🖥 + 👥 Online and Face-to-Face (in Japan)

Knowledge Co-Creation Program (Group and Region Focus)

Digital Kaizen (Quality and Productivity Improvement by Utilizing Digital Technologies in Small and Medium Enterprises)

Course Number: **202411592J001**

Course Period:

(1) On-demand: October 22 – December 5, 2025

(2) Online: November 5, December 8 – 12, 2025

(2) Online (Latin America): December 16, 2025 and self-study with recorded lecture

(3) In-Japan: (arrival) January 25 – (departure) February 7, 2026

- PRAZO DE INSCRIÇÃO NO BRASIL:
  13/09/2025
- EMAIL PARA ENVIO DA INSCRIÇÃO:
  jicabr-training@jica.go.jp

NOTE: Adobe Acrobat Leader DC and Google Chrome are recommended as PDF viewer. JAWS and NVDA are recommended as screen reader.
NOTE: If there are any difficulties in reading this document, please contact JICA Office in your country or JICA Center in Japan.
NOTE: Depending on the circumstances, some or all of the program periods may be changed or cancelled after the application has been accepted.

How do we utilize digital technologies for quality and productivity improvement?

Deepen the understanding of specific examples of digital kaizen[1] promotion at manufacturing sites and acquiring practical methods among personnel providing support to small and medium-sized enterprises.

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[1] Digital kaizen: Kaizen that contributes to improving quality and productivity through the use of digital technology

Outline

This course is designed for personnel who support SMEs to learn about methods and examples of quality and productivity improvement using digital technology at manufacturing sites, as well as the system for promotion.

The objective is to foster awareness of the further significance and challenges of introducing digital technology by utilizing bottom-up business improvement methods cultivated through kaizen activities, and to develop core personnel who will incorporate the technology into support activities at their organizations.

Format: Online & Face-to-Face (in-Japan)
*After completion of Online program, participants can participate in "In-Japan program".

Language: English

Course Capacity: 10 participants (10 counties)

JICA Knowledge Co-Creation Program (KCCP)

The Japanese Cabinet released the Development Cooperation Charter in June 2023, stated 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 foundation of mutual learning process.

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For What?

Background

Kaizen is becoming popular and highly effective in many developing countries. In this context, the recent sophistication of industry in the digital society is increasing the need of quality and productivity improvement by utilizing digital technologies.

Kaizen is a rational and scientific approach to quality and productivity improvement based on statistical data, and has a high affinity with digitalization. In addition, the introduction of digital technology into kaizen can contribute not only to improving the competitiveness and productivity of the manufacturing industry, but also to making it more sophisticated and smarter.

Industry 4.0, a strategy for sophistication of industry, calls for a reconsideration of the economic development model based on low-cost and mass production, and the sophistication and smartening of manufacturing industries through the introduction of new technologies particularly in developing countries.

To ensure that the manufacturing sector is not left behind in the future under such circumstances, developing countries are focusing on improving the competitiveness and productivity of their manufacturing industries, and kaizen initiatives are an effective way to achieve this.

However, SMEs in developing countries still incorporate traditional manual kaizen activities and have a low understanding of the importance and effectiveness of information digitization and data utilization.

In order to lay the foundations for the transition to sophisticated and smarter manufacturing, SMEs need to be aware of the effectiveness of digitalizing kaizen.

Objectives

To promote the use of digital technology in the support activities of own organizations, participants are expected to deepen their understanding of examples of digital kaizen promotion at manufacturing sites, learn practical methods, and recognize the necessary initiatives to promote sophisticated and smart manufacturing in SMEs. And to promote the improvement of the competitiveness and productivity of SMEs in own countries.

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To Whom?

Target Organizations

This program targets public or private organizations that provide management support services to SMEs.

The applying organization with the best intention to utilize the opportunity of this program will be highly valued in the selection.

Targeted Countries

10 countries:

Argentina, Brazil, Cameroon, Ethiopia, Iran, Libya, Mauritius, Rwanda, South Africa, Thailand

Participants who have successfully completed both Online and In-Japan program will be awarded a certificate by JICA.

When?

