



Knowledge Co-Creation Program (Group & Region Focus)

GENERAL INFORMATION ON

**Enhancing SMEs support capacity through learning Quality and
Productivity Improvement (KAIZEN) (B)**

課題別研修

「品質・生産性向上(カイゼン)を通じた中小企業支援能力強化(B)」

JFY 2018

NO. J18-04241 / ID. 1884631

Course Period in Japan :

From September 30th, 2018 to October 25th, 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 Program (KCCP)' 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 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, visits and case studies regarding **MONODZUKURI** 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, so that they will be expected to apply the essential knowledge acquired in accordance with the situations of their countries.

What are **MONODZUKURI** and **KAIZEN**?

MONODZUKURI generally means "making things". However, **MONODZUKURI** is not simply manufacturing products. A successful example of Japanese **MONODZUKURI** is the automobile industry.

Japanese automobiles are well known for their high quality, their efficient production management system, high manufacturing technology and their philosophy of manufacturing process and capacity building. There is something very important lying behind that has made the Japanese automobile industry so famous in various aspects. The culture and spirit of MONODZUKURI are the genesis of prosperity in the Japanese automobile industry.

Kaizen is known as continuous improvement in Japanese language and also one of key concept of Monodzukuri. Kaizen within Monodzukuri in Japan is not the command from superior officers, it is rather the outcome wisdom generated from workers on the worksites. Kaizen eventually contributes to continuous improvement for quality and productivity for the manufacturing industry in Japan.

And also, Kaizen is low-cost approach and improvements which fosters process-oriented thinking because processes should be improved in order to improve the results.

In other words Kaizen is “Japanese view of management” or “Engine of economic development in Japan”.

However, the course does not aim to provide program on automobile manufacturing.

II. Description

1. Title (J-No.): Enhancing SMEs support capacity through learning Quality and Productivity Improvement (KAIZEN) (B) (J18-04241)

2. Course Period in JAPAN

September 30th, 2018 to October 25th, 2018

3. Target Regions or Countries

Albania, Indonesia, Egypt, Cote d'Ivoire, Democratic Republic of the Congo, Serbia, Nigeria, Brazil, Malawi, Mali

4. 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.

5. Course Capacity (Upper limit of Participants)

10 participants

6. Language to be used in this program:

English

7. Course Objective:

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.

8. 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.

