



【Online & In Japan】 Knowledge Co-Creation Program (Group & Region Focus)

GENERAL INFORMATION ON

**Practical Corporate Management for Productivity Improvement
through Practical KAIZEN and Quality Control Methods**

課題別研修「生産性向上のための実践的経営管理」

JFY 2020

NO.201902136J001

Online Course Period : From January 18, 2021 to February 26, 2021

Course Period in Japan : From October 17, 2021 to October 30, 2021

***In the context of the COVID-19 pandemic, please note that there is a possibility of
changing course period or postponing/ cancel the course in Japan.**

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 the developing countries, various efforts have been made to improve the productivity, such as the implementation of industrial policies, technical innovation and the introduction of new management techniques. However, in order to implement those policies and maintain them effectively, it is essential to develop human resources with “Productivity Mind” in the enterprise level, industry level and also in the country level.

The experiences of Japan in the past fifty years suggest how the development and effective application of productivity management concepts and techniques have played a crucial role in the overall development of economy and welfare in Japan. In particular, these concepts and techniques about Company-Wide Productivity Improvement (which is based on the participation among top managers, middle managers and employees), and Integrated Productivity Improvement (which is implemented by evaluating every management issues as the parts of business management and leading to improvement of management) are suggesting some practical ideas that the developing countries can adapt.

For what?

This program aims to improve capacity of the corporate management techniques (**KAIZEN management techniques**) of consultant/adviser who work at public or private organizations to promote/implement production management or productivity improvement activity **in manufacturing industries or enterprises**. After finishing this training course, participants are expected to improve the productivity of industries, in particular of small and medium enterprises in respective countries by applying the corporate management techniques that they learn in this course.

For whom?

This program is offered to the consultants or advisers who work at public or private organizations to promote/implement production management or productivity improvement activity **in manufacturing industries or enterprises** which are especially small and medium enterprises.

How?

During the course, the participants will obtain the necessary knowledge and techniques for productivity leaders through lectures, study visits and in-plant practices. Moreover, we will focus especially on practical ability improvement, such as in-depth understanding of productivity improvement techniques, and how to write KAIZEN (improvement) proposals.

II. Description

1. Title (No.): 201902136J001

Practical Corporate Management for Productivity Improvement through Practical KAIZEN and Quality Control Methods (201902136J001)

2. Course Period

Online: From January 18 to February 26, 2021

The program is structured by three parts as following;

Part 1: The course orientation by live streaming: January 18.

Part 2: On Demand Program: January 19 to February 17.

Part 3: Live-streaming lecture/discussion/group work/presentation:
February 18 to February 26.

In JAPAN : From October 17, 2021 to October 30, 2021

Important note:

-In the context of the COVID-19 pandemic, please note that there is a possibility of changing course period or postponing/ cancel the course in Japan.

-Participation in the program both online and in Japan is an essential requirement for the completion of the course.

See 10. Place and time to attend on page 7 and < Tentative program > on page 17.

3. Target Regions or Countries

Cameroon, Georgia, Ghana, Kenya, Mexico, Nigeria, South Africa, Tanzania, Tunisia and Uruguay.

4. Eligible / Target Organization

Public or private organizations to promote/implement production management or productivity improvement activity **in manufacturing industries or enterprises**

5. Course Capacity (Upper limit of Participants)

10 participants

6. Language to be used in this program

English

7. Course Objective:

Corporate management techniques of consultant/adviser at organizations which are in charge of productivity improvement for enterprises are improved.

8. Overall Goal

The productivity improvement activity is done in the industries/enterprises where the training participants advise on after returning from Japan, and the productivity of those industries/enterprises is improved.

