



GROUP AND REGION-FOCUSED TRAINING

GENERAL INFORMATION ON

**Enhancement of the Ability to Support SMEs for Improvement
of their Product Quality and Productivity (C)**

**課題別研修「中小企業の品質・生産性向上のための指導能力強化(C)」
JFY 2015**

NO. J15-04256 / ID. 1584632

From July 2015 to September 2015

Phases in Japan : From August 19, 2015 to September 17, 2015

This information pertains to one of the Group and Region-Focused Training 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

In terms of the growth of national economy, vitalization of local economy is one of the important challenges in many developing countries. In this respect, the contribution by small and medium-sized enterprises (SMEs) and micro enterprises is especially seen as an effective tool for both vitalization of local economy and employment creation.

However, while increasing their productivity it is not at all easy for SMEs to secure improvement of their product and service qualities, as well as competitiveness in the market. As a consequence it is extremely crucial that for the solution of these issues national or local governments implement and deploy the appropriate policies and measures properly and effectively.

In doing so, there are some important key points to be considered; direct linkages between governments and SMEs, and the various methods (such as **KAIZEN** and **5S**) of implementation in which the SMEs support organizations extend proper guidance and supports to SMEs in order to strengthen SMEs. At the present, this in itself is the key national policy issue facing many developing countries.

For what?

This program chiefly aims to upgrade SMEs support organizations in their capabilities to meet the requirements of SMEs and also in further improvement and expansion of their service contents through enhancement of the guidance and consultation abilities of SMEs consultants.

For whom?

This program is designed for all the personnel working for the promotion of SMEs in manufacturing sector.

It is considerably useful also for the government officials those who support for SMEs on Improvement of their Product Quality and Productivity (Such as **KAIZEN**) .

How?

Through the lectures, visits and case studies regarding **MONODZUKURI** and **KAIZEN**, and their formalized ways of thinking (philosophy) which have supported Japan's economic growth, the participants in practical terms will gain a deeper understanding of some of the management skills effective for enhancement of both management and technical capabilities of enterprises, so that they will be expected to apply the essential knowledge acquired in accordance with the situations of their countries.

※What are MONODZUKURI and KAIZEN?

MONODZUKURI generally means “making things” and *KAIZEN* means “productivity improvement” in Japanese. However, *MONODZUKURI* is not simply manufacturing of

products. A successful example of Japanese *MONODZUKURI* is the automobile industry. Japanese automobiles are well known for their quality, their efficient production management system, high manufacturing technology, and others. There is something very important lying behind that has made the Japanese automobile industry so famous in various aspects. The soul, culture, and spirit of *MONODZUKURI* are the genesis of prosperity in the Japanese automobile industry.

However, the course does not aim to provide training on automobile manufacturing.

II. Description

1. Title (J-No.): Enhancement of the Ability to Support SMEs for Improvement of their Product Quality and Productivity (C) (J1504256)

2. Course Period in JAPAN

August 19 to September 17, 2015

3. Target Regions or Countries

BOSNIA AND HERZEGOVINA, CAMBODIA, EGYPT, PHILIPPINES, INDIA, JORDAN, THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA, MEXICO, MOLDOVA, PALESTINIAN AUTHORITY, and TURKMENISTAN

4. Eligible / Target Organization

This program is designed for personnel who supports for SMEs of quality management and productivity improvement including human resource (HR) management in manufacturing sector as officers of the government, chambers of commerce and industry, and other private-sector business organizations/ associations.

5. Course Capacity (Upper limit of Participants)

12 participants

6. Language to be used in this program: English

7. Course Objective:

This program is designed for the officials of government/ regional organizations or chambers of commerce to enhance the capacity to support SMEs by acquiring essential knowledge and key factors of quality management and productivity improvement (such as Kaizen and 5S) including HR management for SMEs by examining successful Japanese cases. Participants are expected to plan and implement a feasible action plan.

