



Knowledge Co-Creation Program (Group & Region Focus)

GENERAL INFORMATION ON

Quality Management and Productivity Improvement (KAIZEN)

-Basic Course-

課題別研修

「品質管理・生産性向上(カイゼン)－基礎－」

JFY 2021

NO. 202003124J001

ONLINE Course Period: From January 20 to February 25, 2022

*** This is an ONLINE program.**

There is no component of on-site program in Japan.

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

'JICA Knowledge Co-Creation 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, 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.

What are *Monozukuri* and *Kaizen*?

Monozukuri generally means "making things". However, *Monozukuri* is not simply manufacturing products. A successful example of Japanese *Monozukuri* 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 *Monozukuri* are the genesis of prosperity in the Japanese automobile industry.

***Please note that the course does not focus on automobile manufacturing.**

Kaizen is known as continuous improvement in Japanese language and also one of key concept of *Monozukuri*. *Kaizen* within *Monozukuri* 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”.

II. Description

1. Title (J-No.): Quality Management and Productivity Improvement (KAIZEN) -Basic Course- (202003124J001)

2. Course Period in JAPAN

From January 20 to February 25, 2022

3. Target Regions or Countries

Albania, Benin, Brazil, Cameroon, Cuba, Ghana, Niger, Democratic Republic of Congo, Zimbabwe

4. Time for Online Session

The online lectures will be live-streamed in the following time zones. The starting time and duration may be subject to change. Some of the lectures might be delivered as recorded videos.

Group A: Japan: 16:30 – 19:00

Ghana: 7:30-10:00

Albania: 8:30-11:00

Benin: 8:30-11:00

Cameroon: 8:30-11:00

Democratic Republic of the Congo: 8:30-11:00

Niger: 8:30-11:00

Zimbabwe: 9:30-12:00

Group B: Japan: 8:00- 10:30

Cuba: 18:00-20:30 (1 day behind)

Brazil (Rio de Janeiro, Sao Paulo): 20:00-22:30 (1 day behind)

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. Course Capacity (Upper limit of Participants)

10 participants

7. Language to be Used in this Program

English

8. 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.

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.