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 <i>Participating organizations (or Selected participants) make required preparation for the Training and Dialogue Program in the respective country.</i> | |
|--|---|
| Expected Module Output | Activities |
| Preliminary Survey of Model Enterprise(s) | <ul style="list-style-type: none"> ▪ Select at least one enterprise in your country where you can implement consultation service after returning from Japan. It is desired to select a small or medium scaled enterprise in manufacturing sector. ▪ Visit the enterprise and carry out preliminary survey, and summarize the result of the survey, using the attached Preliminary survey sheet in accordance with the instruction described in ANNEX II. ▪ All participants will be requested to make presentation based on the Inception Report (ANNEX I) and Preliminary survey sheet during the program in Japan. |

| (2) Core Phase (January 18, 2021 to February 26, 2021 and October 17, 2021 to October 30, 2021) | | |
|--|--|--|
| Expected Module Output | Subjects/Agendas | Methodology |
| 1) to master the business management techniques for productivity improvement. | <ul style="list-style-type: none"> • Japan's productivity movement • Role and skill of management consulting • Financial analysis • Basic production management system • Basic marketing skill • Productivity Improvement method and study | Lecture/ Onsite Visits |
| 2) to utilize the mastered corporate management techniques in the onsite practice and make a suggestion for improving productivity of the model enterprise. | Collect & analysis data and information of productivity in model manufacturing enterprise | Practical exercise in model manufacturing enterprise (2 Weeks) |
| | Creating suggestion for improving productivity of model manufacturing enterprises. | Presentation/ Discussion |

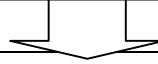
| | | |
|---|--|-------------------------------------|
| <p>3) to make respective action plans on how to provide consultation services to the companies in their own countries.</p> | <p><Creating Action Plans> Discussions between instructors and participants as to how the knowledge gained in this training can be utilized to improve the overall management of business in the participants' own countries, with each participant creating action plan</p> | <p>Presentation/ Discussion</p> |
|---|--|-------------------------------------|

***After completing online training, several live-streaming sessions will be set before in Japan program. For more details, such as date and preparation will be instructed by JICA during online program.**

<Training Concept of the Course >

(1) Preliminary Phase in a participant's home country

Participating organizations (or selected participants) make required preparation, including implementing preliminary survey & making Inception Report, in the home country.



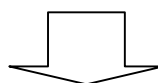
(2) Core phase

This phase will enable participants to acquire knowledge, broaden their experience and information and foster their practical abilities through lectures, exercise, company visits and In-Plant Practice at a factory.

*Because of the COVID-19 pandemic, core phase has been divided two parts online and in Japan. For more details about both contents, see < Tentative program > on page 17

Figure: Training Program Chart

| Target Training Level \ Necessary Capabilities | (1) To Manager and Department Head | (2) To Middle Management |
|---|--|--|
| A Ability to explain logical foundations on productivity improvement | <ul style="list-style-type: none"> - Introduction to general economic management methods, with descriptions of and practice in the various theories - Theory and state of management - Concepts and principles of productivity | |
| B Ability to explain overall corporate management functions, which are related to productivity improvement | Guiding management analysis/ planning methods in the following categories | Guiding practical techniques for the workplace in the following categories |
| | <ul style="list-style-type: none"> - Planning and breakdown of management strategies - Cost control - Human resource management /objectives management systems/managing motivation - Marketing - Productivity and quality improvement methods ("5 S", Industrial Engineering methods, QC tools) | |
| C Ability to promote productivity improvement activities at factory worksite, based on Japanese approaches | <ul style="list-style-type: none"> - Improving productivity and quality through practical methods utilized in Japan <p>Especially, through exercises/In-Plant Practice, the participants will be able to guide them for implementing the following:</p> <ol style="list-style-type: none"> <u>1. Management based on the actual data scientifically taken at the worksite</u> <u>2. Problem solving by analyzing the data effectively and finding the solutions in the teamwork</u> | |
| D Knowledge of Business Development Services (BDS) to support systems for enterprise activities | <ul style="list-style-type: none"> -Management of business performance | |



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

According to the Action Plan made in the stage of "(2) Core Phase" both online and in Japan, participants implement practical activities for productivity improvement, by making use of the results of the training program.

10. Place and Time to attend

Please refer the tentative schedule on page 17.

(1) Place

The place to take the program (On Demand/ Live-streaming) will be determined by the internet environment. Please inform JICA which place you would like to take the program (e.g. home, office). If you can't find the proper place to take the program, please consult with JICA Office.

(2) Time for On Demand program (from January 19 to February 17)

Participants will be able to access On Demand program at any time and any place during On Demand program period.

Participants must work on assignments at home or office during this period. Participants must submit their assignments by the designated deadline. All the assignments must be finished before the Live-streaming program starts.

