SMEs promotion in your country or area

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

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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