

Translative Adaptation from the Donor Perspective

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- Overview of the case study of Thailand (concrete examples of translative adaptation identified from the research project)
- Thoughts on effective translative adaptation (from the practitioner viewpoint)

Case Study of Thailand (Concrete Example of Translative Adaptation)

- Topic: Japan's industrial support to Thailand in response to the Asian Economic Crisis (so-called Mizutani plan) and adaptation thereafter by Thai stakeholders
- Overview
 - ✓ At the beginning, intensive support from Japan entailed some donor-driven aspects due to the emergent nature of the operations.
 - ✓ In the end, Thai C/Ps used the outcomes of the Japanese support and laid the institutional foundation for industrial development and SME promotion of the country.
 - ✓ Enabling factors include:
 - Seriousness of stakeholders arising from a strong sense of emergency
 - Commitment of high level government officials
 - Working level support from various Japanese organizations
 - Focus on the actual situations of the real economy
 - Long-term relationship based on mutual trust between Thai and Japanese stakeholders
 - Presence of Japanese enterprises

Case Study of Thailand (Concrete Example of Translative Adaptation) (Cont.)

- Story 1: Formulation of an SME promotion master plan
 - ✓ In face of the crisis, the Japanese team led by a former MITI high-ranking official (Mr. Mizutani) proposed a draft SME master plan.
 - ✓ Japanese SME promotion measures were tailored to Thai local contexts.
 - ✓ Afterwards, Thai government's own SME promotion master plans were approved.
 - ✓ M/P contents were adjusted from the Japanese proposal through learning from third parties (inclination to international "good practice" observed (e.g. broader targeting, emphasis on the private sector)).
- Story 2: Establishment of a enterprise evaluation (*shindan*) system
 - ✓ As inadequate initial diagnoses of enterprise performance was considered the core problem, the Japanese team proposed establishment of a factory/enterprise evaluation system as practiced in Japan (also highlighted in the draft SME promotion master plan).
 - ✓ System designing (tailored to Thai contexts), training of *shindan-shi* (evaluators), and trial firm evaluations were intensively conducted.
 - ✓ The system itself was not institutionalized at the national level (nor its establishment included in the official SME promotion master plan by the Thai government).
 - ✓ However, Thai organizations still utilize *shindan* techniques (enterprise evaluation activities, educational contents in MBA course, etc.), meaning that *shindan* concept has taken root in the country.

Some Thoughts on Effective Translative Adaptation

Donors' view on "ingredients" in partner countries

- Strong ownership/commitment
 - ✓ Willingness to learn and adapt to achieve the goal
 - ✓ Request-based approach
- Utilization of available resources
 - ✓ Financial/natural/cultural/human
- Collaboration among stakeholders
 - ✓ Private-public/Inter-ministerial

Donors' own role

- Catalytic role of donor partners
 - ✓ Sharing of experiences of donor countries
 - ✓ Linkage with donor country firms for "win-win-win" situations
- Co-creation for keeping up with new trends
 - ✓ Adaptation by the donor side

Mutual trust among stakeholders