



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

General information on

**Quality and Productivity Improvement for Enterprise  
Competitiveness (Basic Kaizen) (C)**

**課題別研修「品質・生産性向上（ベーシック・カイゼン）(C)」**

**JFY 2023**

**Course No.: 202210169J001**

**Course Period in Japan: From January 14, 2024 to February 16, 2024**

This information pertains to one of the JICA Knowledge Co-Creation Programs (Group & Region Focus) of the Japan International Cooperation Agency (JICA) implemented as part of the Official Development Assistance of the Government of Japan based on bilateral agreement between both Governments.

JICA Knowledge Co-Creation Program (KCCP)

The Japanese Cabinet released the Development Cooperation Charter in February 2015, which stated, *“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.”* JICA believes that this ‘Knowledge Co-Creation Program’ will serve as a foundation of mutual learning process.

# I. Concept

## **Background**

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

However, it is not at all easy for SMEs to achieve quality improvement of their product and service, while increasing their productivity. It is also difficult to secure competitiveness in the market. As a consequence, it is extremely crucial that national or local governments implement and deploy the appropriate policies and measures effectively.

In doing so, there are some important key points to be considered; direct linkages between governments and SMEs, and effective guidance and support services (such as *Kaizen*) from SMEs support organizations. At the present, this in itself is the key policy issue in many developing countries.

## **For what?**

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

## **For whom?**

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

Especially, the focus of this program is for the government officials who support SMEs on improvement of their product quality and productivity (*Kaizen*) .

## **How?**

Through the lectures, virtual visits and case studies regarding *Monozukuri* and *Kaizen*, the participants will gain a deeper understanding of their formalized ways of thinking (philosophy) which have supported Japan's economic growth, as well as the management skills effective for enhancing both management and technical capabilities of enterprises. Thus they will be expected to apply the essential knowledge acquired in accordance with the situations of their countries.

## II. Description

**1. Title (Course No.)**

**2. Quality and Productivity Improvement for Enterprise Competitiveness (Basic Kaizen) (C) (202210169J001)**

**3. Course Duration in Japan**

January 14 to February 16, 2024

**4. Target Regions or Countries**

Algeria, Ghana, Kosovo, Kyrgyz, Lesotho, Malawi, and South Africa

**5. Eligible / Target Organization**

This program is designed for personnel who are engaged in the promotion of SMEs and product quality and productivity in manufacturing sector as officers of the government, chambers of commerce and industry, and other private sector business organizations/ associations.

Also it is useful for personnel engaged in supporting SMEs of quality management and productivity improvement or human resource (HR) management in manufacturing sector.

**6. Capacity (Upper Limit of Participants)**

7 participants

**7. Language**

English

**8. Objective(s)**

This program is designed for the officials in central/regional government organizations or chambers of commerce which support SMEs. The program aims to enhance the capacity of these officials by providing essential knowledge and key factors of quality management and productivity improvement (such as *Kaizen*) for SMEs including human resource management by examining successful Japanese cases. Participants are expected to plan and implement a feasible action plan.

**9. Overall Goal**

The overall goal is to enhance the capacity of SMEs supporting organizations through developing the capacity of SMEs consultants on their consulting skills and knowledge of concepts and practices of Japanese quality and productivity enhancement measures on products.