9. Expected Module Output and Contents:

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

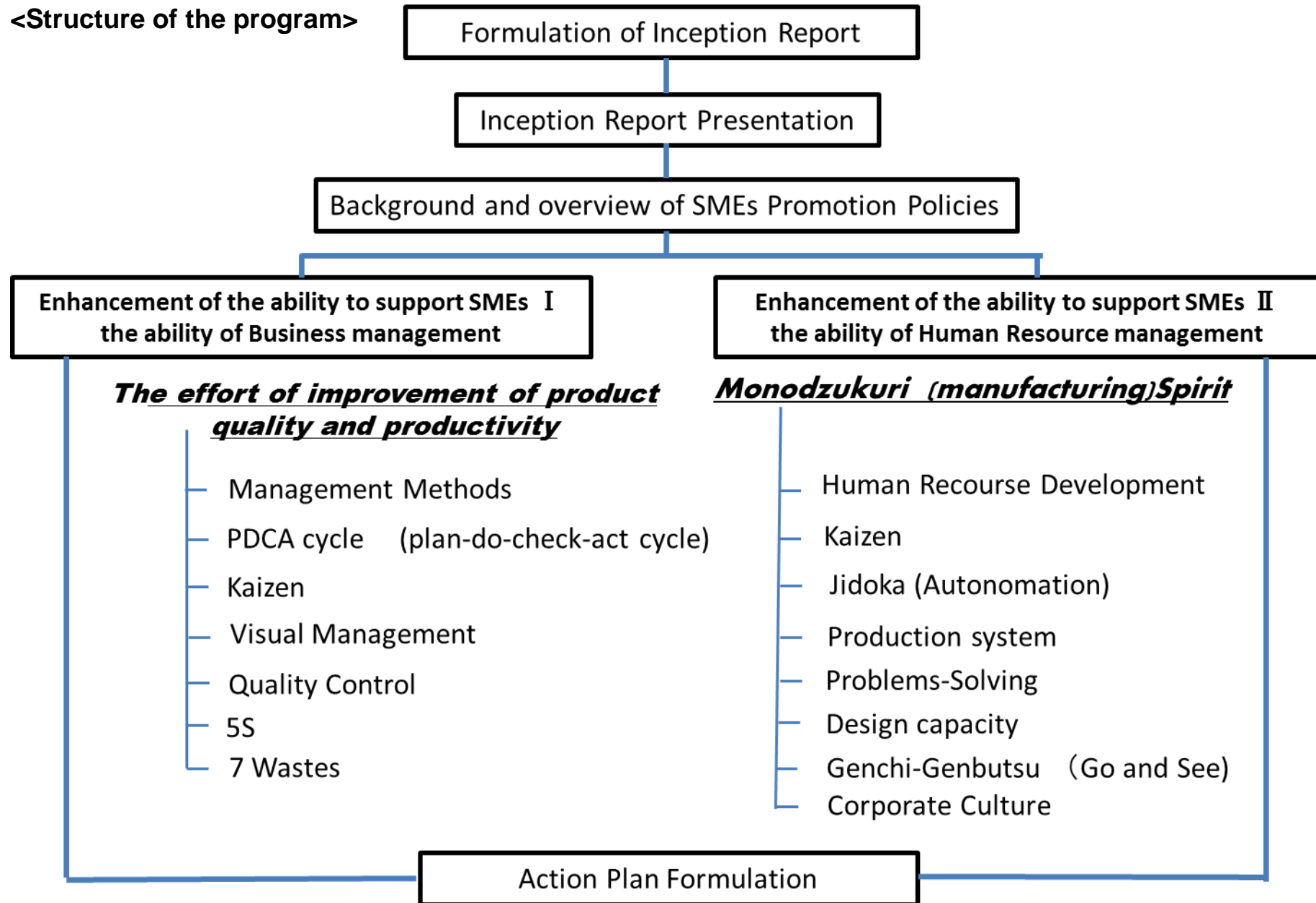
(1) Preliminary Phase in a participant's home country (August to September, 2018) <i>Participating organizations make required preparation for the Program in the respective country.</i>		
Expected Module Output	Activities	
【Module1】 Job Report is formulated (Will be instructed by the message sheet after the selection)	Formulation and submission of Job Report	

(2) Course Period in Japan (September 30th to October 25th, 2018) <i>Participants dispatched by the organizations attend the Program implemented in Japan.</i>		
Expected Module Output	Subjects/Agendas	Methodology
【Module1】 The participants will be able to clarify the current situation and issues of quality and productivity of their countries.	<u>Analysis of present industrial situation on each country</u> Presentation of Job Report	Presentation and Discussion
【Module2】 The participants will be able to understand the support for SMEs in Japan.	<u>Background and Overview of SMEs Promotion Policies in Japan</u> 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	Lectures Observations
【Module3-1】 The participants will be able to understand strategies of the productivity and quality management measures (including Kaizen) for improving business management.	<u>Enhancement of the ability of business management</u> 1. Management Methods 2. PDCA (Plan-Do-Check-Act) Cycle 3. KAIZEN 4. Quality Control 5. 5S 6. 7 wastes 7. Plant Tours	Lectures Observations and Exercises

<p>【Module3-2】 The participants will be able to understand the essential knowledge and measures to improve quality and productivity for their specialized industry.</p>	<p><u>Enhancement of the ability of human resource management</u></p> <ol style="list-style-type: none"> 1. Human Resource Development 2. Problems Solving 3. KAIZEN 4. JIDOKA 5. Production System 6. Design Capacity 7. Genchi Genbutsu (Go and See) 8. Corporate Culture 9. Plant Tours 	<p>Lectures Observations and Exercises</p>
<p>【Module4】 The participants will formulate an action plan.</p>	<ol style="list-style-type: none"> 1. Action Plan Guidance 2. Presentation of Action Plan 	<p>Workshops Consultations Presentations Discussions</p>