8. Overall Goal

The overall goal is to enhance the capacity of organizations to improve consulting skills and knowledge for SMEs by learning the concepts and practices of Japanese productivity enhancement measures for product quality and productivity.

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 (July 2015 to August 2015) <i>Participating organizations make required preparation for the Program in the respective country.</i>		
Expected Module Output	Activities	
【Module1】 Inception Report is formulated	Formulation and submission of Inception Report	
(2) Core Phase in Japan (August 19, 2015 to September 17, 2015) <i>Participants dispatched by the organizations attend the Program implemented in Japan.</i>		
Expected Module Output	Subjects/Agendas	Methodology
【Module1】 The participants will be able to clarify the current situation and issues of quality and productivity of their countries.	<u>Analysis of present industrial situation on each country</u> Presentation of Inception Report	Presentation and Discussion
【Module2-1】 The participants will be able to understand the support for SMEs in Japan.	<u>Activates of Improvement of Product Quality and Productivity in public sector</u> 1. Background and Overview of SMEs Promotion Policies 2. Activities for the Promotion of SMEs	Lectures, Observations
【Module2-2】 The participants will be able to understand experiences of the productivity and quality management measures in Japanese private sector.	<u>Activates of Improvement of Product Quality and Productivity in companies</u> 1. Corporate Culture 2. Human Recourse Development 3. MONODZUKURI Spirit 4. KAIZEN 5. Plant tours	Lectures, Observations and Exercises

<p>【Module3】 The participants will be able to understand strategies of the productivity and quality management measures (Such as MONODZUKURI and KAIZEN) for improving business management.</p>	<p><u>MONODZUKURI Management methods</u> 1. PDCA (Plan-Do-Check-Act) Cycle 2. KAIZEN 3. Quality Control 4. 5S 5. QC Circle 6. Plant Tours</p>	<p>Lectures, Observations and Exercises</p>
<p>【Module4】 The participants will be able to acquire the essential knowledge and measures to improve quality and productivity for their specialized industry.</p>	<p><u>Analysis of present problems on each country</u> 1. Problems Solving 2. KAIZEN 3. Feedback Report Making</p>	<p>Lectures, Discussions and Presentation</p>
<p>【Module5】 The participants will formulate an action plan.</p>	<p>1. Action Plan Guidance 2. Presentation of Action Plan</p>	<p>Workshops, Consultation, Presentation, Discussions</p>

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

Participating and his/her organization make use of this training experience. They make continued efforts to those activities.

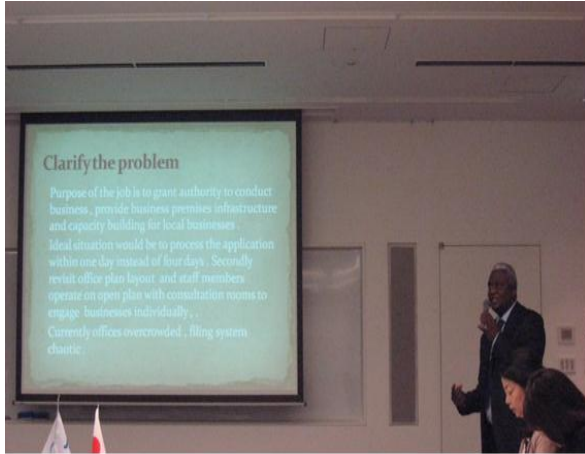
Activities

Participants will share the knowledge of efforts and approaches towards enhancement of the ability to support SMEs in Japan and their action plans for organization and colleagues.

**Agendas are subject to be minor change.*

Reference: Photos of the similar program

(NOTE: Activities are subject to change in this program.)



Presentation: Inception Report



Plant Tour



Plant Tour



Workshop



Presentation: Action Plan

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 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.