(3) Time for Live-streaming program (January 18, and from February 18 to February 26)

The program will be live-streamed every weekday between 17:00 and 21:00 in Japan time. The time in each participating country is as follows.

Mexico: 3:00 am -7:00 am *

Uruguay: 5:00 am – 9:00 am *

Georgia: 12:00 pm – 16:00 pm

Ghana: 8:00 am – 12:00 pm

Cameroon: 9:00 am – 13:00 pm

Nigeria: 9:00 am – 13:00 pm

Tunisia: 9:00 am – 13:00 pm

South Africa: 10:00 am – 14:00 pm

Kenya: 11:00 am – 15:00 pm

Tanzania: 11:00 am – 15:00 pm

*Regarding Mexico and Uruguay, if you are not able to attend the Live-streaming lectures due to the time differences, you will be able to watch recorded lectures afterwards as well. In that case, please inform JICA office in your country when you apply. JICA will instruct you individually. It might take a few extra days due to filming and editing, this could change the online course period.

11. Circumstance for Internet Connection

The program is conducted through a platform “Zoom Webinar and/or Meeting”. It's necessary to ensure a stable and secure internet connection to access the platform. Internet speeds of downloading and uploading are recommended approximately 3 to 5 Mbps. (0.5 to 1.5 Mbps at least).

Please refer to this URL for how to measure internet speed.

<https://www.speedtest.net/>

Mobile phones are not recommended.

【Note】If you are not able to arrange internet connection or necessary devices, please consult with JICA office in your country.

12. Attendance requirement

Participation in the program both online and in Japan is an essential requirement for the completion of the course. **Partial attendance is not allowed.**

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 this 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 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 starting of this course.
- (4) Participating organizations are also expected to make the best use of the results achieved by their participants.

2. Nominee Qualifications:

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

<Essential Qualifications>

(1) Current Duties:

Consultants or advisers who are in the position to promote/implement business management or productivity improvement activity of **manufacturing industries or enterprises** which are especially small and medium enterprises (Those who are in the position of leadership to develop human resource in the target organization are much preferable).

(2) Experience in the relevant field:

- Have sufficient level of leadership to consult enterprises in their own country on practical corporate management or productivity improvement through production administration.
- Have sufficient practical knowledge and ideas on:
 - a. overall business management
 - b. improvement of plant-level productivity

- c. production management techniques and their application methods
- d. promotion of SMEs activity

(3) Educational Background:

be graduated university/commercial-college or those who possess equivalent academic background.

(4) Have an ability to operate spreadsheet software “Microsoft Excel” and “Microsoft PowerPoint”.

(5) Internet Connection:

Meet the condition of “11. Circumstance for Internet Connection” II. Description on page 7.

(6) Language:

have a competent command of spoken and written English which is equal to **TOEFL IBT 65-80 (CBT 180-213, PBT 510-550) or more.**

(7) 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.

(8) Attendance:

Attend all the program including Online and In Japan Program.

<Recommendable Qualifications>

- (1) Expectations for the Participants: be active in participating in cross-cultural activities which aims to supplement understanding of typical Japanese traditions and customs.
- (2) Age: be between the ages of 30 and 45 years
- (3) Gender Consideration: JICA is promoting gender equality. Women are encouraged to apply for the program.
- (4) Others: be able to select a model company (company or client which he / she is dealing with in his / her job, *excluding his / her own organization*) to set in his / her action plan to implement productivity improvement activities after returning home. Please refer to ANNEX II for the details.

3. Procedure for Application and Selection :

(1) Submitting the Application Documents:

Closing date for application to the JICA Center in JAPAN: **November 30, 2020**

Note: Please inform JICA office of your preferred place to take the program (both On Demand and Live-streaming program).

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) Required Documents for Application

- a. **Application Form:** The Application Form is available at the respective country’s JICA office or the Embassy of Japan. **Please submit a type-written application**

form.

* 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.

- b. 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.

- c. Nominee's English Score Sheet:** to be submitted with the application form. If you have any official documentation of English ability (e.g., TOEFL, TOEIC, IELTS), please attach it (or a copy) to the application form, if possible.