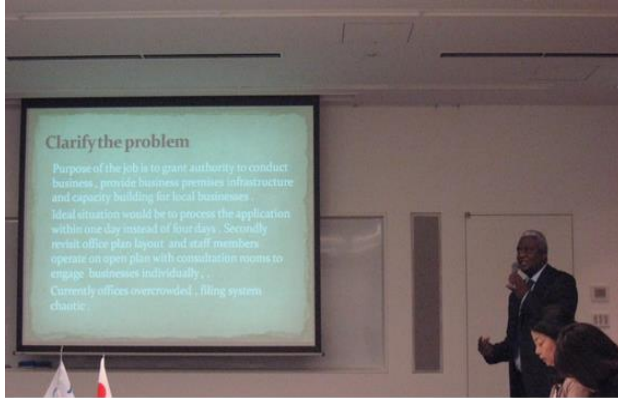
<p>(3) Implementation Phase in a participant's home country <i>Participants and their organizations are expected to make use of this program experience after they return to their own countries and are expected to make continuous efforts to those activities.</i></p>
<p>Activities</p>
<p>Participants will share the knowledge of efforts and approaches towards enhancement of the ability to support SMEs of Japan and their action plans for organization and colleagues.</p>

<Structure of the program>



Reference: Photos of the past programs

(NOTE: Contents of the activities and lectures change every year. The images below are as for your reference.)



Presentation: Job Report



Observation: Kaizen Management



Observation: Quality Control



Exercise: 5S/ KAIZEN



Exercise: Problem Solving



Presentation: Action Plan

Reference: Program Schedule (Tentative)

L) Lecture, V) Visit, D) Discussion, E) Exercise

Date	Time	Contents and lecturer	Point of lecture
30-Sep	Sun	Arrive to Japan	
1-Oct	Mon	9:30~17:30 Briefing, Orientation	
2-Oct	Tue	10:00~12:00 L) Course orientation by course leader Dr. Michiyuki KUME Executive adviser, Nagoya Industries Promotion Corporation	1. Confirmation of training objectives. 2. Explanation of the contents of each training items. 3. Promoting awareness to prepare action plan and letting understand the effect from action plan. 4. Effect to the country in question where action plan is applied. 5. Motivate to understand the importance of action plan and the good result given by the action plan.
		10:00~12:00 L) Introduction of monodzukuri in Japan Dr. Michiyuki KUME	Learning the spirit of Japanese Monodzukuri. Learn that the characteristics of Japanese manufacturing are the "Sriawase system" based on Genchi-Genbutu (Go and See) teamwork.
3-Oct	Wed	10:00~12:00 L) Quality Control (plastic injection) Towa Lite Industry Co., Ltd.	Learn about measures to improve the quality and productivity of plastic molded parts required for precision.
		13:30~15:30 L) Public support policy to SMEs Chubu Economy & Industry Bureau of Ministry Economy, Trade and Industry	Learn the definition of small and medium enterprises in Japan, SME support system of Japanese government, related budget, major small and medium enterprise policy.
4-Oct	Thu	10:00~17:00 D) Job Report Presentation meeting	Understanding of the real situation of the countries of participants and recognition of the situation of own country.
5-Oct	Fri	10:00~12:00 L) Quality Control (plastic injection) Towa Lite Industry Co., Ltd.	Learn about measures to improve the quality and productivity of plastic molded parts required for precision.
		14:00~16:00 L) Public support for management and financing (Prefecture level) Aichi Small Business Support Center	Understanding Aichi prefectural government policy to support SMEs Understanding the measures to support with equipment investment.
6-Oct	Sat		
7-Oct	Sun		
8-Oct	Mon	10:00~12:00 L) Public support for technology Industrial research center, Aichi Center for Industry and Science Technology	Observing public technical support center. Understanding technical support for SMEs running business related to Automobile and Mechanical technology, Metal, Environmental, Chemical Materials.
		14:00~16:00 V) History of technology development Commemorate museum of industry and technology	Knowing the history of TOYOTA MOTOR CORPORATION. Learning the history of Monodzukuri from the initial stage to the current high technology.
9-Oct	Tue	10:00~16:00 L) Kaizen at work site General Manager, Monodzukuri improvement promotion Division, Sun Staff Co., Ltd.	Learning 3S (Sort, Set, Shine) which is the starting point of improvement measures. Understanding the business policy of private company which making business to teach knowhow of improvement.
10-Oct	Wed	10:00~16:00 L) Toyota Production System Consultant, Chubu IE Association	Learning the basic philosophy of TPS which has two main pillars, JIT (Just-In-Time) and JIDOKA. To learn how TPS eliminates waste (Muda) thoroughly and improves work day to day and then to witness the effectiveness in productivity.
11-Oct	Thu	10:00~12:00 V) Quality control SUS Corporation	Product development and Kaizen (Quality, Efficiency, Safety) based on Karakuri's mechanism
		14:00~16:30 L) QC Activity Surteckariya Co.,Ltd.	Observing quality control of plating for automobile parts and QC activity.
12-Oct	Fri	10:00~17:00 E) Toyota Production System Consultant, Chubu IE Association	Through the exercise, understand the concept of cost, quality and delivery schedule and understand the mechanism of production activities based on Toyota production method.
13-Oct	Sat		
14-Oct	Sun		
15-Oct	Mon	10:00~16:00 L) Procedure to solve problem Visiting professor, Nagoya University	Learning the procedures to solve problems in business that always happen Learning 5W2H, PDCA (Plan Do Check Action). Learning practical methods to solve problems.
16-Oct	Tue	9:00~12:00 E) Procedure to solve problem (Exercise) Visiting professor, Nagoya University	Do exercises on their own based on exercises and lectures using eight steps to solve problems. Learn to be tools that can be used to create action plans.
		13:30~16:30 L) Action plan Intermediate review Dr. Michiyuki KUME	To prepare an Action Plan that each participants can conduct on its own initiative after returning home.
17-Oct	Wed	10:00~16:00 L) Theory of quality control Process Design Institute	Understanding methodology to keep good quality.