2. Nominee Qualifications:

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

(1) Essential Qualifications

- 1) Current Duties: Personnel who engaged in the promotion of SMEs as officers of the government, chambers of commerce and industry, and other private sector business organizations/associations.
- 2) Experience in the relevant field: Experience of SMEs Support in the parent organization. Especially support for SMEs on Improvement of their Product Quality and Productivity (KAIZEN) in manufacturing field.
- 3) Educational Background: be a graduate of university
- 4) Language: have a competent command of spoken and written English which is equal to TOEFL iBT 100 or more (This workshop includes active participation in discussions, which requires high competence of English ability. **Please attach an official certificate for English ability such as TOEFL, TOEIC etc.** if possible)
- 5) Health: must be in good health, both physically and mentally, to participate in the Program in Japan.
- 6) Must not be serving any form of military service.

(2) Recommendable Qualifications

- 1) Expectations of the participants: The participants in this program are assumed to have experience as consultants for enhancing SMEs development.
- 2) Expectations of the participants: Those who consult for SMEs on Improvement of their Product Quality and Productivity (**KAIZEN**) are highly welcome to this training program.
- 3) Those who have been devoting and who will continue to devote themselves to the activities of the JICA project concerned are highly welcome to this training program.

4) Age: be between the ages of twenty-six (26) and forty-five (45) years

3. Required Documents for Application

(1) Application Form: The Application Form is available at **the 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 permission of her training participation.

Please ask JICA Staff for the details.

(2) Inception Report: Please submit together with the Application Form to be used for screening applicants. Please refer to **VI Annex**: Guidelines for Inception Report.

(3) 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.

*Photocopy should include the followings:

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

(4) 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. 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 **June 19, 2015**)

(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.*

(3) Notice of Acceptance

Notification of results will be made by the JICA office (or the Embassy of Japan)

not later than **July 21, 2015**

5. 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 CHUBU

(2) **Contact:** Ms. KABEYA Sanae (mail to: cbictp1@jica.go.jp)

※Please insert “training course number & the title” in the subject when emailing.

For instance, “J15-04256 & Enhancement of the Ability to Support SMEs for Improvement of their Product Quality and Productivity (C)”

2. 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.

3. Accommodation in Japan:

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

JICA Chubu International Center (JICA Chubu)

Address: 60-7 Hiraikecho, Nakamura-ku, Nagoya 453-0872, Japan

TEL: +81-52-533-0220 FAX: +81-52-564-3751

(where “81” is the country code for Japan, and “52” is the local area code)

If there is no vacancy at JICA Chubu (CBIC), 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, 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.

5. Pre-departure Orientation:

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

V. Other Information

1. Key Schedule in the Training Program

- (1)** Arriving Japan, Central Japan International Airport near Nagoya city, on August 19, 2015
- (2)** Orientation and others in JICA Chubu from August 20 and 21, 2015
- (3)** Inception Report on the second week of the training
- (4)** Technical training starts on August 21, 2015
- (5)** Closing ceremony on September 16, 2015
- (6)** Leaving Japan from Central Japan International Airport near Nagoya city on September 17, 2015

2. Personal-use computer

It is suggested for the participants to complete their reports; i.e. Feedback reports, Action plan, etc. by computer applications. Information on schedule and some of the training materials will be delivered through Internet during the training program. JICA CHUBU, where participants stay, has the room with computers for these purposes. For better and effective work, it would be advisable to bring your own lap-top computer. Minimum requirements of applications would be MS Word and Excel together with an anti-virus soft built-in. Also mobile computers with complement of JICA will be available for the participants who do not have their own.

VI. ANNEX:

Enhancement of the Ability to Support SMEs for Improvement of their Product Quality and Productivity (C) (JFY 2015)

GUIDELINES FOR INCEPTION REPORT

Each applicant shall prepare an Inception report in English essentially presenting activities and policies in the particular department/organization he/she works for.