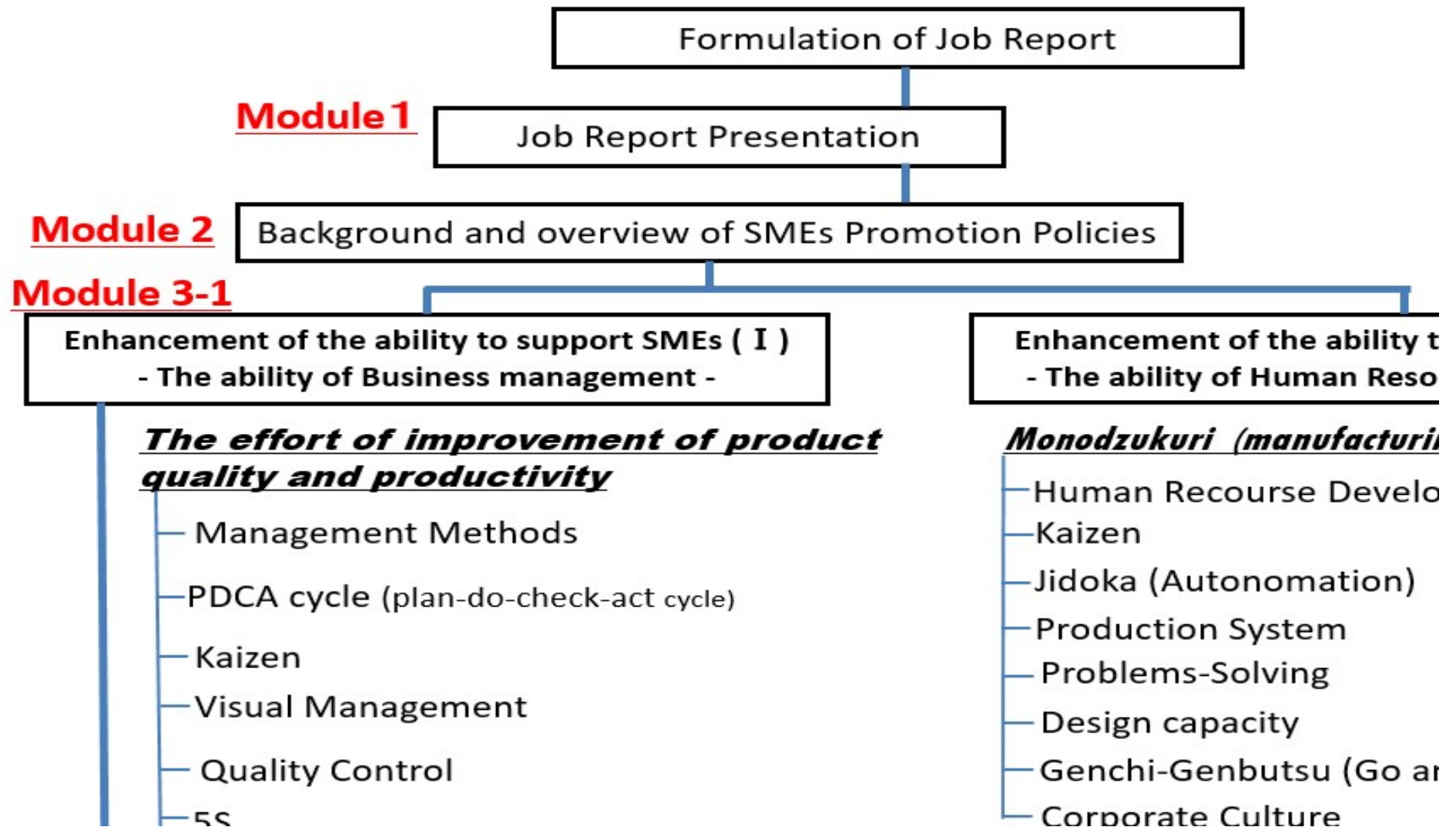
10. Expected Module Output and Contents

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

Expected Module Output	Subjects/Agendas	Methodology
【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> Formulation and submission of Job Report Presentation of Job Report	Report writing, Presentation, 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
【Module3-1】 The participants will be able to understand strategies of the productivity and quality management measures (including <i>Kaizen</i>) 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. Visual Management 5. Quality Control 6. 5S 7. 7 wastes	Lectures , , 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. KAIZEN 3. JIDOKA 4. Production System 5. Problems Solving 6. Design Capacity 7. Genchi Genbutsu (Go and See) 8. Corporate Culture 	<p>Lectures , Observations, 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>

<Structure of the program>



Program Schedule (subject to change)

Date	Day	Program
Jan 20	Thu	Connection test/briefing, course orientation
21	Fri	Job report presentation
22	Sat	
23	Sun	
24	Mon	
25	Tue	Lecture on <i>Monozukuri</i>
26	Wed	Lecture by a public SMEs support agency
27	Thu	Lecture by a public SMEs support agency
28	Fri	Productivity improvement utilizing robotics
29	Sat	
30	Sun	
31	Mon	
Feb 1	Tue	Lecture/exercise on improvement of <i>Monozukuri</i>
2	Wed	Lecture/exercise on improvement of <i>Monozukuri</i>
3	Thu	Lecture on problem solving
4	Fri	Exercise on problem solving
5	Sat	
6	Sun	
7	Mon	
8	Tue	Productivity improvement by low-cost production
9	Wed	Lecture on introduction of Toyota manufacturing methods
10	Thu	Lecture on introduction of Toyota manufacturing methods
11	Fri	Lecture on quality control theory
12	Sat	
13	Sun	
14	Mon	
15	Tue	Lecture on quality control theory
16	Wed	Lecture on human resources
17	Thu	Lecture on quality control
18	Fri	
19	Sat	
20	Sun	
21	Mon	
22	Tue	Quality control – a case of a measurement instrument manufacturer
23	Wed	
24	Thu	Final report presentation
25	Fri	Final report presentation

