



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

## GENERAL INFORMATION ON

### SMALL AND MEDIUM ENTERPRISE DEVELOPMENT POLICIES (B)

課題別研修「中小企業振興政策(B)」

JFY 2019

NO. 201984623-J002 / ID. 201984623

Course Period in Japan: From January 27, 2020 to February 22, 2020

This information pertains to one of the JICA Knowledge Co-Creation Programs (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 in 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**

Promotion of Small and Medium Enterprise (SME) is recognized as essential strategy for economic and social development in many countries. The main reasons are the overwhelming majority of SMEs in economic activity, the social stability function fulfilled by employment, and the role as the central industry in regional economies in rural areas, etc.

For stable growth of SMEs, it is important for the government to formulate institutions and policies for fair and free business activities, to plan concrete measures for enterprise promotion, to establish systems of executing agencies, and to improve the business environment. However, in many developing countries and countries in transition, basic laws for SME are not existent, and consequently basic institutions and policies are not well developed.

In Japan, governmental support policies for SME have been implemented for over 100 years. One of the distinctive features of Japan's SME support is actively to promote services for management guidance and human resource development through policies and measures. Effect has been increased by appropriately combining policies, measures, and technical guidance, such as establishment of chambers of commerce and industry and vocational training centers at each region, establishment of SME consultant system, and industrial testing laboratory system supporting Research and Development activities.

This program targets officials of SME ministries/agencies, public institutions implementing SME promotion, etc., and Japan's experiences and lessons gained in the process of SME promotion in Japan is offered to participants systematically in cooperation with administrative offices, enterprises, universities in the Kansai region. Participants clarify the objectives by identifying the current situation and extracting issues based on case studies of Japan and participating countries. In the process of creating an action plan for promoting SME development, participants can obtain the knowledge and experience necessary for policy planning ability improvement. This program is consistent with SDG8, which promotes sustainable economic growth, full and productive employment, and decent work for all.

## **For what?**

This program aims to enhance the policy planning capacity of target organizations for realizing SME development.

## **For whom?**

This program is offered to SME ministries/agencies and public institutions implementing SME promotion.

## **How?**

Participants shall gain hints for providing effective policies and measures from lectures, workshops, visits to SME support organizations & SMEs. They will have plenty opportunities to discuss issues common among participating countries. Finally, participants will formulate an action plan to promote SMEs, incorporating new knowledge and ideas acquired from this program.

## **Sustainable Development Goals (SDGs)**

World leaders adopted the United Nations Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development in September 2015. SDGs call for action by all countries to promote prosperity while protecting the planet.

JICA is committed to achieving the SDGs and this program is organized to contribute to realizing the goal 8, by promoting small and medium enterprises.



## ***II. Description***

- 1. Title (No.): Small and Medium Enterprise Development Policies (B)  
(201984623-J002)**
- 2. Course Period in JAPAN**  
January 27 to February 22, 2020
- 3. Target Regions or Countries**  
Argentina, Egypt, India, Jordan, Mexico, Myanmar, Nepal, Pakistan, Palestinian Authority, Papua New Guinea, and Serbia
- 4. Eligible / Target Organization**  
This program is designed for government ministry, local government, and public institutions in the field of SME promotion.  
Preferably, participants should be sent from the same organization for three year (2017-2019).
- 5. Course Capacity (Upper limit of Participants)**  
12 participants
- 6. Language to be used in this program:** English
- 7. Course Objective:**  
An action plan to promote small and medium enterprise development is formulated by participating organizations.
- 8. Overall Goal**  
Management capacity to formulate policies and measures for SME development is enhanced in the organization of the participants.

## 9. Expected Module Output and Contents:

This program consists of the following components. Details on each component are given below:

Expected Module Output	Subjects/Agendas	Methodology
1. Participants are able to clarify the current situations and issues of SMEs and SME support in their countries.	(1) Visiting SMEs for making pre-study report (2) Presentation of pre-study report (3) Group discussion among participants on each country's situations and issues	1) Self-study 2) Presentation 3) Discussion
2. Participants are able to explain the essence of effective SME development policies based on case studies of Japan and other countries.	(1) Overview of SME policies and promotion measures in Japan (2) Concept and process of policy formulation (3) Implementation of SME policies <ul style="list-style-type: none"> <li>- Current situation of SME support by local governments</li> <li>- Management consultant system</li> <li>- Human resource development</li> </ul> (4) Historical background and evaluation of SME development policy (5) Case studies on SMEs using government support measures	1) Self-study 2) Presentation 3) Discussion
3. Participants are able to consider the solutions to the current issues of SME support in their countries and to make a tentative action plan.	(1) Learning the method of theme selection and draft-making (2) Individual guidance on action plan draft (3) Preparation and presentation of tentative action plan	1) Workshop 2) Guidance 3) Discussion 4) Presentation

### After returning to each participating country

Participants are recommended to finalize the Action Plan through consultation within their own organizations and implement it by their responsibilities.