## 10. Output and Contents

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

Expected Module Output	Subjects/Agendas	Methodology
<p><b>【Module1】</b> The participants will be able to clarify the current situation and issues of quality and productivity of their countries.</p>	<p><b><u>Analysis of Present Industrial Situation on Each Country</u></b>  Formulation and submission of Job Report Presentation of Job Report</p>	Report writing, Presentation, Discussion
<p><b>【Module2】</b> The participants will be able to understand the support for SMEs in Japan.</p>	<p><b><u>Background and Overview of SMEs Promotion Policies in Japan</u></b> 1. Japanese Economy 2. Characteristics of Japanese Manufacturing Industries 3. Background and Overview of SMEs Promotion Policies 4. Activities for the Promotion of SMEs 5. SMEs Support Activities</p>	Lectures
<p><b>【Module3-1】</b> The participants will be able to understand strategies of the productivity and quality management measures (including <i>Kaizen</i>) for improving business management.</p>	<p><b><u>Enhancement of the ability of business management</u></b> 1. Management Methods 2. PDCA (Plan-Do-Check-Act) Cycle 3. KAIZEN 4. Visual Management 5. Quality Control 6. 5S 7. 7 wastes</p>	Lectures, Exercises
<p><b>【Module3-2】</b> The participants will be able to understand the essential knowledge and measures to improve quality and productivity for their specialized industry.</p>	<p><b><u>Enhancement of the ability of human resource management</u></b> 1. Human Resource Development 2. KAIZEN 3. JIDOKA 4. Production System 5. Problems Solving 6. Design Capacity 7. <i>Genchi Genbutsu</i> (Go and See) 8. Corporate Culture</p>	Lectures, Observations, Exercises
<p><b>【Module4】</b> The participants will formulate an action plan.</p>	<p>1. Action Plan Guidance 2. Presentation of Action Plan</p>	Workshops, Consultations, Presentations, Discussions

## <Structure of the Course>

Topic outline (subject to minor changes)

1st week (1/15-1/19)

Briefing & Orientation

Job Report Presentation

Lectures: Overview of Manufacturing, Public Support Measures for SMEs

Site Visits: Automobile Assembly Plant, JICA Kaizen Project

2nd week (1/22-1/26)

Lectures: Total Quality Management System, Quality Control Activities,  
Kaizen at Manufacturing Site

Site Visits: Public Support Agency, Quality Control,

3rd week (1/29-2/2)

Lectures: Procedures for Resolving Business Issues, Quality Control Theory

Site Visits: Quality Control at the Measuring Equipment manufacturer,  
Traditional Textile Enterprise

Japanese Culture Experiences

4th week (2/5-2/9)

Lecture: TOYOTA Production Style

Site Visits: Wastewater Treatment, Ultra-Precision Deep Hole Processing

Workshop: Action Plan Guidance

5th week (2/12-2/15)

Lecture: Corporate Human Resource Development,

Site Visits: Productivity Improvement (Low-Cost IOT, Robot)

Action Plan Presentation

Evaluation

Closing Ceremony

## III. Eligibility and Procedures

### 1. Expectations to the Applying Organizations

- (1) This course is designed primarily for organizations that intend to address specific issues or problems identified in their operation. Applying organizations are expected to use the program for those specific purposes.
- (2) This course is enriched with contents and facilitation schemes specially developed in collaboration with relevant prominent organizations in Japan. These special features enable the course to meet specific requirements of applying organizations and effectively facilitate them toward solutions for the issues and problems.

### 2. Nominee Qualifications

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

#### (1) Essential Qualifications

- 1) Current Duties:  
Personnel who are engaged in the promotion of SMEs as officers of the government, chambers of commerce and industry, and other private sector business organizations/associations.
- 2) Experience in the Relevant Field:  
Personnel who have experiences of SMEs support in the current position, especially those who support SMEs on Improvement of their Product Quality and Productivity (KAIZEN) in the manufacturing field.
- 3) Educational Background: be a graduate of university
- 4) Language : have a competent command of spoken and written English which is equal to TOEFL iBT 100 or more (The workshop includes active participation in discussions, which requires high competence of English ability.)
- 5) Health: must be in good health to participate in the program in Japan. To reduce the risk of worsening symptoms associated with respiratory tract infection, please be honest to declare in the Medical History (QUESTIONNAIRE ON MEDICAL STATUS RESTRICTION of the application form) if you have been a patient of following illnesses; Hypertension / Diabetes / Cardiovascular illness / Heart failure / Chronic respiratory illness.

#### (2) Recommended Qualifications

- 1) Expectations for the Participants
  - The participants in this program are assumed to have experience in taking part in providing consultations and advices to SMEs in manufacturing sector

as a public officer.

- Those who provide consultation to SMEs on improvement of their product quality and productivity (**KAIZEN**) are highly welcome to this program.
- Those who have been involved or will involve themselves in the activities of the JICA projects concerned are highly welcome to this program.

- 2) Age: between the ages of twenty-six (26) and fifty (50) years
- 3) Gender Equality and Women's Empowerment: Women are encouraged to apply for the program. JICA is committed to promoting gender equality and women's empowerment, and provides equal opportunities for all applicants regardless of their sexual orientation or gender identity.