Program Period

(1) On-demand
October 22 – December 5, 2025
➢ self-study, final examination

*Participants still can access on-demand materials for their self-study after this period.

(2) Online (live-streaming)
November 5, December 8-12, 2025
➢ presentations, lectures

*For participants from Latin America, live-streaming program will be held on December 16. Recorded lectures will be provided.

(3) In-Japan
Arrival: January 25, 2026
Program:
   January 26 – February 6, 2026
Departure: February 7, 2026

Where?

This course is carried out as **hybrid format (Online & In-Japan)**.

For Online program, participants are required to have **a certain IT environment**. Participants can participate from office or home. In consult with JICA local office.

For In-Japan program, **mostly participants will stay at JICA Tokyo Center**.

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How?

How to Learn

Online	In-Japan
• Making & Presentation of Job Report	• Lectures
• Live Lectures	• Site visits
• Discussion	• Discussions
• Self-Study	• Making & Presentation of Action Plan

Watch Listen Study Discuss Present

Listen Study Discuss Present Experience Interact

Commitment to the SDGs

SUSTAINABLE DEVELOPMENT GOALS

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

17 PARTNERSHIPS FOR THE GOALS

Language

English

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Program Structure

Place and Time to attend for Online Program

(1) Place

The place to take an online program will be determined by the internet environment. Please inform JICA which place you would like to take the program (e.g., home, office). If you cannot find the proper place to take the program, please consult with JICA Office.

(2) On Demand program (self-study)

On Demand material will be able to be accessed from <u>October 22</u>. Participants can study at any time and any place, and <u>must take an online final examination **by December 5.**</u> (Participants are requested to submit evidence of their scores)

This preparatory work will include:

➢ Taking an e-learning course

➢ Reading Digital Kaizen Guidebook (excerpts)

➢ Watching Kaizen Lecture Videos

➢ Preparing a Job Report

(3) Online program (live-streaming)

The online program will be live streamed as below. <u>Detailed schedule will be delivered with the Acceptance Notification.</u>

	Japan	UTC +9	November 5 18:00-19:30	December 8-12 18:00-21:00
Group A (Africa and Asia)	Cameroon	+1	10:00-11:30	10:00-13:00
	Libya, Rwanda, South Africa	+2	11:00-12:30	11:00-14:00
	Ethiopia	+3	12:00-13:30	12:00-15:00
	Iran	+3.5	12:30-14:00	12:30-15:30
	Mauritius	+4	13:00-14:30	13:00-16:00
	Thailand	+7	16:00-17:30	16:00-19:00

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Group B (Latin America)	Japan	UTC +9	December 16 7:00- 8:30	*
	Argentina, Brazil	-3	December 15 19:00-20:30	*

Due to time difference, live-streaming program for participants of Group B (Latin America) will be held only for one day. The lectures will be provided as recorded materials for self-study.

(4) Circumstance for Internet Connection

The Online program is conducted through a platform "Zoom Webinar and/or Meeting". It's necessary to ensure a stable and secure internet connection to access the platform. Internet speeds of downloading and uploading are recommended approximately 3 to 5 Mbps. (0.5 to 1.5 Mbps at least). Please refer to this URL for how to measure internet speed. Mobile phones are not recommended.

https://www.speedtest.net/

Stable internet connection and quiet environment for online program is required. If you are not able to arrange internet connection or necessary devices, please consult with JICA office in your country.

(5) Attendance requirement

Participation in both On Demand and Online program is an essential requirement for the completion of the course. Partial attendance is NOT allowed. **If you do not participate online program fully without any proper reasons, you MAY NOT join In Japan Program. If there is any special reason to absent program, please inform JICA beforehand.**

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Program Schedule (tentative) *dates are based on Japan Standard Time

On-demand	
October 22 - December 5	▪ Self-study with on-demand materials *Participants will be able to access the textbooks after December 5 for self-study.