## <Structure of the program>

Topic outline (subject to changes)

1<sup>st</sup> week (related to module output 1 & 2)

- (1) Program orientation
- (2) General orientation on Japan's education, society and culture
- (3) Presentation of pre-study report
- (4) Lecture - Administrative system and SME promotion organizations in Japan
- (5) Workshop for action plan making part 1 for learning the method of problem/objective analysis

2<sup>nd</sup> week (related to module output 2)

- (1) Lecture - SME policy in Japan (SME Agency), policy formulation process, implementation of SME development policies (SMRJ), etc.
- (2) Visit - affiliated financial organizations, business start-up support center, etc.
- (3) Review session

3<sup>rd</sup> week (related to module output 2 & 3)

- (1) Lecture and Visit – Manufacturing support activities, activities of local government, SME Visits (companies using government/public support)
- (2) Lecture – SME management consultant system, innovative manufacturing, etc.
- (3) Workshop for action plan making part 2 for selecting the theme of action plan and drafting
- (4) Review session

4<sup>th</sup> week (related to module output 3)

- (1) Preparation of action plan
- (2) Individual guidance on action plan
- (3) Pre-presentation session for feedback and discussion
- (4) Presentation of action plan
- (5) Evaluation

SME Agency: Small and Medium Enterprise Agency, Ministry of Economy, Trade and Industry

SMRJ: Organization for SMEs and Regional Innovation, Japan

### **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 utilize the program 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 program 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: be an official of SME ministries/agencies, public institutions implementing SME promotion, willing to acquire comprehensive knowledge about SME policy and promotion measures to become an expert.
- 2) Experience in the relevant field: have more than two (2) years' experience in the field of SME development.
- 3) Educational Background: be a graduate of university or equivalent.
- 4) Language: have a competent command of spoken and written English which is equal to TOEFL iBT 100 or more (This program 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. Pregnant applicants are not recommended to apply due to the potential risk of health and life issues of mother and fetus.

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

Applicants meeting the following conditions are definitely preferred.

- 1) Age: between the ages of twenty-five (25) and forty (40) years
- 2) Gender Consideration: JICA is promoting gender equality. Women are encouraged to apply for the program.

#### **3. Required Documents for Application:**

- (1) **Application Form:** The Application Form is available at **the JICA office (or the Embassy of Japan)**.

\* If you have any difficulties/disabilities, which require assistance, please specify

necessary assistances in the Medical History (1-(d)) of the application forms. It may allow us (people concerned in this course) to prepare better logistics or alternatives.

**(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 Expiry date.

**(3) Nominee's English Score Sheet (photocopy):** to be submitted with the Application Form, if you have any official documentation of English ability (e.g., TOEFL, TOEIC, IELTS).

**(4) Inception Report:** to be submitted with the Application Form. Please fill in the inception report form in ANNEX. Inception report will be used for screening of applicants, and applications without completed inception report will not be considered as duly qualified.

#### **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 November 27, 2019**)

##### **(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 December 20, 2019.**



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

Before coming to Japan, accepted participants are required to submit a Pre-Study Report. Please see the ANNEX.

- The report should be sent to JICA Kansai by **January 14, 2020** by e-mail to [Yokotani.Kimie@jica.go.jp](mailto:Yokotani.Kimie@jica.go.jp) and [jicaksic-unit@jica.go.jp](mailto:jicaksic-unit@jica.go.jp).
- The report must be made by PowerPoint slide. Format will be sent to accepted participants, later.

## **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 program expenditure depending on the severity of said violation, and
- (8) to observe the rules and regulations of the accommodation and not to change the accommodation designated by JICA.

## **7. Recommendation to the accepted participants**

It's highly recommendable for the accepted participant to meet with ex-participants who took part in this program before for obtaining their advice on joining JICA Knowledge Co-Creation Program.

## IV. Administrative Arrangements

### 1. Organizer:

(1) **Name:** JICA Kansai Center (JICA Kansai)

(2) **Contact:** Ms. YOKOTANI Kimie

Email: [Yokotani.Kimie@jica.go.jp](mailto:Yokotani.Kimie@jica.go.jp) and [jicaksic-unit@jica.go.jp](mailto:jicaksic-unit@jica.go.jp)

### 2. Implementing Partner:

(1) **Name:** Pacific Resource Exchange Center (PREX)

(2) **Contact:** International Department ([prexhrd-pr@prex-hrd.or.jp](mailto:prexhrd-pr@prex-hrd.or.jp))

(3) [http://www.prex-hrd.or.jp/index\\_e.html](http://www.prex-hrd.or.jp/index_e.html)

(4) **Remark:** PREX was established in April 1990 in response to a proposal adopted at the general assembly of the Pacific Economic Cooperation Council (visit PECC at: <http://www.pecc.org/>). Since its inception, PREX has been contributing to promote international exchanges through human-resource development projects and their related activities in developing countries.

