



# 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 2013***

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

**NO. J13-04079 / ID.1384076**

**From: February 2013 to January 2014**

**Phase in Japan: From May 23, 2013 to July 6, 2013**

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 (J13-04079)

### **2. Period of program**

**Duration of whole program:** February 2013 to January 2014

**Preliminary Phase:** February 2013 to May 2013

(In a participant's home country)

**Core Phase in Japan:** May 23, 2013 to July 6, 2013

**Finalization Phase:** July 2013 to January 2014

(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.

<b>(1) Preliminary Phase in a participant's home country</b> (February 2013 to May 2013) <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

<b>(2) Core Phase in Japan</b> (May 23, 2013 to July 6, 2013) <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**

(July 2013 to January 2014)

*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 January, 2014 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: **March 25, 2013.**

**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 April 23, 2013.**

## 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 (Training Program Division)
- (2) **Contact:** kictp@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](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 2011 has accepted a total of 6,207 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: 81-93-671-1350

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 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 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 15 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 Power Point 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

15 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 2013

## ***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 15 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 (JFY2013)  
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 2013

Expected Module Output	Subject		Lecturers (Company)	Date
	No	Title		
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	29-May
	2	The history and actual results of CP in Japanese industry ①,②	KITA	3-Jun
	3	Japan's environmental policy ; Creation of Low Carbon Society	Ministry of the Environment	24-Jun
	4	Promotion of energy saving policy in Japan	Agency for Natural Resources and Energy	25-Jun
	5	Energy-saving administration in Japan (Promotion of the Use of New Energy)	Kyushu Bureau of Economy, Trade and Industry	30-May
	6	3R administration in Japan (creation of a recycling society)		31-May
	7	Industrial waste administration in Kitakyushu-city	Kitakyushu-city	6-Jun
II To be able to explain knowledge, techniques and actual cases of low environmental burden technology	8	Recycling of Industrial waste (including biomass)	KTR	10-Jun
	9	Cleaner Production in the Steel Industry	KITA	6-Jun
	10	Visiting a steel manufacturing company (A example of CP in the steel industry)	Japan Casting & Forging Corporation	12-Jun
	11	Visiting a machine parts processing company (5S activity in a small sized company)	NAKASHIMA Turret co (Onga)	5-Jun
	12	Discussion/Facilitation	KITA	10, 21-Jun
	13	Visiting recycling companies	Eco-town center	12-Jun
	14	Visiting institution for Low Carbon Society	Panasonic Center	26-Jun
	15	Visiting a sanitary earthenware company (Example of Total Productive Maintenance)	TOTO	13-Jun
	16	Environmental administration of Kitakyushu-city (Air pollution control)	Kitakyushu-city	3-Jul
	17	Kitakyushu-city Pollution Monitoring Center	Kitakyushu-city	3-Jul
	18	Environmental administration of Kitakyushu-city (Water pollution control )	Kitakyushu-city	20-Jun
	19	Visiting WATER PLAZA Kitakyushu (Membrane Bio Reactor & Reverse Osmosis)	MITSUBISHI Chemical Corporation	21-Jun
	20	CP in cardboard factory ( resource saving, energy-saving and environment )	OJI PAPER Co.,Ltd・OITA Works	18-Jun
	21	Mechanism and history of Japan's Energy Conservation Law	KITA	3-Jun
	22	Methods and examples of energy-saving in manufacture ① ; Air conditioning ,Lighting	CE Eng.	13-Jun
	23	Methods and examples of energy-saving in manufacture ②;Boiler and energy management system	KITA	20-Jun
	24	Biomass (garbage, sewage sludge) power generation	OKI Town environment plaza	1-Jul
	25	Clean power generation equipment manufacturing company (Wind power, Clean coal power)	MITSUBISHI heavy Industries.Ltd. (Nagasaki)	2-Jul
	26	Clean Coal Power generation technology	KITA	19-Jun
	27	Next-generation energy development (solar, coal gasification, wind)	J-POWER, NS wind power	4-Jul
	28	CP in Cement Plant	MITSUBISHI Materials	19-Jun
	29	Industrial waste disposal plant tour (recycling of non-ferrous metal)	Kowa Seiko Co., Ltd.	28-Jun
	30	Role of enlightenment institution for environmental recycling	Environment museum	27-Jun
	31	Case study	KITA	11-Jun

III	To able to learn effective skills for regional development and strengthening SME enterprises through Japan's culture and	32	Management support for Small & Medium Enterprises (SME)	Organization for SME and Regional Innovation	25-Jun
		33	Quality control for enterprise management ①,②	KITA	4-Jun
		34	Regional development and environmental conservation	Nagasaki University of Foreign Studies	14-Jun
		35	One Village One Products	Grano 24K (Slow Resort)	27-Jun
		36	CP, QC and 5S activities in a middle sized company	SAO Electric Mfg. Co. Ltd	7-Jun
		37	Management strategy to encourage self-development of employees	MATSUMOTO Industry	7-Jun
		38	The history of Japan's electricity industry	TOSHIBA Science Museum	24-Jun
		39	Regional development using small-scale hydroelectric power generation	Oita Prefectural Government	17-Jun
		40	Visiting small-scale hydroelectric power station	Taketa-city in Oita	17-Jun
IV	To able to propose an action plan for promotion of CP	41	Hearing of IAS	KITA	28-May
		42	Preparation for Job Report Presentation	KITA	29-May
		43	Job Report Presentation	KITA	31-May
		44	Hearing of Problem-Target-Sheet	KITA	14-Jun
		45	Instruction of Action Plan ①	KITA	5-Jun
		46	Instruction of Action Plan ②	KITA	28-Jun
		47	Instruction of Action Plan Presentation	KITA	4-Jul
		48	Action Plan Presentation	KITA	5-Jul



