



# Knowledge Co-Creation Program (Group & Region Focus)

## GENERAL INFORMATION ON

### SMALL AND MEDIUM ENTERPRISES / LOCAL INDUSTRY PROMOTION FOR LATIN AMERICA (A)

課題別研修「中南米地域中小企業・地場産業活性化(A)」

**JFY 2018**

NO. J1804107 / ID. 1884639

Course Period in Japan: From May 23, 2018 to June 23, 2018

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 (KCC) Program' 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**

In many developing countries, the population and industries are concentrated in urban areas, while rural areas remain under-developed and face the problem of disparities among regions. In response to that, governments in developing countries aim to create employment, stimulate local communities, and reduce poverty in rural areas by promoting local industries in an effort to develop community.

JICA provides the support program towards “poverty reduction to redress disparities” through various cooperation schemes, with due consideration to the concept of human security to support the initiatives of governments of developing countries in this regard. As part of this endeavor, this program is offered to learn about support measures toward SMEs and strengthening of corporate structures for local industry development.

## **For what?**

This program provides participants with the opportunity to acquire skills on SME support measures in local governments and methods for strengthening corporate structure of companies in the private sector. The cooperation of government and the private sector is essential for local industry development. Participants will learn practical knowledge about support measures towards SMEs, strengthening of value-added products by utilizing characteristics of companies and regions, and human resource development and business management for development of competitive companies.

## **For whom?**

This program is offered to 1) Officials of local government and public institutions that support SMEs and local industry development and 2) Officers of Chamber of Commerce, Private Enterprises Federation, and Business Unions for SMEs.

Officers with practical skills are desirable since this program is an intensive course to learn mainly manufacturing practices in local industry activation and stepwise capacity building for business management.

## **How?**

Participants are expected to learn to build capacity as administrative officers or leaders of SMEs in rural areas by listening to lectures and visiting sites to learn about the concepts and practices of Japanese measures on the promotion of SMEs and local industry development. This program focuses on learning practical skills on local industry promotion such as practical knowledge of quality control, production management, sales promotion and human resource development. Learning the roles of the Chamber of Commerce and the Agriculture Cooperatives are also included in the program.

## ***II. Description***

### **1. Title (J-No.)**

Small and Medium Enterprises / Local Industry Promotion for Latin America (A)  
(J1804107)

### **2. Course Period in JAPAN**

May 23, 2018 to June 23, 2018

### **3. Target Regions or Countries**

Argentina, Brazil, Colombia, Costa Rica, Ecuador, El Salvador, Mexico and Peru

### **4. Eligible / Target Organization**

This program is designed for;

- 1) Officials of local governments and public institutions that support SMEs and local industry development in the manufacturing sector and
- 2) Officers of chambers of commerce, private enterprises federations and business unions for SMEs.

\* 1) and 2) must have more than five years of experience in the above mentioned fields.

\* Counterparts or persons involved in JICA projects or working with JICA Senior Volunteers and/or Advisors who satisfy the required qualifications are encouraged to apply.

### **5. Course Capacity (Upper limit of Participants)**

10 participants

### **6. Language to be used in this program**

Spanish

**(Application forms and documents must be written in English.)**

Presentation materials for Job Report and Action Plan are prepared in English.

Presentation in English will be preferable.

### **7. Course Objective**

SMEs promotion plan for contributing to local industry development is formulated.

### **8. Overall Goal**

The organization of the participant can implement measures to support small and medium enterprises and develop local industries.

### **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**

*Participating organizations make required preparation for the Program in the respective country.*

Expected Module Output	Activities
Job Report & IAS is formulated	Formulation and submission of the Job Report and the Issue Analysis Sheet(IAS) with the application form

**(2) Core Phase in Japan**

(May 23 to June 23, 2018)

*Participants dispatched by the organizations attend the Program implemented in Japan.*

Expected Module Output	Subjects/Agendas	Methodology
1. To be able to explain the measures of the central and local governments about SMEs support policies in Japan	1. SMEs support measures in Japan 1) Industrial development and role of SMEs in Japan 2) SMEs promotion related laws(Central Government) 3) SMEs support measures (local government)	Lecture and Site Visit
2. To be able to explain about strengthening value added products utilizing characteristics of companies and regions	2. Support for strengthening value added products by regional organizations 1) Role of Chamber of Commerce 2) Role of Agricultural cooperative	Lecture and Site Visit
3. To be able to instruct human resource development and business management (including production and sales) for development of competitive companies	3. Strengthening of corporate structure 1) Quality control 2) Production management 3) Sales promotion 4) Human resource development (in-factory training/ Cooperation with vocational training schools)	Lecture and Site Visit
4. To improve capacity of formulating a strategic action plan for SMEs and local industry promotion	4. Action Plan 1) Guidance to identifying the issues 2) Sharing of issues among participants 3) Job report and Action plan presentation	Lecture, Exercise and Presentation