Online Program				
Group A (Africa and Asia)		**Group B (Latin America)**		
November 5	▪ Program orientation ▪ Instruction of job report making ▪ Review for on-demand study	after November 6	[self-study with recorded videos]	
December 1	▪ Submission of job report	December 1	▪ Submission of job report	
December 8	▪ Job report presentation			

December 9-11	▪ Lecture, Discussion
	  ➢ Overview of Digital Kaizen
	  ➢ Identifying Opportunities to Apply Digital Kaizen
	  ➢ Basics of Digital Technologies
	  ➢ AI Solutions for Digital Kaizen
	  ➢ Presentation of Good practices by FY2024 Participants
		December 10-15	[self-study with recorded videos]	

December 12	▪ Case Studies of Factories Taking a Small-Scale Approach ▪ Action plan guidance ▪ Orientation for in-Japan program	December 16	[live-streaming] ▪ Job report presentation ▪ Action plan guidance ▪ Orientation for in-Japan program	

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In-Japan Program	
January 25	▪ Arrival in Japan *JICA will provide transportation from the participant's country to JICA Tokyo Center
January 26	▪ JICA briefing ▪ Program orientation ▪ Presentation, Discussion about action plan topics
January 27	▪ Lecture ➢ IoT made easy ▪ Hands-on practices
January 28	▪ Hands-on practices ▪ Lecture ➢ Needs identification and analysis methods for challenges

January 29	▪ Site-visits
	  ➢ Good practice of national and local government working on digital kaizen
	  ➢ Good practice of the company receiving national and local government support for digitalization

January 30	▪ Group Work on Problem Identification: Lessons from a Workshop in Thailand
February 2	▪ Consultation for action plan making ▪ Case study
February 3	▪ Site-visits ➢ Good practices of private companies working on digital kaizen

February 4	▪ Lecture
	  ➢ Methods of making a road map
	▪ Site-visit
	  ➢ A good practice of a private company working on digital kaizen

February 5	▪ Action plan making
February 6	▪ Action plan presentation ▪ Evaluation session ▪ Closing ceremony
February 7	▪ Departure from Japan *JICA will provide transportation from JICA Tokyo Center to the participant's country

*Details will be announced with Acceptance Notification.

*Saturday and Sunday have no programs.

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Management Members

Course Leader / Instructor

KOMATSU Satoshi

Japan Productivity Center
Counsellor, International Cooperation Department

He is a Professional Engineer in Information Technology, and a Certified Management Consultant for SMEs. He has engaged in various system development projects and consultation/education programs in collaboration with governmental and non-governmental organizations.

JICA Members

Course Advisor

HOMMA Toru, MSc

Senior Advisor (Private Sector Development), JICA
Senior Advisor to the CEO, AUDA-NEPAD

Program Officer

ABE Kumiko

JICA Tokyo Center

Program Officer

MIWA Yuto

JICA Head Quarter

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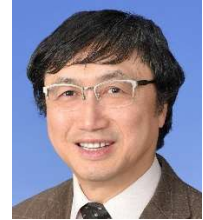
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Voice

Comments from ex-participants

FY2024 Participant
PHAM Truong Minh (Viet Nam)

- Officer, Information and Digital Transformation

Support Division, Ministry of Planning and Investment/

Agency for Enterprise Development

   Participating in the program deepened my understanding of Japan's culture and business environment, while enhancing my professional skills and global perspective. It was an enriching and memorable experience.

   To applicants: Approach the program with dedication and openness. It offers a unique opportunity to learn, grow, and build meaningful connections with Japan and fellow participants.

ONKONG Pavarit (Thailand)

- Industrial Technical Officer, Professional Level, DIPROM Center 1, Department of Industrial Promotion (DIPROM)

   Participating in this training has forever changed the way I think about planning, which is useful for sharing with stakeholders and creating a shared perspective on planning that is tangible, with the same goals, measurement and outcomes in defining digital adoption plans to increase productivity and quality of business operations for SMEs in Thailand. (Domo arigato gozaimashita)

PEKOVIC Miljana (Montenegro)

   -Coordinator of the Center for Enterpreunership Development and project Management, Center for Enterpreunership Development and project Management, Innovation and Enterpreunership Center Tehnopolis

   I gained the capacity to better collect data on bottlenecked production processes, and I gained knowledge and practical skills for application of diverse tools to improve such processes. I had the opportunity to see how it is done in real life examples and factories in order to reach better understanding.