## Annex-3 Tentative Training schedule

## Promotion of Cleaner Production for Southeast European Countries in 2013

Day	Week	AM (9:30~12:30)				PM (13:30~16:30)			
		Module	Subject	No	Place	Module	Subject	No	Place
5/23	Thu		Arrival						
24	Fri		Program Orientation by JICA		KIC		-Same as the left-		KIC
25	Sat								
26	Sun								
27	Mon		General Orientation by JICA		KIC		-Same as the left-		
28	Tue		Course Orientation by KITA		KIC	IV	Hearing of IAS	41	KIC
29	Wed		Preparation for Job Report Presentation	42	KIC	I	The global problems we are facing	1	KIC
30	Thu	II	Mechanism and history of Japan's Energy Conservation Law	21	KIC	I	Promotion of the Use of New Energy	5	KIC
31	Fri	IV	Job Report Presentation	43	KIC	I	Environmental administration in Japan (creation of a recycling society)	6	KIC
6/1	Sat								
2	Sun								
3	Mon	I	The history and actual results of CP in Japanese industry ①	2	KIC	I	The history and actual results of CP in Japanese industry ②	2	KIC
4	Tue	III	Quality control for enterprise management ①	33	KIC	III	Quality control for enterprise management ②	33	KIC
5	Wed	IV	Instruction of Action Plan ①	45	KIC	II	5S activity in a small sized company	11	NAKASHIMA Turret co (Onga)
6	Thu	I	Industrial waste administration in Kitakyushu-city	7	Kitakyushu-city	II	Cleaner Production in the Steel Industry	9	KIC
7	Fri	III	CP, QC and 5S activities in a middle sized company	36	SAO Electric Mfg. Co. Ltd	III	Management strategy to encourage self-development of employees	37	MATSUMOTO Industry
8	Sat								
9	Sun								
10	Mon	II	Discussion/Facilitation	12	KIC	II	Recycling of Industrial waste (including biomass)	8	KIC
11	Tue	II	Case study	31	KIC	II	Case study	31	KIC
12	Wed	II	Visiting a steel manufacturing company (CP in the steel industry)	10	Japan Casting & Forging Corp	II	Visiting recycling companies	13	Eco-town center
13	Thu	II	Methods and examples of energy-saving in manufacture ① ; Air conditioning	22	KIC	II	Visiting a sanitary earthenware company (Total Productive)	15	TOTO
14	Fri	III	Regional development and environmental conservation	34	KIC	IV	Hearing of Problem-Target-Sheet	44	KIC
15	Sat								
16	Sun		Move to Oita						
17	Mon	III	Regional development using small-scale hydroelectric power generation	39	Oita Prefectural Government	III	Visiting small-scale hydroelectric power station	40	Taketa-city in Oita
18	Tue	II	CP in cardboard factory ( resource saving, energy-saving and environment )	20	OJI PAPER Co.,Ltd · OITA Works	III	Move to Kitakyushu		
19	Wed	II	Clean Coal Power generation technology	26	KIC	II	CP in Cement Plant	28	MITSUBISHI Materials
20	Thu	II	Environmental administration of Kitakyushu-city (Water pollution control )	18	KIC	II	Methods and examples of energy-saving in manufacture ②;Boiler and energy management system	23	KIC
21	Fri	II	Discussion/Facilitation	12	KIC	II	Visiting WATER PLAZA (Membrane Bio Reactor & Reverse Osmosis)	19	MITSUBISHI Chemical Corporation

22	Sat								
23	Sun		Move to Tokyo						
24	Mon	I	Japan's environmental policy ; Creation of Low Carbon Society	3	Ministry of the Environment	III	The history of Japan's electricity industry	38	TOSHIBA Science Museum
25	Tue	III	Management support for Small & Medium Enterprises (SME)	32	Organization for SME and Regional Innov	I	Promotion of energy saving policy in Japan	4	Agency for Natural Resources and Energy
26	Wed	II	Visiting institution for Low Carbon Society	14	Panasonic Center		Move to Kitakyusyu		
27	Thu	III	One Village One Products (Food waste recycling)	35	Grano 24K (Slow Resort)	II	role of enlightenment institution for environmental recycling	30	Environment museum
28	Fri	IV	Instruction of Action Plan ②	46	KIC	II	industrial waste disposal plant tour (recycling of non-ferrous	29	Kowa Seiko Co., Ltd.
29	Sat								
30	Sun								
7/1	Mon	II	Biomass (garbage, sewage sludge) power generation	24	OKI Town environment plaza		Move to Nakasaki		
2	Tue	II	Clean power generation equipment manufacturing company	25	MITSUBISHI Heavy Industries.Ltd.		Nagasaki Atomic Bomb Museum → Move to Kitakyusyu		
3	Wed	II	Environmental administration of Kitakyushu-city	16	Kitakyushu-city	II	Kitakyushu-city Pollution Monitoring Center	17	Kitakyushu-city
4	Thu	II	Next-generation energy development	27	J-POWER, NS wind power	IV	Instruction of Action Plan Presentation	47	KIC
5	Fri		Evaluation Meeting		KIC	IV	Action Plan Presentation	48	KIC
6	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.



***CORRESPONDENCE***

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

Further, address correspondence to:

**JICA Kyushu International Center (JICA KYUSHU)**

**Address: 2-2-1 Hirano, Yahata-Higashiku, Kitakyushu-shi,**

**Fukuoka, 805-8505, Japan**

TEL: +81-(0)93-671-6311 FAX: +81-(0)93-671-0979

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