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

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

Shall 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) Technical Requirements:

a. Technology Proficiency

- Basic computer skills such as, sending/receiving email with attachments, and using a web browser.
- Online course is delivered using the following services, Web Conferences (Zoom), Cloud Storage (GIGAPOD), JICA VAN Cornerstone (LMS) and YouTube. Online tutorial and support by JICA will be limited. The ability to be self-directed in learning new technology skills are required.

b. Internet Connection

- High Speed Broadband Connection (at least 2Mbps).
- * Internet access charge incurred for this course shall be borne by the participating organization or participants.
- c. Hardware (Minimum Requirement)
 - Regular access to a computer, either from home or from office.
 - Operating System: Windows or Mac OS (Updated version is preferred).
 - Processor: Intel Core 2 Duo or higher; 2GHz or higher
 - Memory: 4GB of RAM or higher
 - Hard Drive Space: 5GB free disk space
 - Browser: Google Chrome is preferred browser. (Edge, Firefox, Safari can be used)
 - Others: Webcam Microphone, and Audio output Device (Speaker or Headset)
- d. Software (which may be required)
 - Zoom Client for Meeting (<https://zoom.us/download>)
- * In case, participants are to use their office computer and the use of Zoom is not authorized by IT administrator, please notify JICA at the time of application.

**If participants are not able to arrange internet connection or necessary devices, please consult with JICA office.*

(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 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. Required Documents for Application

(1) Application Form

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

(2) Photocopy of Passport

- Photocopy should include name, date of birth, nationality, passport number, and expiry date.
- If nominees do not have a passport, please submit a copy of an alternative ID

card.

(3) Nominee's English Score Sheet

To be submitted with the application form, if nominees 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 the applications, the JICA local office (or the Embassy of Japan) will send them to **the JICA Center in JAPAN** by **December 3, 2021.**

(2) Selection

After receiving the documents through proper channels from your government, the JICA office (or the embassy of Japan) will conduct screenings, and then forward the documents to the JICA Center in Japan. Selection will be made by the JICA Center in consultation with concerned organizations in Japan. The applying organization with the best intention to utilize the opportunity of this program will be highly valued in the selection.

Qualifications of applicants who belong to the military or other military-related organizations and/or who are enlisted in the military will be examined by the Government of Japan on a case-by-case basis, consistent with the Development Cooperation Charter of Japan, taking into consideration their duties, positions in the organization, and other relevant information in a comprehensive manner.

(3) Notice of Acceptance

Notification of results will be made by the JICA office (or the Embassy of Japan) **not later than December 20, 2021.**

5. Conditions for Attendance:

- (1) to adhere to the program schedule
- (2) to attend all of the program activities **(Over 70 % of attendance is required for course completion.)**
- (3) not to change the program topics
- (4) to follow the Term of Use for the Online KCCP (privacy and copyright policy)
https://www.jica.go.jp/english/our_work/types_of_assistance/tech/acceptance/training/index.html

IV. Administrative Arrangements

1. Organizer

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

(2) **Contact:** Ms. EGUCHI Kaori (cbictp1@jica.go.jp, Eguchi.Kaori2@jica.go.jp)

※Please insert “Kaizen course” in the subject.