Digital KAIZEN is still KAIZEN, but with new perspective coming from always developing technologies and digital tools, and it will make you have new perspective on business processes improvement.

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Eligibility and Procedures

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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.

(3) In this connection, applying organizations are expected to nominate the most qualified candidates to address the said issues or problems, carefully referring to the qualifications described in sectionⅢ-2 below.

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2. Nominee Qualifications

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

(1) Essential Qualifications

1) Current Duties: <u>Personnel of public or private organizations that provide management support services to SMEs</u>, such as;
    a) Core human resources to promote quality and productivity improvement of SMEs and solutions to their management issues, <u>or</u>
    b) Officers who promote the use of digital technology to small and medium enterprises

2) Experiences:
    a) <u>at least 3 years of working experience</u> in the subject business, <u>and</u>
    b) <u>have acquired basic knowledge of kaizen</u>, <u>especially have sufficient practical experience in instructing on-site kaizen to SMEs</u>

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> ➢ *In this program, participants will select a model company from among small and medium-sized enterprises (SMEs) in their own countries and develop an action plan on how to specifically support the company using the digital technologies learned during the program. Therefore, participants are expected to be able to select a potential model company from among those where on-site Kaizen instruction is currently being implemented or from companies supported by their own organizations.*

3) Educational Background: be a graduate of university

4) Language Proficiency: have a sufficient ability of English for lectures, discussion, presentation, etc. (TOEFL iBT 60 or above) Please attach an official certificate for English ability such as TOEFL, IELTS, TOEIC etc, if any. This program includes interactions and discussion with lecturers and other participants. Participants need to have a sufficient English ability for establishment relationship with them.

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), 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).
    - Participants are required to join Online program via PC. Participating from outdoor with mobile is not preferable.
    *Internet access charge incurred for this course shall be borne by your organization. If you are not able to secure stable connection environment or necessary devices, JICA local office will support it. In that case, please fill out the Questionnaire in the Application Form.
 c) Hardware (Minimum Requirement)
    - Regular access to a computer, either from your home or from your office.
    - Operating System: Windows or Mac OS (Updated version is preferred).

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- 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 you are using your office computer and use of Zoom is not authorized by your IT administrator, please notify JICA at the time of application.

6) 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.
*Please inform JICA immediately if your health condition changed after submission of application form.

7) Attendance: **be required to attend ALL the Online program including on-demand and live sessions. Otherwise, participants will not be allowed to participate to In-Japan program.** If the time zone is not suitable for the full participation in live sessions, please consult with the JICA local office in advance. **If participants will be joining the online program from their workplace, they should ensure a quiet and concentrated environment.** If necessary, consult with supervisor or JICA local office.

(2) Recommended Qualifications

1) Age: between the ages of twenty-five (25) and fifty-five (55) years

2) Gender Equality and Women's Empowerment: JICA seeks more female applicants due to the past records of fewer applications from women. 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.

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3. Required Documents for Application

(1) Application Form:

The Application Form is available at the JICA overseas office (or the Embassy of Japan) **Handwriting is not accepted. Please submit a type-written application form.**

* If you have any difficulty or disability that requires assistance, please specify the assistance you need in the medical history (1 -(c)) of the application forms. This will allow the people in charge of the program to better prepare alternative logistics.

(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
*It is recommended that your passport be valid for more than 6 months after the last day of the program.

(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)

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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 be submitted to JICA Tokyo Center by JICA overseas office or the Embassy of Japan **before September 29, 2025**)

(2) Selection

Primary screening is conducted at the JICA overseas office (or the embassy of

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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 October 14, 2025**.

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5. Additional Document(s) to Be Submitted by Accepted Candidates

Job Report: to be submitted by **JST 12:00 on December 1, 2025**
Accepted candidates are required to prepare a Job Report and present it at Online program. The Job Report should be sent to JICA Tokyo by due date. The format of Job Report will be sent with Acceptance Notification.

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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, including any upgrades and using/collecting miles, even if you will be recommended by airlines) 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,

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(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 "3.Expenses", "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.

