



【Online】

Knowledge Co-Creation Program (Group & Region Focus)

GENERAL INFORMATION ON

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

**課題別研修 「品質・生産性向上(ベーシック・カイゼン)(A)」
JFY 2022**

NO. 202107862J001 / ID. 202107862

Course Period: From October 31, 2022 to December 12, 2022

**Depending on the situation of COVID-19, the course schedule may be
changed or cancelled.**

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

People of developing countries and emerging nations seek for knowledge concerning Japan Brand, and the principles and the methodologies of quality control and production improvement for manufacturing (Monozukuri) which have been systematized in the long history of Japan. JICA has also promoted vitalization of private enterprises and local businesses through human resource development in the industries and upgrading the industrial technologies. To develop supporting industries and enhance the competitiveness of small and medium-sized enterprises are some of the most crucial development issues at emerging nations and developing countries and it is also anticipated that they would contribute to expanding businesses in their nations where Japanese companies, especially manufacturing industries, move into.

For what?

In order to improve the productivity of manufacturing companies, this training course aims to develop human resources responsible for dissemination of quality control, productivity improvement and facility maintenance management that are accustomed in Japan.

For whom?

This program is offered to 1) Skill dissemination officers of manufacturing industrial association and 2) Governmental officials in charge of promotion of manufacturing.

How?

With a view to realizing productivity improvement, it is important to have not only specific manufacturing skills but also a holistic production system by effectively coordinating respective technologies. A manufacturing industry's strength can be measured by the prices, the qualities and the delivery time of their products. The business organizations' activities are to improve the abovementioned indices which lead to the reinforcement of their competitiveness. The participants will learn quality control, productivity improvement measures, stable operation policies and facility maintenance management from lectures from online training, practices and virtual site observations at several companies from Japan.

In online training, participants and instructors connect in real time to give lectures and discussions, and mainly learn the basics and theory parts. In addition, homework (submission of assignments) and short test will improve your understanding.

II. Description

1. Title (J-No.): Quality and Productivity Improvement for Enterprise Competitiveness (Basic Kaizen)(A)(202107862J001)

2. Course Period:

From October 31, 2022 to December 12, 2022

3. Target Regions or Countries

Brazil, Dominican Republic, Indonesia, Philippines, Laos, and Vietnam

4. Eligible / Target Organization

This program is designed for

- 1) Skill dissemination officers of manufacturing industrial association
- 2) Governmental officials in charge of promotion of manufacturing in the manufacturing sector

* 1) and 2) must have more than five years of experience in the above mentioned fields.

* Counterparts or persons involved in JICA projects or working with JICA Senior Volunteers and/or Advisors who satisfy the required qualifications are encouraged to apply.

5. Course Capacity (Upper limit of Participants): 6 participants

6. Language to be used in this program: English

7. Course Objective

Strategic plan for strengthening system and human development is formulated in participants' organization.

8. Overall Goal

Productivity improvement and Facility maintenance management are improved in participants' organizations and countries.

9. 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
To identify the issues in the participants' country and to recognize the role of their organizations by understanding quality control and productivity improvement measures in Japan	(1) Basic concepts of MONOZUKURI (Manufacturing process) (2) Productivity improvement by loss-elimination (3) Quality management with rejection (4) Activities for improving manufacturing site (5S, kaizen) (5) How to find weakness of manufacturing site	Online Class, Lecture Virtual Plant tour and Exercise
To identify the issues in the participants' country and to recognize the role of their organizations by understanding stable operation policies and facility maintenance management in Japan	(6) How to proceed maintenance based on Inspection (7) Autonomous Maintenance Activity (8) Introduction of CDT: Condition Diagnosis Technology	Online Class, Lecture Virtual Plant tour and Exercise
To improve capacity of formulating a strategic plan for strengthening system for productivity improvement and human resource development in participants' organization	(11) Guidance of identifying the issues (12) Guidance of Action plan elaboration (13) Job report and Action plan presentation	Online Class, Lecture Job report & Action plan Presentation and Exercise