### **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.

#### **2. Nominee Qualifications**

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

##### **(1) Essential Qualifications**

###### 1) Current Duties:

-Officials of local governments and public institutions that support SMEs and local industry development in the manufacturing sector,

-Officers of Chambers of Commerce, Private Enterprises Federations, and Business Unions for SMEs.

\* Candidates must provide information about the status of SMEs and local industry promotion in their regional areas using the Job Report form (Annex-2)

\* Counterparts or persons involved in JICA projects or working with JICA Senior Volunteers and/or Advisors, who satisfy the required qualifications, are encouraged to apply.

- 2) Experience in the relevant field: have more than 5 years' work experience in the field of local industry promotion
- 3) Educational background: be a university graduate or have the equivalent academic background
- 4) Language: Good command of Spanish. Those who can prepare and submit application form in English. English ability is not a requirement for the program.
- 5) Health: must be in good health, both physically and mentally, to participate in the Program in Japan. Pregnant applicants are not recommended to apply due to the potential risk of health and life issues of mother and fetus.

##### **(2) Recommendable Qualifications**

- 1) To be able to communicate everyday conversation in English
- 2) Age: between the ages of twenty-five (25) and fifty (50) years

### 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) **Issue Analysis Sheet (IAS):** to be written in English and be submitted with the application form. The IAS is used for screening of participants. It is a tool that logically organizes relationships between issues or problems which a nominee's organization is facing with and the subjects to be covered in the training program in Japan. The sheet should be completed in accordance with the descriptions in Annex-1.

### 4. Procedure for Application and Selection

#### (1) Submitting 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 **March 23, 2018**.)

#### (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 23, 2018**.

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

Job Report- to be submitted by May 9, 2018:

Before coming to Japan, accepted candidates are required to prepare a Job Report (detailed information is provided in the Annex-2 "Job Report".) The Job Report should be written in English and be sent to JICA by May 9, 2018, preferably by e-mail to [kicctp@jica.go.jp](mailto:kicctp@jica.go.jp).

If the documents are not submitted by the deadline, the acceptance might be canceled.

## **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 KYUSHU (Training Program Division)

(2) **Contact:** kictp@jica.go.jp

### **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:** Term of Insurance: From arrival to departure in Japan. The traveling time outside Japan shall not be covered.

### **3. Accommodation in Japan**

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

JICA Kyushu International Center (JICA KYUSHU /KIC)  
Address: 2-2-1 Hirano, Yahata Higashi-ku, Kitakyushu-shi, Fukuoka,  
805-8505 Japan  
TEL:+81-93-671-6311      FAX: +81-93-671-0979  
(81: country code for Japan, 93: area code)  
<http://www.jica.go.jp/english/contact/domestic/index.html>

### **4. 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 "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. Reports Presentation**

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

Accepted participants will make a presentation of his/her Job Report & IAS in up to 10 minutes (including interpretation if necessary), at the early stage of the training program in order to share knowledge and background with other participants as well as the course leader and lecturers. Visual materials such as Power Point and pictures may be helpful for your presentation. When you use Power Point, it is preferable to a font size of more than 24 points and not to use pictures in the background.

#### **(2) Action Plan**

Accepted participants are required to formulate an action plan at the end of the training program in Japan to show your ideas and plans, which you carry out after return home, reflecting the knowledge and method acquired from the training. Each participant will have 10 minutes (including interpretation if necessary) for presentation.

### **2. 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 or private companies. Matters of a trade secret and patent techniques will remain confidential and inaccessible during the training.