18-Oct	Thu	10:00-16:00	L) Countermeasure to reduce defect ratio (Activity first in the morning :Asaichi) Mayumi PQM Solutions	Learning the way of leading people to improve quality and productivity referring the case of defect ratio reduction countermeasures.
19-Oct	Fri	10:00-13:00	V) Quality control - Compliance with laws (filtration - Wastewater treatment equipment), Sanshin Mfg. Co. Ltd.	Learn process filtration technology, environmental conservation, resource recovery, reuse.
		14:00-18:00	L) Guidance and support to make Action plan Dr. Michiyuki KUME	Prepare a specific and feasible plan for SMEs of own country to fit each country's situation utilizing the experience of this training .
20-Oct	Sat			
21-Oct	Sun			
22-Oct	Mon	10:00-13:00	V) Vehicle Assembly plant Toyota Motor Corporation Toyota exhibition hall	Observing automobile assembly processes. Understanding efficient assembly process in which Toyota Production System (TPS) and Just In Time are practiced.
		14:00-16:30	V) Productivity Improvement (Deep hole drilling), Daiichi Co.,Ltd.	Observe to improvement cases by original technology
23-Oct	Tue	10:00-12:00	L) Lumber processing (Recycling)Nagoya port lumber warehouse Inc.	Along with changes in society, listen to the policy of conversion of business situation, management judgment and wooden system recycling to power generation
		14:00-15:00	D) Evaluation meeting	Discussing the contents, lecturers, time allocation of training and the points to improve for future training. JICA learns the evaluation from participants and refers to it to improve training to more effective one.
24-Oct	Wed	9:30-15:50	D) Action plan presentation meeting	Present briefly the action plan. Having advice from the other participants ,lecturers and related organization after presentation.
		16:00-16:30	Closing ceremony	
		16:30-17:30	Farewell party	
25-Oct	Thu		Return to your country	

III. Conditions and Procedures for Application

1. Expectations from 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: 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: Experience of SMEs support in the parent organization. Especially support for SMEs on Improvement of their Product Quality and Productivity (KAIZEN) in 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 (This workshop 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.**)
- 5) Health: must be in good health, both physically and mentally, to participate in the Program in Japan.
- 6) 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) Expectations of 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 devoting and who will continue to devote themselves to

the activities of the JICA project concerned are highly welcome to this program.

2) Age: be between the ages of twenty-six (26) 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) Inception Survey: Please submit together with the Application Form to be used for screening applicants. Please refer to **VI. Annex:** Guidelines for Inception Survey.

(3) 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.

*Photocopy should include the followings:

Name, Date of birth, Nationality, Sex, Passport number and Expire date.

(4) 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)

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 **July 11th, 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 August 22nd, 2018.**

5. 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.
- (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 CHUBU

(2) **Contact:** Ms. Chie SUZUKI

(mail to 2 addresses: Suzuki.Chie.2@jica.go.jp, cbictp1@jica.go.jp)

*Please insert the course title in the subject when e-mailing. For instance, “Enhancing SMEs support capacity (B)”

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:** Coverage is from time of arrival up to departure in Japan. Thus traveling time outside Japan will not be covered.