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 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:
 - Officers of chambers of commerce, private enterprises federations and business unions for SMEs
 - Officials of local governments and public institutions that support SMEs and local industry development in the manufacturing sector
 - * Candidates must provide information about the status of SMEs and local industry promotion in their regional areas using the Job Report form (Annex-2)
 - * Counterparts or persons involved in JICA projects or working with JICA Senior Volunteers and/or Advisors who satisfy the required qualifications are encouraged to apply.
- 2) Experience in the relevant field: have more than 5 years' work experience in the field of local industry promotion
- 3) Educational background: be a university graduate or have the equivalent academic background
- 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., if possible.)
- 5) Health: Must be in good health to participate in the program.
- 6) Online training implementation requirements:
 - Stable network environment
 - Install Zoom <https://zoom.us/download>

- To be able to attend a Zoom Meeting every day at a designated time.
- PC with camera and earphone with microphone

(2) Recommendable Qualifications

- 1) Experience in giving on-site training in the manufacturing industry
- 2) Age: between the ages of thirty (30) and fifty (50) years
- 3) Gender Equality and Women's Empowerment: Women are encouraged to apply for the program. JICA makes a commitment to promote gender equality and women's empowerment, providing equal opportunity for all applicants regardless of sexual orientation and gender identity.

3. Required Documents for Application

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

*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.

(2) Photocopy of Passport or ID document: You should submit it with the application form if you possess your passport. If not, you are requested to submit a photocopy of your ID document for ID purposes.

*The following information should be included in the photocopy:

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

(3) Issue Analysis Sheet (IAS) & Job Report: To be submitted with the application form. The documents should be completed in accordance with descriptions of Annex-1 (Issue Analysis Sheet) and Annex-2 (Job Report). The IAS is used for screening of participants. It is a tool that logically organizes relationships between issues or problems which a nominee's organization is facing with and the subjects to be covered in the training program.

4. Procedure for Application and Selection

(1) Submitting 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 **August 31, 2022.**)

(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 September 30, 2022**.

(4) Online Training Environment Check

After issuing a notice of acceptance, we will contact participants to confirm the ZOOM environment, required equipment status and training location.

5. Conditions for Attendance

- (1) To strictly adhere to the program schedule.
- (2) Not to change the program topics.

IV. Administrative Arrangements

1. Organizer (JICA Center in Japan)

(1) **Name:** JICA Kyushu Center (JICA KYUSHU)

(2) **Program Officer:** Mr. NAKANO Yukimasa, Training program Division
(email: kictp@jica.go.jp)

2. Implementing Partner

(1) **Name:** Kitakyushu International Techno-cooperative Association (KITA)

(2) **URL:** <http://www.kita.or.jp/english/index.html>

3. Information

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

Part I: Knowledge Co-Creation Program and Life in Japan	
English ver.	https://www.youtube.com/watch?v=SLurfKugrEw
French ver.	https://www.youtube.com/watch?v=v2yU9ISYcTY
Spanish ver.	https://www.youtube.com/watch?v=m7I-WIQSDjl
Russian ver.	https://www.youtube.com/watch?v=P7_ujz37AQc
Arabic ver.	https://www.youtube.com/watch?v=1iBQqdpXQb4
Part II: Introduction of JICA Center in Japan	
JICA Kyushu	https://www.jica.go.jp/kyushu/english/office/index.html

V. Other Information

1. Report and Presentation

(1) Job Report & Issue Analysis Sheet (IAS)

Each applicant is required to submit his/her own Job Report & Issue Analysis Sheet following the instruction. Participants will have a presentation of his/her Job Report & Issue Analysis Sheet up to 10 minutes at the earlier stage of the training program in order to share knowledge and background with other participants as well as instructors. Visual materials such as Power Point and pictures may be helpful for your presentation.

(2) Action Plan

Participants are required to make an Action Plan at the end of the training to express your idea and plan which you carry out after the training is over, reflecting the knowledge and method you acquire in the training. Each person will have 10 minutes for presentation.

Also, participants are required to complete IAS by the end of the training and present it at the Action Plan Presentation.

2. Remarks

JICA training is implemented for the purpose of development of human resources who will promote the advancement of the countries, but not for the enrichment of individuals or private companies. Matters of a trade secret and patent techniques will remain confidential and inaccessible during the training program.

VI. ANNEX

I. Job Report

II. Issue Analysis Sheet

III. Issue Analysis Sheet (IAS) Guidelines

IV. Tentative Training Schedule

Annex I

Quality and Productivity Improvement for Enterprise Competitiveness (Basic Kaizen)(A)

Job Report

Name:
Country:
Organization and present post:
E-mail:

Remarks 1: The Report should be typewritten in English (12-point font, A4 size paper), and total pages of the report should be limited to 3 pages.