## **VI. ANNEX**

1. Issue Analysis Sheet (Annex-1)
2. Job Report (Annex-2)
3. Places to visit and points to learn (Annex-3)
4. Tentative training schedule (Annex-4)

## Annex-1

### 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 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 confronting, 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 the issues you (your organization) confront(s) in column "**A: Issues that you (your organization) confront(s)**".  
Prepare the separate rows for each problem; if necessary, please add new rows.
- (2) In column "**B: Actions that you (your organization) are (is) taking**", please describe actions that you (your organization) are taking to solve the issues shown in "**Column A**".  
This information is very important to carry out the training course and also to make Action Plan as a fruit of the training.
- (3) It's not necessary to fill in column "**I : Task or the information that I need**", column "**II : Useful information that I obtained/found**" and column "**III : Lecturer**". These columns shall be filled out during the training.
- (4) "**Column I**" shall be clarified and filled out in the subject "**Task extraction using IAS**" implemented at the earlier time in the training.
- (5) "**Column II**" and "**Column III**" shall be filled out during the training and you are required to present completed IAS in the subject "**Action Plan Presentation**".

**Issue Analysis Sheet (IAS)**

Country:

Name:

No	<b>【A】 Issues that you (your organization) confront(s).</b>	<b>【B】 Actions that you (your organization) are (is) taking.</b>	
1			
	<b>【 I 】 Task or The information that I need.</b>	<b>【 II 】 Useful information that I obtained /found.</b>	<b>【 III 】 Lecturer</b>

No	<b>【A】 Issues that you (your organization) confront(s).</b>	<b>【B】 Actions that you (your organization) are (is) taking.</b>	
2			
	<b>【 I 】 Task or The information that I need.</b>	<b>【 II 】 Useful information that I obtained /found.</b>	<b>【 III 】 Lecturer</b>

No	<b>【A】 Issues that you (your organization) confront(s).</b>	<b>【B】 Actions that you (your organization) are (is) taking.</b>	
3			
	<b>【 I 】 Task or The information that I need.</b>	<b>【 II 】 Useful information that I obtained /found.</b>	<b>【 III 】 Lecturer</b>

**【 I 】,【 II 】,【 III 】** These columns will be filled during the training course.

## **Annex-2**

### ***Small and Medium Enterprises / Local Industry Promotion for Latin America (A)***

#### ***Job Report***

Name:

Country:

Organization and present post:

E-mail:

**Remarks 1:** The Report should be typewritten in English (12-point font, A4 size paper), and total pages of the report should be limited to 5 pages.

**Remarks 2:** Each participant is required to have presentation in 10 minutes (including interpretation if necessary) based on this Job Report and 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.

#### **1. Policy for SMEs and local industry promotion in your jurisdiction/region.**

- (1) In the globalizing world, what kind of industrial structure do you aim at in your region?
- (2) What are the barriers hindering the realization of it?
- (3) What procedures are you going to take to overcome the barriers in order to realize the target industrial structure?

**Please answer the following questions based on your experience. Detailed explanations using statistics are unnecessary.**

#### **2. The current status of SMEs in your jurisdiction/region**

- (1) GDP by industry type
- (2) The types and composition of the manufacturing industry, and the size of businesses in the manufacturing industry (number of employees, sales)
- (3) The policies of central and local governments for the manufacturing industry (in the last three years)
- (4) The stage you are now on in the entire plan (progress of the entire plan)
- (5) Specific measures taken (in the past year) according to the above mentioned policies
- (6) The situation of domestic/inter-regional competition and the main factors
- (7) The situation of international competition: the competitors and main factors

#### **3. The relationship between this training course and the policies of your jurisdiction/region or your tasks**

- (1) How does this training course relate to the policy in your region?
- (2) Other related policies and plans: What are they? How are they related?
- (3) According to the higher (national/state) plan for SMEs and local industry development, what achievements should be made by when?
- (4) Who is (are) the ultimate beneficiary(-ies) of your practicing the training outcomes?
- (5) What kind of problems do the ultimate beneficiaries face at present? What are their expectations?

- (6) Are there any data (questionnaire or survey data) that show the problems? Please briefly describe the results of the surveys, if any.
- (7) To whom and how are you going to share and instill the outcomes of the training?
- (8) How are you going to ensure the outcomes of the training for the ultimate beneficiaries?
- (9) How are you going to estimate/measure the progress of your action plan?

**4. Questions about local agencies and beneficiaries (To government officials)**

- (1) What are the current problems of local agencies and SMEs? What are the causes of the problems?
- (2) How do you want to change the situation?
- (3) What are your expectations for this training course? Which issue(s) do you want to solve by participating in this training?  
(The answer to this question can be described in Annex-1, "IAS.")