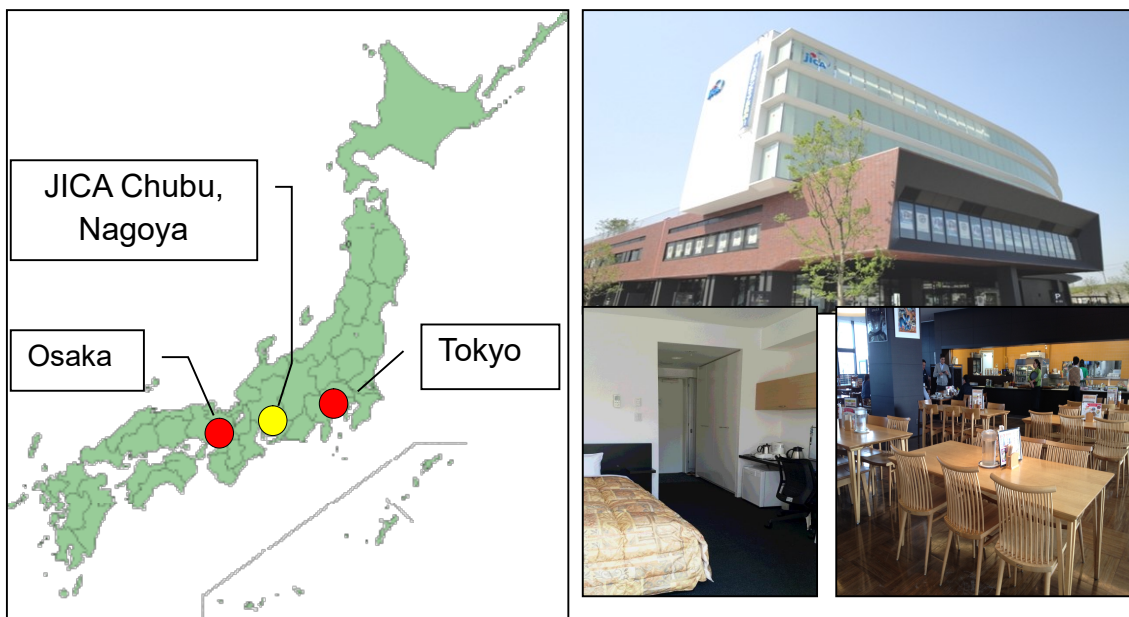
About JICA Chubu Center:

<Location>

- 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.

<Recommended Websites>

- ✓ JICA Chubu’s website: www.jica.go.jp/chubu/english/office
- ✓ Aichi prefecture: www.heart-of-japan.jp/



2. Arrangements for the online program

As the most of the seminars will be live-streamed via Zoom, participants will need a computer with a microphone and webcam, stable/high-speed internet connection. If you are not able to arrange internet access/devices necessary to participate in the online course, JICA will make arrangements for the participants. Please contact the JICA office in your country or JICA Chubu for more information.

REFERENCES: Small & Medium Enterprises (SMEs) in Japan

(1) Definition of SMEs

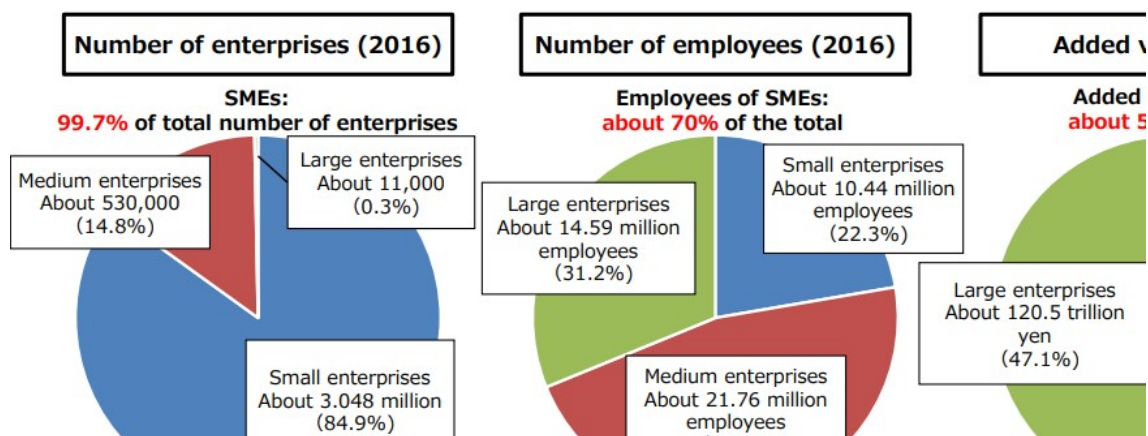
(a) Definition of Small & Medium Enterprises

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



Source: 2019 White Paper on Small and Medium Enterprises in Japan

https://www.chusho.meti.go.jp/pamflet/hakusyo/2019/PDF/2019hakusyosummary_eng.pdf

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 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

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

JICA Chubu Center

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