### 3. Required Documents for Application

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

**(2) Photocopy of Passport:** You should submit it 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.

\*The following information should be included in the photocopy:

Name, Date of Birth, Nationality, Sex, Passport Number and Expiry Date

**(3) English Score Sheet:** to be submitted with the application form, if the nominees have any official English examination scores. (e.g., TOEFL, TOEIC, IELTS)

### 4. Procedures for Application and Selection

#### (1) Submission of the Application Documents

Closing date for applications: **Please confirm the local deadline with the JICA overseas office (or the Embassy of Japan).**

(All required material must arrive at **JICA Center in Japan** by **November 20, 2023**)

#### (2) Selection

Primary screening is conducted at the JICA overseas office (or the embassy of Japan) after receiving official documents from your government. JICA Center will consult with concerned organizations in Japan in the process of final selection. Applying organizations with the best intentions to utilize the opportunity will be highly valued.

The Government of Japan will examine applicants who belong to the military or other military-related organizations and/or who are enlisted in the military, taking into consideration of their duties, positions in the organization and other relevant

information in a comprehensive manner to be consistent with the Development Cooperation Charter of Japan.

### **(3) Notice of Acceptance**

The JICA overseas office (or the Embassy of Japan) will notify the results **not later than December 6, 2023.**

## **5. Additional Document to Be Submitted by Accepted Candidates**

Job Report -- to be submitted by December 27, 2023

Accepted candidates are required to prepare a Job Report (Please read Annex "Job Report" for detailed information.) before their departure. The Job Report should be sent to JICA by December 27, 2023, preferably by e-mail to [cbictp1@jica.go.jp](mailto:cbictp1@jica.go.jp)

※Please insert "Basic Kaizen" in the subject of e-mail.

## **6. Conditions for Participation**

The participants of KCCP are required

- (1) to strictly observe the course schedule,
- (2) not to change the air ticket (and flight class and flight schedule arranged by JICA) and lodging by the participants themselves,
- (3) to understand that leaving Japan during the course period (to return to home country, etc.) is not allowed (except for programs longer than one year),
- (4) not to bring or invite any family members (except for programs longer than one year),
- (5) to carry out such instructions and abide by such conditions as may be stipulated by both the nominating Government and the Japanese Government in respect of the course,
- (6) to observe the rules and regulations of the program implementing partners to provide the program or establishments,
- (7) not to engage in political activities, or any form of employment for profit,
- (8) to discontinue the program, should the participants violate the Japanese laws or JICA's regulations, or the participants commit illegal or immoral conduct, or get critical illness or serious injury and be considered unable to continue the course. The participants shall be responsible for paying any cost for treatment of the said health conditions except for the medical care stipulated in (3) of "5. Expenses", "IV. Administrative Arrangements",
- (9) to return the total amount or a part of the expenditure for the KCCP depending on the severity of such violation, should the participants violate the laws and ordinances,
- (10) not to drive a car or motorbike, regardless of an international driving license possessed,
- (11) to observe the rules and regulations at the place of the participants' accommodation, and



**(12)** to refund allowances or other benefits paid by JICA in the case of a change in schedule.

## IV. Administrative Arrangements

### 1. Organizer (JICA Center in Japan)

(1) **Name:** JICA Chubu Center (JICA CHUBU)

(2) **Program Officer:** Ms. HORIKOSHI Kyoko ([cbictp1@jica.go.jp](mailto:cbictp1@jica.go.jp))

### 2. Implementing Partner

(1) **Name:** Aichi Industrial Research Association

(2) **URL:** <https://www.aichi-kouken.jp/>

### 3. Travel to Japan

(1) **Air Ticket:** In principle, JICA will arrange an economy-class round-trip ticket between an international airport designated by JICA and Japan.

(2) **Travel Insurance:** Coverage is from time of arrival up to departure in Japan. Thus traveling time outside Japan (include damaged baggage during the arrival flight to Japan) will not be covered.