## Annex-3

### Places to visit and points to learn

#### Small and Medium Enterprises / Local Industry Promotion for Latin America (A) JFY 2018

Name	Profile	Points to learn
Tobata Turret Co., Ltd.	Founded in 1962. The company started a business of cutting metal fittings as a subcontractor of TOTO, and forayed into new fields of forging, precision casting and mold manufacturing in order to expand its business. The company takes advantage of partnership with external organizations and public supporting measures. The number of employees is little less than 100.	Understand the fact of a Japanese company. See a case of advanced Japanese SME. What is necessary to expand the business? What is necessary for the education and motivation of employees? (First, understand what is necessary for business management in changing business environment, which is one of the themes to be learned in this course.)
The Kitakyushu Chamber of Commerce & Industry	The Japan Chamber of Commerce and Industry is a nationwide organization with 514 offices in each city established based on the Chamber of Commerce and Industry Act. At present, 1.25 million members participate voluntarily paying membership fees. There are about 10,000 business establishments in Kitakyushu City and half of them are the member of Kitakyushu CCI. The half of its operation cost is managed by the subsidy from the national treasury. It provides business guidance, various seminars, qualification, support to access to the public subsidy, and various statistics. It has branch offices in each ward.	Although the half of its fund comes from national treasury, the operation is managed by local entities according to their plan. Local large enterprises take leadership for regional development. Agriculture is separately managed by other organizations and the main subjects are the business owners in commerce and industry. SME promotion is one of their major issue and they will explain about it.
Kitakyushu Small and Medium-sized Enterprise Support Center	The city government takes a lot of measures to support the business activities of local SMEs. The SME Promotion Division, Industry and Economy Bureau of the City government is taking measures in cooperation with national/prefectural governments and other supporting agencies. This organization enforces those measures according to the policies, therefore, many of the employees are the retired persons from private companies who have practical experiences.	This center is in charge of the implementation of measures of the city. They find issues and problems while visiting local companies. They dispatch counselors to companies in need. They also provide business management guidance in a consultation room free of charge. Counselors are selected from retired persons and bank employees, and they provide practical guidance.

<p>Organization for Small and Medium Enterprises and Regional Innovation ( SMRJ)</p>	<p>This is a public organization specialized in supporting the activities of SMEs in Japan. It supports SMEs in terms of finance, location, technology development, market expansion, etc. Established in 1962. In recent years, the focus of its activities has been shifted from "aid" for SMEs, which was the aim at the time of establishment, to "support" for positive activities of companies and entrepreneurs.</p>	<p>Learn the transition of measures taken in the change of Japanese industry and the major policies at present. In recent years, the situation is getting tough for SMEs as large companies relocate their plants overseas, however, some Japanese SMEs expand business in other countries and some foreign SMEs foray into Japan. Learn the measures of Japanese government concerning the situation.</p>
<p>TOTO LTD. Kokura No. 1 Plant</p>	<p>The company manufactures sanitary wares. The Kokura No.1 plant is the mother plant for all the plants including overseas plants. The number of employees is 700 at the plants in the headquarters. (The number of cooperating companies' employees is almost the same.) The company has been promoting TPM and KAIZEN activities with the leadership of employees.</p>	<p>Learn the actual practice of "TPM" and "KAIZEN" activities that employees voluntarily participate in. Learn their productivity improvement activity and quality improvement activity being carried out by labor and management together.</p> <p>Learn the qualitative transformation of the company and its in-house training.</p>
<p>Nakashima Turret Co., Ltd.</p>	<p>Founded in 1964. The company started business of cutting metal products, and now is transforming to aluminum precision cutting by introducing "5S" based on future prospect. The company emphasizes on education, training and motivation of employees leading them to the productivity and quality improvement activities. The company is now advancing to the aircraft industry. The company was awarded National C-TPM. The number of employees: 130</p>	<p>How to correspond to the business transformation. The effects of introducing "5S." The importance and tips of employee education/training. (=The change is going to be wider and faster in the future. What is the purpose of vocational training?)</p> <p>The actual situation of the company's business transformation and its in-house training.</p>
<p>Oita Prefecture Agricultural Cooperatives, Yamakuni branch</p>	<p>The Yamakuni branch is located in the headwater region of Yamakuni River, Oita Prefecture, adjacent to Hita City. In the early 1970s, it collaborated with the "co-op" type organization of the city, and started organic cultivation and direct marketing. It contributed to the development of the village in collaboration with local tourism by promoting pear cultivation complex, skating rink, municipal hot spa, firefly hunting, Kagura, trout farming, river pool, scarecrow festival, etc.</p>	<p>Single farmer can't exert a big influence. The branch made efforts in forming production site by promoting organic cultivation in the community and linking it directly to consumers. Farming guidance center contributed a lot. This visit is not for observing the final form of the organization but for learning the history of overcoming a lot of failures and their lessons. Also, learn the requirements and points of collectivization of agriculture.</p> <p>(Stay one night in a municipal training center with hot spa accommodation on the day before the training since the area is far.)</p>