3. Accommodation in Japan:

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

JICA Chubu International Center (JICA Chubu)
Address: 60-7 Hiraikecho, Nakamura-ku, Nagoya 453-0872, Japan
TEL: +81-52-533-0220 FAX: +81-52-564-3751
(where “81” is the country code for Japan, and “52” is the local area code)

If there is no vacancy at JICA Chubu (CBIC), JICA will arrange alternative accommodations for the participants.

4. Expenses:

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

(1) Allowances for accommodation, 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, 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. Personal-use computer

It is suggested for the participants to complete their reports; i.e. Feedback reports, Action plan, etc. by computer applications. Information on schedule and some of the program materials will be delivered through Internet during the program. JICA CHUBU, where participants stay, has the room with computers for these purposes. For better and effective work, it would be advisable to bring your own lap-top computer. Minimum requirements of applications would be MS Word and Excel together with an anti-virus soft built-in. Also mobile computers with complement of JICA will be available for the participants who do not have their own.

VI. ANNEX:

Enhancing SMEs support capacity through learning Quality and Productivity Improvement (KAIZEN) (B) (JFY 2018)

GUIDELINES FOR INCEPTION SURVEY

Each applicant shall prepare an Inception survey 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 survey shall be submitted together with the application documents. 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 survey must follow the form below.

Enhancing SMEs support capacity through learning Quality and Productivity Improvement (KAIZEN) (B) (JFY 2018)

Inception Survey

This survey should be A4 size 3 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).	
(1) The content of your work of consultancy specializing product quality and productivity.	Current target: Major problem: Strengths of your work
(2) Describe the frequency of your work of consultancy for SMEs companies.	

4. About your projects

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

REFERENCES: Small & Medium Enterprises (SMEs) in Japan

(1) Definition of SMEs

(a) Definition of Small & Medium Enterprises

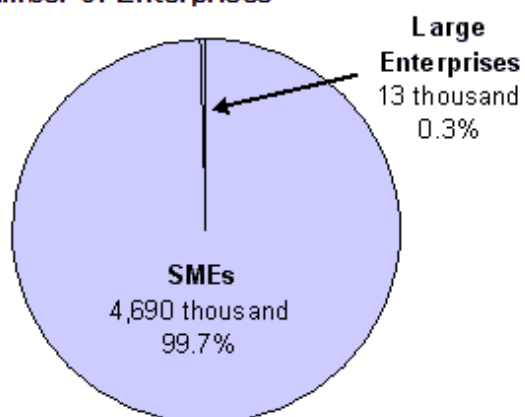
Type of Industry	Capital Size (million yen)	No. of employees
Manufacturing & others	300 or less	300 or less
Wholesale	100 or less	100 or less
Retail	50 or less	50 or less
Services		100 or less

(b) Definition of Micro Enterprises

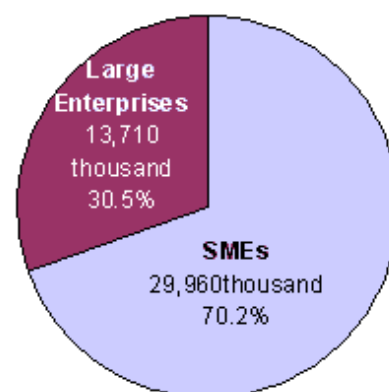
Type of Industry	No. of employees
Manufacturing & others	Not more than 20 employees
Commerce, service	Not more than 5 employees

(2) Share of SMEs in the Japanese Economy

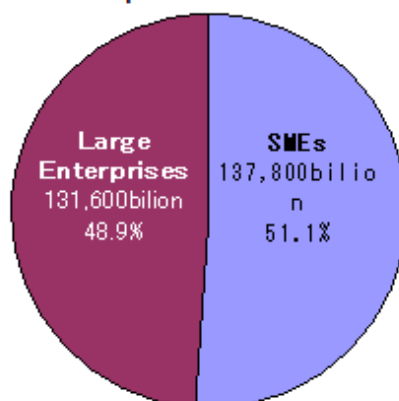
Number of Enterprises



Number of Employees



Value of Shipment in Manufacturing



Source: Small and Medium Enterprise Agency, METI, 2015
 More detailed for
http://www.chusho.meti.go.jp/sme_english/index.html/

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, program programs, JOCV programs, etc.

Within this wide range of programs, Program 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.



CORRESPONDENCE

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

JICA Chubu International Center (JICA Chubu)

Address: 4-60-7 Hiraikecho, Nakamura-ku, Nagoya, 453-0872, Japan

TEL: 81-52-533-0220 FAX: 81-52-564-3751