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Administrative Arrangements

1. Organizer (JICA Center in Japan)

(1) **Center**: JICA Tokyo Center (JICA Tokyo)

(2) **URL**: https://www.jica.go.jp/tokyo/english/office/index.html

(3) **Program Officer**: ABE Kumiko (tictip@jica.go.jp)

*Please add the course number "202411592J001" to a subject of the e-mail.

2. Implementing Partner

(1) **Name**: Japan Productivity Center (JPC)

(2) **URL**: https://jpc.jpc-net.jp/eng/index.html

(3) **Remark**:

Japan Productivity Center (JPC) was established in 1955 by the Cabinet meeting to enhance the economic development of postwar Japan through the productivity movement. Since then, JPC continued to play a major role in promoting productivity in Japan's industrial society and in improving the quality of people's lives.

Aiming to realize a stable and prosperous society, JPC actively supports industries and public sector organizations in such areas as management innovation, modernization of labor-management relations, and human resources development.

Also, JPC has supported improving quality and productivity (kaizen) in small and medium-sized enterprises in Asia, Africa, Latin America, etc. Based on these achievements in kaizen, in recent years, JPC has been actively working on improving quality and productivity utilizing digital technology (digital kaizen).

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3. Expenses

The following expenses in Japan will be provided by JICA
(1) Allowances for meals, living expenses 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 "KENSHU-IN GUIDEBOOK," which is provided with PDF data or will be given before departure for Japan. (Refer to 5. Reference)
     *Link to JICA HP (English/French/Spanish/Russian):

4. 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.

Part I: Knowledge Co-Creation Program and Life in Japan	
English ver.	https://www.youtube.com/watch?v=SLurfKugrEw
Part II: Introduction of JICA Centers in Japan	
JICA Tokyo	https://www.jica.go.jp/tokyo/english/office/index.html

If the link of these YouTube URLs has expired, please access the URL below and search the necessary information from the key word.

https://www.youtube.com/user/JICAChannel02

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5. Reference

JICA Knowledge Co-Creation Program (KCCP)

https://jica-van-cms.jica.go.jp/custom/kccp/kccp01.html

You can download KENSHU-IN GUIDEBOOK.

Website: JICA (English/French/Spanish/Russian)

https://www.jica.go.jp/english/index.html

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For Your Reference

JICA and Capacity Development

Technical cooperation is people-to-people cooperation that supports partner countries in enhancing their comprehensive capacities to address development challenges by their own efforts. Instead of applying Japanese technology per se to partner countries, JICA's technical cooperation provides solutions that best fit their needs by working with people living there. In the process, consideration is given to factors such as their regional characteristics, historical background, and languages. JICA does not limit its technical cooperation to human resources development; it offers multi-tiered assistance that also involves organizational strengthening, policy formulation, and institution building.

Implementation methods of JICA's technical cooperation can be divided into two approaches. One is overseas cooperation by dispatching experts and volunteers in various development sectors to partner countries; the other is domestic cooperation by inviting participants from developing countries to Japan. The latter method is the Knowledge Co-Creation Program, formerly called Training Program, and it is one of the core programs carried out in Japan. By inviting officials from partner countries and with cooperation from domestic partners, the Knowledge Co-Creation Program provides technical knowledge and practical solutions for development issues in participating countries.

The Knowledge Co-Creation Program (Group & Region Focus) has long occupied an important place in JICA operations. About 400 pre-organized course 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 is being customized by the different target organizations to address the specific needs, 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, as the first non-Western nation to become a developed country, built itself into a country that is free, peaceful, prosperous and democratic while preserving its tradition. Japan will serve as one of the best examples for our partner countries to follow in their own development.

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 a process of adoption and adaptation, of course, has been accompanied by countless failures and errors behind the success stories.

Through Japan's progressive adaptation and application of systems, methods and technologies from the West in a way that is suited to its own circumstances, Japan has developed a storehouse of knowledge not found elsewhere from unique systems of organization, administration and personnel management to such social systems as the livelihood improvement approach and governmental organization. It is not easy to apply such experiences to other countries where the circumstances differ, but the experiences can provide ideas and clues useful when devising measures to solve problems.

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.

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Asian Productivity Organization	JPC
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