Remarks 2: Each participant is required to have presentation in 10 minutes based on this Job Report and IAS at the early stage of the training for the purpose of making the training more effective and fruitful by comprehending the situations and problems of the participants each other.

1. The current situation of manufacturing industries in your country or region

- ① GDP composition by industry
- ② Composition of the manufacturing industry by type of business

2. The national or local government policies

- ① Development policies for the manufacturing industry
- ② Supporting policies for the small and medium-sized manufacturing industry

3. What is/are the overall problem(s) of the manufacturing industry you belong to or you exercise jurisdiction over?

4. What is your image of Japanese manufacturing industry and at what points do you feel differences between your country's manufacturing and that of Japan?

5. Do you already know and implement the items mentioned below?

Please place a check mark next to the each item accordingly.

	I know	being carried out
5S		
KAIZEN		
Autonomous maintenance		
TQC		
Muda Zero Activity (waste elimination activity)		
Condition diagnosis technology		

Annex-II

Issue Analysis Sheet (IAS)

Country: _____

Name: _____

No.	【A】* Issues that you confront.	【B】 Actions that you are taking.	
1			
	【 I 】 Task or The information that I need.	【 II 】 Useful information that I obtained /found.	【 III 】 Lecturer

No.	【A】* Issues that you confront.	【B】 Actions that you are taking.	
2			
	【 I 】 Task or The information that I need.	【 II 】 Useful information that I obtained /found.	【 III 】 Lecturer

No.	【A】* Issues that you confront.	【B】 Actions that you are taking.	
3			
	【 I 】 Task or The information that I need.	【 II 】 Useful information that I obtained /found.	【 III 】 Lecturer

【 I 】,【 II 】,【 III 】 These columns will be filled during the training course.

***You shall describe challenges you are facing in your section also in the Job Report. Among them, in column A, please describe only those issues you expect to solve utilizing information and knowledge being delivered in this training course.**

Issue Analysis Sheet (IAS) Guidelines

1. What is IAS?

- (1) IAS is a tool to logically organize relationships between issues and contents of the training program.
- (2) IAS will help the nominee to clarify his/her challenges to be covered in each expected module output and to formulate solutions to them.
- (3) The sheet is to be utilized as a logical process control sheet to draw up improvement plans for the issues by filling out the sheet in phases from prior to the nominee's arrival through to the end of the training.
- (4) In addition, it is used for the course leader and lecturers to understand the issues that each participant is confronting, and provide him/her with technical advice, useful references and solutions through the training program.

2. How to fill out IAS?

- (1) Please describe the issues you confront in column "**A: Issues that you confront**".

You shall describe challenges you are facing in your section also in the Job Report. Among them, in column A, please describe only those issues you expect to solve utilizing information and knowledge being delivered in this training course. Prepare the separate rows for each problem; if necessary, please add new rows.

- (2) In column "**B: Actions that you are taking**", please describe actions that you are taking to solve the issues shown in "**Column A**".

This information is very important to carry out the training course and also to make Action Plan as a fruit of the training.

- (3) It's not necessary to fill in column "**I : Task or the information that I need**", column "**II : Useful information that I obtained/found**" and column "**III : Lecturer**". These columns shall be filled out during the training.

- (4) "**Column I**" shall be clarified and filled out in the subject "**Task extraction using IAS**" implemented at the earlier time in the training.

- (5) "**Column II**" and "**Column III**" shall be filled out during the training and you are required to present completed IAS in the subject "**Action Plan Presentation**".

The course leader explains IAS as follows:

You must have already made an annual business plan and are working on it every day. The business plan has goals and target numbers. There is a gap between goals and what you have achieved. This gap means "issues".