### 3. Travel to Japan:

(1) **Air Ticket:** The cost of a round-trip ticket between an international airport designated by JICA and Japan will be borne by JICA.

(2) **Travel Insurance:** Coverage is from time of arrival up to departure in Japan. Thus, traveling time outside Japan will not be covered.

### 4. Accommodation in Japan:

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

JICA Kansai

Address: 1-5-2, Wakinohama-kaigandori, Chuo-ku, Kobe, Hyogo 651-0073, Japan

TEL: 81-78-261-0388, 81-78-261-0341 FAX: 81-78-261-0465

(where "81" is the country code for Japan, and "78" is the local area code)

If there is no vacancy at JICA Kansai, JICA will arrange alternative accommodations for the participants. Please refer to facility guide of JICA Kansai at its URL,

<https://www.jica.go.jp/kansai/english/office/index.html>

### 5. Expenses:

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

(1) Allowances for 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, and dental treatment are not included), and

(4) Expenses for program implementation, including materials.

For more details, please see "III. ALLOWANCES" of the brochure for participants

titled “KENSU-IN GUIDE BOOK,” which will be given before departure for Japan.

#### **6. Pre-departure Orientation:**

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

## ***V. Other Information***

1. Participants who have successfully completed the program will be awarded a certificate by JICA.
2. For the promotion of mutual friendship, JICA Kansai encourages international exchange between JICA participants and local communities, including school and university students as a part of development education program. JICA participants are expected to contribute by attending such activities and will possibly be asked to make presentations on the society, economy and culture of their home country.
3. Participants are recommended to bring laptop computers for your convenience, if possible. During the program, participants are required to work on the computers, including preparation of Action Plan (AP), etc. Most of the accommodations have internet access. Also, there is a computer room in JICA Kansai where 6 desk-top computers are available with internet access.
4. Allowances, such as for living, outfit, and shipping, will be deposited to your temporary bank account (opened by JICA) 2 to 5 days after your arrival in Japan. It is highly advised to bring some cash in order to cover necessary expense for this period.
5. It is very important that some of your currency must be exchanged to Japanese Yen at any transit airport or Kansai International Airport (KIX) in Osaka, Japan soon after your arrival. It is quite difficult to exchange money after that, due to limited availability of facility or time during the program.
6. Participants may face some difficulties of finding Halal food in Japan outside JICA facilities. It is recommended to bring enough Halal food if necessary.
7. Since the short trip out of main accommodation will be organized in this program, participants are recommended to bring a small bag and walkable shoes.

# VI.ANNEX

## Inception Report

### (Submit with the Application Form)

Please answer the following questions. This report must be typewritten in English in less than two (2) pages.

**Country :**

**Name :**

Q1	Your organization structure, your position and number of employees (If you have an organization chart, please attach it and mark your position.)
Q2	What are three main industries in your country?
Q3	Definition of SME (indicate the source of information) in your country
Q4	What are the main problems that SMEs are currently facing in your country?
Q5	In your opinion, what are causes for the main problems of SMEs in Q4?

## **Pre-Study Report (Accepted participants only)**

Participants are required to submit this Pre-Study Report for the presentation session scheduled in the program. Further information on the presentation and PowerPoint slide Format will be sent to accepted participants, later.

### **Visit to SMEs (in two slides of PowerPoint per company)**

Please visit at least three (3) SMEs in your country, talk with the manager(s) and make research before attending this program.

It is preferable to select industries/SMEs that are related to the issues and problems mentioned in your inception report.

#### **The report should include the following information**

- Your Country
- Your Name
- Company name and person you talk with
- Type of business (Industry)
- Company size (Capital, number of employees, sales amount, etc.)
- Any business problems that company faces  
(In the aspect of human resource development, financial source, technics, marketing, etc.)
- Any support from government/public institutions that they are receiving and what kind of support they expect from the government
- Photos (Company building/factory, products, etc.)

● **Please make this report by PowerPoint slide and send it to Ms. YOKOTANI Kimie ([Yokotani.Kimie@jica.go.jp](mailto:Yokotani.Kimie@jica.go.jp)) by January 14, 2020.**

- Please make two (2) slides of PowerPoint for each company.
- The information obtained at each visit must be covered in one slide and the other slide is just for photos.
- Your slides will be printed and posted on a board for the presentation, which will be conducted in poster session style.

## ***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, Knowledge Co-Creation programs (until 2015, so called “training”), JOCV programs, etc.

Within this wide range of programs, Knowledge Co-Creation 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 Embassy of Japan. Further, address correspondence to:

**JICA Kansai Center (JICA Kansai)**

Address: 1-5-2, Wakinohama-kaigandori, Chuo-ku, Kobe, Hyogo 651-0073, Japan

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