- d. Inception Report:** to be submitted with the application form. Inception Report (**Annex I**) will be reviewed for the screening of applicants and serves as the training materials for those who are informed of acceptance for participation in this training course. An application without complete Inception Report will not be considered as duly qualified.

(3) Selection:

After receiving the document(s) 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 (**manufacturing industries or enterprises**) with 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.

(4) Notice of Acceptance

Notification of results shall be made by the respective country's JICA office (or Embassy of Japan) by **not later than December 10, 2020.**

4. Document(s) to be submitted by accepted participants:

The selected applicants are requested to implement the preliminary survey at model companies in accordance with the instructions described in **ANNEX II**, and submit Preliminary Survey Sheet to JICA Tokyo by **January 8, 2021.**

5. Conditions for Attendance:

- (1)** to strictly adhere to the program schedule.
- (2)** not to change the program topics.
- (3)** to attend all the program: partial attendance is not allowed.
- (4)** not to extend the period of stay in Japan.
- (5)** not to be accompanied by family members during the program.
- (6)** to return to home countries at the end of the program in accordance with the travel schedule designated by JICA.
- (7)** to refrain from engaging in any political activities, or any form of employment for profit or gain.
- (8)** 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.
- (9)** 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 Tokyo

(2) **Contact:** Chika YOSHIDA (Ms.)

Industrial Development and Public Policy Division

(3) **Email:** tictip@jica.go.jp

* Please add the course number "201902136J001" to a message subject in your mail.

2. Implementing Partner:

(1) **Name:** Japan Productivity Center

(2) **URL:** <http://www.jpc-net.jp/eng/index.html>

(3) **Remark:**

Japan Productivity Center (JPC) is a non-profit organization and non-governmental organization established in April 1994 through the merging of JPC and the Social and Economic Congress of Japan (SECJ).

JPC was established in 1955 by the Cabinet meeting to enhance the economic development of postwar Japan through the productivity movement. Since then, JPC continued to play a major role in promoting productivity in Japan's industrial society and in improving the quality of people's lives.

SECJ was founded in 1973 with the objective of realizing a welfare society. It endeavored to develop a national consensus by addressing and presenting proposals for issues of national interest, such as welfare, energy, and the environment.

The wealth of accomplishments achieved by these two organizations formed the foundation of the JPC. Aiming to realize a more stable and prosperous society, the new organization succeeded its parent organizations in forming policy proposals based on concrete studies and achieving national consensus. JPC also actively supports industries and public sector organizations in such areas as management innovation, modernization of labor-management relations, and human resources development.

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 Tokyo

Address: 2-49-5 Nishihara, Shibuya-ku, Tokyo 151-0066, Japan

TEL: 81-3-3485-7051 FAX: 81-3-3485-7654

(where "81" is the country code for Japan, and "3" is the local area code)

If there is no vacancy at JICA TOKYO, JICA will arrange alternative accommodations for the participants. Please refer to facility guide of TC at its URL,
<http://www.jica.go.jp/english/contact/domestic/pdf/welcome.pdf>
<https://www.youtube.com/watch?v=jWyCOMj3ljE>

5. Expenses:

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

Online:

- (1) Expenses for program implementation, including materials.
- (2) a round-travel expense to the place where participants take this program in case participants will not take this program at home or office. For the details, kindly ask at JICA office.

In Japan:

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

- (3) Allowances for accommodation, living expenses, outfit, and shipping
- (4) Expenses for study tours (basically in the form of train tickets.)
- (5) 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)
- (6) Expenses for program implementation, including materials
For more details, please see “III. ALLOWANCES” of the brochure for participants titled “KENSU-IN GUIDE BOOK,” which will be given before departure for Japan.