### 4. Accommodation in Japan

Basically, JICA will arrange the following accommodation(s) for the participants in Japan:

JICA Chubu Center (JICA CHUBU)  
4-60-7 Hiraike-cho, Nakamura-ku, Nagoya, 453-0872, Japan  
Phone: 81-52-533-0220 FAX: 81-52-564-3751  
(where “81” is the country code for Japan, and “52” is the local area code for Nagoya)  
It is located at the center of *Nagoya*-city. The Nagoya main station, the regional hub of various transports, is 15mins walk from JICA Chubu Center.

If there is no vacancy at JICA CHUBU, JICA will arrange alternative accommodation(s) for the participants.

### 5. Expenses

The following expenses in Japan will be provided by JICA

(1) Allowances for meals, living expenses, outfits, and shipping and stopover.

(2) Expenses for study tours (basically in the form of train tickets).

(3) Medical care for participants who become ill after arriving in Japan (the costs related to pre-existing illness, pregnancy, or dental treatment are not included).

(4) Expenses for program implementation, including materials.

(5) 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.

\*Link to JICA HP (English/French/Spanish/Russian):

[https://www.jica.go.jp/english/our\\_work/types\\_of\\_assistance/tech/acceptance/training/index.html](https://www.jica.go.jp/english/our_work/types_of_assistance/tech/acceptance/training/index.html)

## 6. Pre-departure Orientation\*

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

\*YouTube of "Knowledge Co-Creation Program and Life in Japan" and "Introduction of JICA Center" are viewable from the link below.

Image videos of 'Introduction of JICA Center (YouTube)' show the following information of JICA Centers: Location, Building, Entrance, Reception (Front desk), Lobby, Office, Accommodation (Room), Amenities (Hand dryer), Bathroom (Shower and Toilet), Toiletries, Restaurant, Laundry Room (Washing machine, Iron), ICT Room (Computer for participants), Clinic, Cash dispenser, Gym, Neighborhood

<b>Part I: Knowledge Co-Creation Program and Life in Japan</b>	
English ver.	<a href="https://www.youtube.com/watch?v=SLurfKugrEw">https://www.youtube.com/watch?v=SLurfKugrEw</a>
French ver.	<a href="https://www.youtube.com/watch?v=v2yU9ISYcTY">https://www.youtube.com/watch?v=v2yU9ISYcTY</a>
Russian ver.	<a href="https://www.youtube.com/watch?v=P7_ujz37AQc">https://www.youtube.com/watch?v=P7_ujz37AQc</a>
<b>Part II: Introduction of JICA Centers in Japan</b>	
JICA Chubu	<a href="https://www.jica.go.jp/chubu/english/office/index.html">https://www.jica.go.jp/chubu/english/office/index.html</a>

## V. Annex

### GUIDELINES FOR JOB REPORT

Only for acceptance nominees

Please submit your Job Report **at the latest by December 27, 2023**.

Each participant shall prepare a Job Report in English essentially presenting activities and policies in the particular department/organization he/she works for.

- Tables and figures should be annexed and not included in the main text.
- The main points must be summarized in an easy and readable style, and sufficiently supported by statistics, and amply illustrated with maps, graphs or pictures.
- The report must follow the form below.

# Quality and Productivity Improvement for Enterprise Competitiveness (Basic Kaizen) (C) JFY 2023)

## Job Report

**This survey should be A4 size 5 pages or less. It would be preferable if you attach some pictures in it.**

### 1. Basic Information

Name of Nominee	
Country	
Organization	
Position	
E-mail	

### 2. Please explain about your country according to the items below.

Outlines of the manufacturing industries and the ratio of the production value (%) of manufacturing among all the industry.	
Ratio of the production value (%) in each manufacturing industry.	
The definition of SMEs company in your country.	
Current problem of manufacturing SMEs support for management of production improvement.	

### 3. About your job

Describe the current situation / major problem about (1) - (2).	
<b>(1) The content of your work of consultancy specializing product quality and productivity.</b>	Current target:  Major problem:  Strengths of your work
<b>(2) Describe the frequency of your work of consultancy for SMEs companies.</b>	

### 4. About your projects

<b>(1) Explain about one project supporting SMEs improvement of product quality and productivity that you take charge of.</b>	Current target:  Major problem:
<b>(2) Your position and authority in the project above.</b>	

## *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.



**Contact Information for Inquiries**

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

**JICA Chubu Center (JICA CHUBU)**