Annex-IV

Tentative ONLINE Training Schedule **Quality Management and Productivity Improvement in Japanese** **Manufacturing - MONOZUKURI in 2022**

Date	Day	Contents	lecturer	For Asian	For South
				Participants	American
				UTC	UTC
10/31	Mon	Orientation	H.Torikai	2:00~4:00	-1:00~1:00*
11/1	Tue	Problem Solving	H.Torikai	2:00~4:00	-1:00~1:00*
11/2	Wed	Basic Monozukuri Concepts/Issues Extraction	H.Torikai	2:00~4:00	-1:00~1:00*
11/3	Thu	Automotive Industry Virtual Factory Tour / Issue Extraction	H.Torikai	2:00~4:00	-1:00~1:00*
11/4	Fri	Automotive Industry Virtual Factory Tour / Issue Extraction	H.Torikai	2:00~4:00	-1:00~1:00*
11/5	Sat				
11/6	Sun				
11/7	Mon	Safety Management/Issue Extraction	H.Torikai	2:00~4:00	-1:00~1:00*
11/8	Tue	Robot Industry Virtual Factory Tour / Issue Extraction	H.Torikai	2:00~4:00	-1:00~1:00*
11/9	Wed	Japanese Monozukuri Culture/Issues Extraction	H.Torikai	2:00~4:00	-1:00~1:00*
11/10	Thu	Introduction to Quality Management / Issue Extraction	Y.Yamamoto	2:00~4:00	-1:00~1:00*
11/11	Fri	Introduction to Quality Management / Issue Extraction	Y.Yamamoto	2:00~4:00	-1:00~1:00*
11/12	Sat				
11/13	Sun				
11/14	Mon	Presentations by Senior Trainees / Q&A		-1:00~1:00*	-1:00~1:00*
11/15	Tue	JOB Report Presentation	ALL	-1:00~1:00*	-1:00~1:00*
11/16	Wed	QC Methodology and QCC/Action Plan with CL	Y.Yamamoto	2:00~4:00	-1:00~1:00*
11/17	Thu	QC Methodology and QCC/Action Plan with CL	Y.Yamamoto	2:00~4:00	-1:00~1:00*
11/18	Fri	Textile Industry Virtual Factory Tour / Action Plan with CL	H.Torikai	2:00~4:00	-1:00~1:00*
11/19	Sat				
11/20	Sun				
11/21	Mon	Factory productivity/action plan with CL	H.Torikai	2:00~4:00	-1:00~1:00*
11/22	Tue	Factory productivity/action plan with CL	H.Torikai	2:00~4:00	-1:00~1:00*
11/23	Wed	SME Virtual Factory Tour / Action Plan with CL	H.Torikai	2:00~4:00	-1:00~1:00*
11/24	Thu	How to proceed with maintenance based on inspections /Action Plan with CL	T.Ueyama	2:00~4:00	-1:00~1:00*
11/25	Fri	How to proceed with maintenance based on inspections /Action Plan with CL	T.Ueyama	2:00~4:00	-1:00~1:00*
11/26	Sat				
11/27	Sun				
11/28	Mon	Introduction to Machine Condition Diagnosis Technology / Action Plan with CL	T.Ueyama	2:00~4:00	-1:00~1:00*
11/29	Tue	Autonomous Maintenance/Action Plan with CL	M.Harada	2:00~4:00	-1:00~1:00*
11/30	Wed	Steel Industry Virtual Factory Tour / Action Plan with CL	H.Torikai	2:00~4:00	-1:00~1:00*
12/1	Thu	Support measure for Small and Medium sized Enterprises /Action plan with CL	T.Ueyama	2:00~4:00	-1:00~1:00*
12/2	Fri	Review	H.Torikai	2:00~4:00	-1:00~1:00*
12/3	Sat				
12/4	Sun				
12/5	Mon	Improvement of plant operation (KAIZEN) /Action plan with CL	T.Miyamoto	2:00~4:00	-1:00~1:00*
12/6	Tue	Improvement of plant operation (KAIZEN) /Action plan with CL	T.Miyamoto	2:00~4:00	-1:00~1:00*
12/7	Wed	Food Industry Virtual Factory Tour / Action Plan with CL	H.Torikai	2:00~4:00	-1:00~1:00*
12/8	Thu	How to find weaknesses in factories /Action Plan with CL	H.Torikai	2:00~4:00	-1:00~1:00*
12/9	Fri	5S/QC Circle/Action Plan /Action Plan with CL	O.Shin /S.Kawahara	2:00~4:00	-1:00~1:00*
12/10	Sat				
12/11	Sun				
12/12	Mon	Action Plan Presentation	All	-1:00~1:00*	-1:00~1:00*

*-1:00 = 23:00 of previous day

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 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 Kyushu Center (JICA KYUSHU)
Address: 2-2-1, Hirano, Yahata Higashiku, Kitakyushu-shi,
Fukuoka 805-8505 Japan

TEL: +81-93-671-6311 FAX: +81-93-671-0979