6. Pre-departure Orientation:

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

V. Other Information

1. Due to the limited availability of the personal computers in JICA, participants are advised to **bring your own personal computer** if possible, in order to prepare presentation and develop an action plan. If you cannot bring your own PC, please inform JICA Tokyo **by October 1, 2021.**
2. If you have a check on medical history of your application form, please write on detail about your condition and submit a certificate which your own doctor writes clearly you have no any obstacles to participate in.
3. **Belongings to participate in-plant practice**
In this training course, the participants will take part in-plant practice; therefore, you should bring the following things.
 - 1) **Shoes(Sneakers)**
 - 2) **Long sleeves jacket**
 - 3) **Pants for the in-plant practice**

4. JICA TOKYO had created a video of this training course (2018). Please refer to the training at the URL below. (The language is based on Japanese; two interviews from participants are in English).

https://youtu.be/DPIb_2DxLGM

5. Training certificate will be issued after completion of both online and in Japan program.

6. **Important date and Closing date for submission**

| | |
|--|-------------------|
| Application Form and Inception Report | November 30, 2020 |
| Notice of Acceptance | December 10, 2020 |
| Preliminary Survey Sheet | January 8, 2021 |
| Presentation (Summary of Preliminary Survey Sheet and inception report) | January 18, 2021 |
| PC rental closing date | October 1, 2021 |

ANNEX I

Inception Report

Practical Corporate Management for Productivity Improvement

Inception Report should be typewritten in English on A4 size paper, double-spaced, around 10 pages. This paper should be submitted together with the APPLICATION FORM.

The course leader will ask applicant to present the summary of his / her Inception Report and Preliminary Survey sheet on January 18, 2021.

Applicant will only be allowed 5 minutes for your presentation (including Q&A session), and so please try to focus on the highlights and/or main issues you wish to address as follows.

Inception Report

- * Name of Applicant
- * Country
- * Name of Organization / Department / Title

Preliminary Survey Sheet

- * 1. Overview of two issues (both short term and mid-long term) that should be solved or improved
- * 2. Company Information (2.①~⑨ in ANNEX II)

1. Organization profile

*Please attach a chart of applicant's organization indicating the number of staffs in each department, division, section, work team, etc.

2. Outline of duties of the applicant's department

3. Current situation of the productivity improvement projects (or activities) of the private sector in which the applicant is involved in their job

4. Specific subjects that applicant would like to study intensively in this training program

5. Future plan of actions after completing this training program and returning to applicant's country

ANNEX II

Preliminary Survey Sheet

Please select a model company (company or client which he / she is dealing with in his / her job, *excluding his / her own organization*) to set in his / her action plan to implement productivity improvement activities after returning home.

Before coming to Japan, please collect the following information about the company that you provide consultation service for and bring the data with you.

The preliminary Survey Sheet should be sent to JICA by **January 8, 2021** by e-mail to tictip@jica.go.jp. The summary of Preliminary Survey Sheet should be presented together with Inception Report during "Presentation on Inception Report" on January 18, 2021.

※The following required contents are subject to change. The final required contents will be provided to you with the notification of results.

1. Issue

- Please give **two issues (both short term and mid-long term issue)** that should be solved or improved in the company that you provide consultation service for.
- Please attach some photographs so that the current situation and the problems of productivity improvement activities can be comprehended.

2. Company Information

- ① Company name
- ② Number of employees (by types of employment)
- ③ Capital stock
- ④ Major product categories, products
- ⑤ P/L (Profit / Loss)
- ⑥ Company policy for the current term
- ⑦ Practical numerical targets developed from the company policy
ex.: Increase in production 1 million/year → 1.25 million/year
ex.: Decrease in fractional defective 10% (numerator/denominator)
→ 5% (numerator/denominator)
- ⑧ Major product-based sales in the last 3 years
- ⑨ Major product-based data related to production:
 - ⑨-1 Monthly production results for the last one year
 - ⑨-2 Number of monthly defective products, defective rate and complaints from customer in the last one year
 - ⑨-3 Production plan and results in the last one month
- ⑩ Information related to layout
 - ⑩-1 Layout of factories
 - ⑩-2 Layout of machines, equipment, devices, etc.
 - ⑩-3 Material flow diagram
- ⑪ -4 Operation flow chart