<p>Shimogo Agricultural Cooperative Association</p>	<p>It was established by peasants, but not landlords, in 1947. The village is located in a region famous for a beautiful valley. The member farmers started organic cultivation and dairy farming on their own and established a milk plant for secondary processing in order to add values to their products. It is a small association with 384 members, but managed by the members independently from the regional JA. It aims to expand sales channels and the sixth-industrialization.</p>	<p>The points to learn are the same as above.</p> <p>It is expected to hear the difficulties and innovative ideas they had for collectivization of agriculture.</p> <p>They started milk production in 1962 under the name of "Rono milk" (⇒ currently "Yabakei milk".) Value-added production by secondary processing has been actively promoted.</p> <p>They face new challenges of the aging population and declining birthrate. Learn the importance of self-help efforts.</p>
<p>Yahata Public Employment Security Office (HelloWork)</p>	<p>This is a public agency which supports displaced workers and the unemployed to find a job. A company seeking workers also registers at the office. Basically, HelloWork is established in each city in Japan. There are five HelloWorks in the City of Kitakyushu. (one HelloWork for 200 to 400 thousands people.) There are 540 offices across the country, the number of job counselors is 16,000.</p>	<p>Learn the target sectors, the method of job counseling, referring system, and the relationship between the unemployment insurance benefits. It provides consultations for acquiring new skills and improving the skills and wide-range information network using IT. Learn the process of staff recruitment and staff education. Those job seekers who need to acquire skills are introduced to training facilities and training courses.</p>
<p>Yahata Vocational Ability Development Center (Polytechnic Center Yahata)</p>	<p>This is a public institution locating 61 places throughout the country. It offers capacity building seminars for the employed, various vocational trainings for job seekers, and capacity development course for employees.</p>	<p>Learn target sectors and teaching methods. How to meet the request from industries, and how to collaborate with public job placement office and the job seekers training program. How to collaborate with the unemployment insurance benefits.</p>



<p>Toyota Motor Kyushu Inc.</p>	<p>The automobile department, which was established in 1934, in Toyota Industries Corporation became independent and inaugurated Toyota Car Co., Ltd. in 1937.</p> <p>There are 12 plants of TOYOTA in Japan and this is the most-advanced plant. Toyota Motor Kyushu became independent in 1991 and now operates 3 plants. The number of employees is 8,800 as of April 2015. Annual production is about 300,000 units, mainly the finest car "Lexus" (actual maximum capacity of production is 440,000 units.) 80% of them are exported.</p> <p>This plant has the highest productivity in the world, however, the workers seem not so busy because every process is thoroughly rationalized (elimination of "wastes".)</p> <p>Many of Japanese companies producing consumer goods open their plants to the general public to visit.</p>	<p>The vehicle parts other than engine and body are manufactured by subcontracting companies and delivered on designated time to be assembled in the plant. There are only work-in-process and inventory for a week in the plant.</p> <p>Tact time is 60 to 80 seconds and variable on a monthly basis. "Kanban", "SME" and "cross-trained worker" systems have been realized in order to reduce the number of work-in-process and inventory.</p> <p>Mixed products are assembled on one line.</p> <p>"Standardization" is the key point. Please pay attention to various measures and management methods of the assembly process. Learn the effects of KAIZEN thoroughly promoted by all the workers on site rather than the theory.</p> <p>The Vice Director of the Exhibition Hall will briefly explain about "Toyota Production System = TPS· Kanban" after the plant tour.</p>
<p>YASKAWA Electric Corporation Inverter Plant</p>	<p>The company celebrated 100 years anniversary in 2015. Starting from the production of heavy electrical machinery, the company started the production of industrial machinery and electrical system for material manufacturing facility after the World War II. Then it forayed into the fields of industrial robot and servo equipment in the 1960s. Now, it became No.1 in the world in the fields of industrial robot, inverter and servo.</p> <p>The company has many overseas business offices.</p>	<p>The inverter plant was awarded for its advanced concept of "break away from skill." Cell production system has been introduced to produce various products in a small lot.</p> <p>The company also adopted a production system which can respond to the load variation of small lot production of various high-quality products. Its basic idea is applicable to the other advanced factories in Japan.</p>