- The report shall be no more than 6 pages long, typed double space on A4 (or bond) size paper. Tables and figures should be annexed and not included in the main text.
- The report shall be submitted together with the application documents. Please note that the Inception Report will be used as the basis for a 15 minute presentation as part of the training course.
- The main points must be summarized in an easy and readable style, and sufficiently supported by statistics, and amply illustrated with maps, graphs or pictures.
- The report must follow the outline below. The emphasis may vary depending on the present duty and responsibility each participant handles.

Contents:

<About your Country>

1. Your country's manufacturing industries and the ratio of each manufacturing industry.
2. The ratio of the manufacturing industry to other industries
3. Current problems of production management and SMEs support in your country.

<About your Job>

(Supplementary description of the applicant's position and organization)

1. Detailed description of the work of your organization.
2. Your functions and duties.
3. Present problems of your organization in the field of SMEs support.
* Please attach a chart of your organization and mark your position on it.

<About your projects of SMEs support for Improvement of their Product Quality and Productivity>

Select one SMEs support project from your recent experiences.

< Expectations>

You and your organization's intention of what you want to learn in this course.

REFERENCES: Small & Medium Enterprises (SMEs) in Japan

(1) Definition of SMEs

(a) Definition of Small & Medium Enterprises

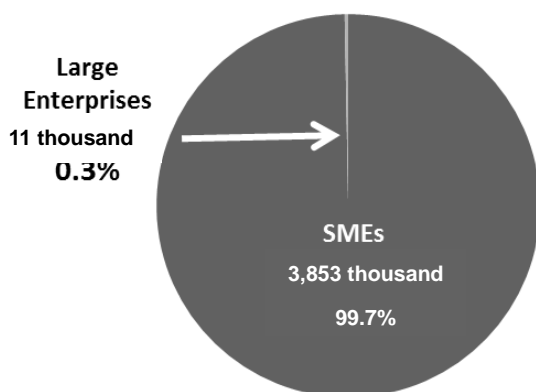
Type of Industry	Capital Size (million yen)	No. of employees
Manufacturing & others	300 or less	300 or less
Wholesale	100 or less	100 or less
Retail	50 or less	50 or less
Services		100 or less

(b) Definition of Micro Enterprises

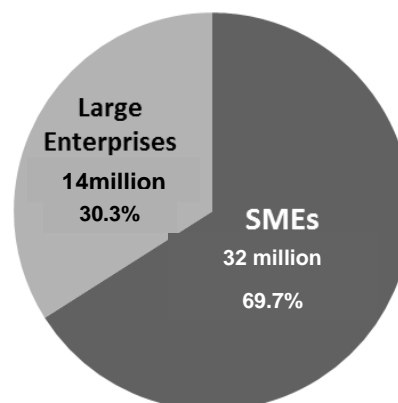
Type of Industry	No. of employees
Manufacturing & others	Not more than 20 employees
Commerce, service	Not more than 5 employees

(2) Share of SMEs in the Japanese Economy

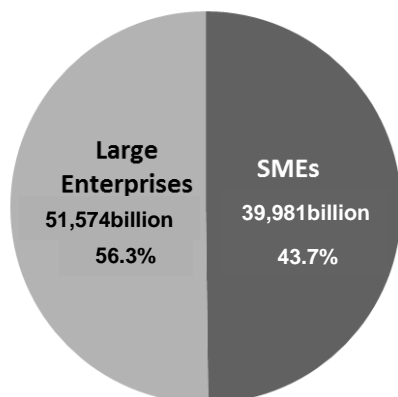
Number of Enterprises



Number of Employees



Value of Shipment in Manufacturing



Source: Small and Medium Enterprise Agency, METI, 2012

More detailed for

<http://www.sme.ne.jp>

For Your Reference

JICA and Capacity Development

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

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

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

Japanese Development Experience

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

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

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

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



CORRESPONDENCE

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

JICA Chubu International Center (JICA Chubu)

Address: 4-60-7 Hiraikecho, Nakamura-ku, Nagoya, 453-0872, Japan

TEL: 81-52-533-0220 FAX: 81-52-564-3751