<Tentative Program Schedule>

Online course (January-February, 2021)

| Date | Time JST (Japan Time) | Type of class | Contents |
|--------|--|------------------|---|
| 18-Jan | 17:00 ~ 17:30 | real-time | Instructions of Zoom and groupware |
| | 17:40 ~ 18:30 | | Program Orientation |
| | 19:00 ~ 20:00 | | P:Presentation and discussion by participants on inception report |
| 19-Jan | / | On-demand | ① “Productivity Movement in Japan” ② “Business management” ③ “Basic Factory Management” ④ “5S, Kaizen, muda-dori” ⑤ “Quality Control” ⑥ “Industrial Engineering” ⑦ “Case Study” ⑧ “Instruction of Creating Action Plan ” |
| 26-Jan | | | Start①②③④ Q & A posting and answering |
| 28-Jan | | | Finish①②③④ Q & A posting and answering |
| 29-Jan | | | Deadline for the test of ①②③④ |
| 2-Feb | | | Start⑤⑥ Q & A posting and answering |
| 4-Feb | | | Finish⑤⑥ Q & A posting and answering |
| 5-Feb | | | Deadline for the test of ⑤⑥ |
| 9-Feb | | | Start⑦⑧ Q & A posting and answering |
| 11-Feb | | | Finish⑦⑧ Q & A posting and answering |
| 12-Feb | | | Deadline for the test of ⑦ |
| 17-Feb | ⑧ Deadline for an action plan proposal | | |
| 18-Feb | | real-time | Instruction for creating Action Plan |
| 19-Feb | | real-time | Instruction for creating Action Plan |
| 22-Feb | 17:00 ~ 18:30 | real-time | “Business management” |
| | 19:30 ~ 21:00 | | “Basic Factory Management” |
| 23-Feb | 17:00 ~ 18:30 | real-time | “5S, Kaizen, muda-dori” |
| | 19:30 ~ 21:00 | | “Quality Control” |
| 24-Feb | 17:00 ~ 18:30 | real-time | “Industrial Engineering” |
| | 19:30 ~ 21:00 | | “Case Study” |
| 25-Feb | 17:00 ~ 18:30 | real-time | “Presentation of Case Study” |
| | 19:30 ~ 21:00 | | Action plan preparation |
| 26-Feb | 17:00 ~ 19:00 | real-time | Presentation and Discussion on Action Plan |
| | 20:00 ~ 21:00 | real-time | Evaluation Meeting |

Course in Japan (October 2021)

| No | Date | Time | Contents |
|----|-----------------|--|---|
| | 10/17 (Sun) | | Arrival in Japan |
| 1 | 10/18 (Mon.) | 9:30-12:30 14:00-17:30 | Orientation Move to Nirasaki from Tokyo |
| 2 | 10/19 (Tue.) | 7:50-16:00 | "In-Plant Practice" in Sasaki Co., Ltd. |
| 3 | 10/20 (Wed.) | 9:00-16:00 | IP: "In-Plant Practice" in Sasaki Co., Ltd. |
| 4 | 10/21 (Thu.) | 9:00-16:00 18:00-20:00 | IP: "In-Plant Practice" in Sasaki Co., Ltd. L: "Data Arrangement and Analysis" |
| 5 | 10/22 (Fri.) | 9:00-16:00 18:00-20:00 | IP: "In-Plant Practice" in Sasaki Co., Ltd. L: "Data Arrangement and Analysis" |
| 6 | 10/23 (Sat.) | | Japanese Cultural Program |
| 7 | 10/24 (Sun.) | | Free |
| 8 | 10/25 (Mon.) | 9:00-16:00 18:00-20:00 | IP: "In-Plant Practice" in Sasaki Co., Ltd. L: "Data Arrangement and Analysis" |
| 9 | 10/26 (Tue.) | 9:00-16:00 18:00-20:00 | IP: "In-Plant Practice" in Sasaki Co., Ltd. L: "Data Arrangement and Analysis" |
| 10 | 10/27 (Wed.) | 9:30-16:00 18:00-20:00 | "Preparation for KAIZEN Proposal" L: "Data Arrangement and Analysis" |
| 11 | 10/28 (Thu.) | 9:00-11:20 11:20-15:20 16:00-19:00 | IP: "Preparation for KAIZEN Proposal" P: "Presentation of KAIZEN Proposal" in Sasaki Co., Ltd. Move back to Tokyo |
| 12 | 10/29 (Fri.) | 9:30-12:30 14:00-15:00 15:00-16:00 | L: "Review of in-Plant Practice and application of Productivity improvement techniques to respective countries" Evaluation Meeting Closing Ceremony |

* L;Lecture, V;Visit, P;Practice, IP;In-plant Practice, D;Discussion

The program is subject to change.

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.



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