<p>Shabondama Soap Co. Ltd.</p>	<p>Founded in 1949. The company was manufacturing synthetic detergent in the beginning, but started the development of additive-free soap for washing trains upon a request of Japan Railways, and succeeded. Three years later, the company transformed its business to the additive-free soap, but suffered from the large decline in sales for years. 17 years later, its sales rapidly grew and new products have been produced with the concept of environmental protection. The company utilizes public support system.</p>	<p>Nothing will last if it is not helpful for others. It usually takes time to gain trust of others. But if you gave up making effort, people will turn their back on you. Learn the meaning of taking actions for others (= cooperation with others) and the meaning of public support.</p>
<p>Eco-Town</p>	<p>Eco-Town is composed of industrial complex to attract companies and a PR facility for the "environmental protection project" implemented by the City of Kitakyushu using the subsidy of the national government. Private companies of waste recycling business have been established in the industrial complex.</p>	<p>Learn the actual case of environmental protection project of public organization and recycling business of private sector.</p>

**Annex-4**

**Tentative training schedule**

**Small and Medium Enterprises / Local Industry Promotion for Latin America (A) in 2018**

Date		AM		PM	
		Subject	Place	Subject	Place
May 23	Wed	Arrival	KIC		KIC
24	Thu	Briefing / Registration	KIC	Program Orientation by JICA	KIC
25	Fri	Exchange program by JICA	KIC	Course guide by KITA	KIC
26	Sat				
27	Sun				
28	Mon	Problem solution method using IAS	KIC	Task extraction using IAS	KIC
29	Tue	Quality for enterprise management	KIC	Productivity improvement: Kaizen, 5S activities	KIC
30	Wed	SME Management-1	KIC	Visit to Nakashima Turret Co., Ltd.	Nakashima Turret
31	Thu	How to formulate Action Plan	KIC	Job Report Presentation	KIC
June 1	Fri	Visit to SME support center in Kitakyushu	Kitakyushu city	Visit to Organization for SME and Resional Innovation (SMRJ)	Fukuoka city
2	Sat				
3	Sun				
4	Mon	Standard time in Production System	KIC	Elimination of waste in Production System	KIC
5	Tue	Work shop: Elimination of waste	EIM Electric Co., LTD	Wrap up of Work shop: Elimination of waste	EIM Electric Co., LTD
6	Wed	Visit to Tobata turret	Tobata turret	Visit to the Kitakyushu Chamber of Commerce and Industry	Kitakyushu city
7	Thu	Quality Control and 7 QC Tools	KIC	Move to Oita	Nakatsu city
8	Fri	Shimogo Agricultral Cooprative Association	Shimogo town /Oita	Oita Prefecture Agricultural Cooperatives, Yamakuni branch	Yamakuni town /Oita
9	Sat				
10	Sun				
11	Mon	Action Plan intermediate formulation	KIC	Program review and comments session	KIC
12	Tue	Organization Management ; Requirements of organizational exercise	KIC	Growth management for companies	KIC
13	Wed	Facts of production management	KIC	Facts of quality control	KIC
14	Thu	Visit to Yahata Public Employment Security Office (HelloWork)	Kurosaki Public employment security office	Visit to Yahata Vocational Ability Development Center (Polytechnic Center Yahata)	Yahata, Kitakyushu Branch office
15	Fri	SME Management-2	KIC	Visit to a Small-sized enterprize	Okawa City
16	Sat				
17	Sun				
18	Mon	Action Plan Implementation	KIC	Action Plan intermediate formulation	KIC
19	Tue	TOTO Kokura 2nd factory	Kitakyushu city	Visit to a Small-sized enterprize	Kitakyushu city
20	Wed	Visit to YASKAWA Electric Corporation (Robot Plant)	YASKAWA Electric Corporation	Visit to TOYOTA Motor Kyushu Inc. <a href="http://www.toyota-kyushu.com/english/index.html">http://www.toyota-kyushu.com/english/index.html</a>	TOYOTA Motor Kyushu
21	Thu	Visit to Kitakyushu Eco town	Kitakyushu Eco town	Visit to Shabondama Soap Co., Ltd. (Industry-government-academia collaboration)	Shabondama Soap Company
22	Fri	Evaluation Meeting	KIC	Action plan Presentation Closing ceremony	KIC
23	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 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: +81-93-671-6311 FAX: +81-93-671-0979