



Knowledge Co-Creation Program (Group & Region Focus)

GENERAL INFORMATION ON

**Regional Industry Promotion by Cluster Approach(C)
課題別研修「クラスター・アプローチによる地域産業振興(C)」
JFY 2017**

NO. J1704316 / ID. 1784932

Course Period in Japan: From November 19th 2017 to December 19th 2017

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 recent decades, industry cluster approach has been gaining much attention as an effective means to develop regional economy around the world, regardless of “developed” or “developing” countries. The approach is widely acknowledged to facilitate and accelerate various improvement and innovation* by strategic and substantial collaboration among various stakeholders such as private businesses, universities/research institutes, governments, business associations and so on. Therefore, creating and activating cluster as an environment conducive to innovation is a key in this ever increasing global and competitive world.

*In this program, the term “innovation” is defined as “an activity and its results to create new value for those who are concerned, and absolute magnitude of impact out of it does not define whether it is an innovation or not”. Thus, the definition takes a wider perspective than just a revolutionary creation.

However, many have encountered challenges in cluster development as there is no one set of policies nor strategies that will make all clusters successful. And, it is essential to develop tailored policies, strategies, and activities for each regional cluster.

In additions to policies and strategies, the implementation aspects should be high-lightened because no single cluster could be successful without good mutual interaction among stakeholders. In this regard, it is important to clarify how to make clusters move forward, how to involve various stakeholders and strive toward common directions, and what kind of mechanism should be established.

For what?

This program will offer opportunities to analyze and discuss various clusters and its efforts in Japan and abroad in terms of national/regional government policy and plan on industrial cluster development, actors/stakeholders in a cluster, activities/projects management.

As a result of the participant’s active participation in the program, he/she will understand the concept of cluster development or promotion, acquire methodology for the effective linkage among key actors within the regional cluster, and also gain useful perspectives by sharing the knowledge of current issues and challenges of the participant’s and other countries. The participants are expected to play a significant role in nurturing regional industry and rural development by an appropriate cluster approach.

II. Description

- 1. Title (J-No.): Regional Industry Promotion by Cluster Approach(C)
(J1704316)**
- 2. Course Period in JAPAN**
November 19th to December 19th, 2017
- 3. Target Regions or Countries**
Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyz, Tajikistan, Uzbekistan.
- 4. Eligible / Target Organization**
Those who belong to National/Regional Governments, business associations, universities and research institutes, which initiates and/or facilitates cluster
 - The participant, who are assigned with a clear mission in above mentioned organizations, is preferred. The organization with the specific and strategic intention to utilize the opportunity of this program will be highly valued.
 - Counterparts or relating personnel, working in the JICA project in this field and whose role of the project is clear, are highly prioritized.
- 5. Course Capacity (Upper limit of Participants) :11 participants**
- 6. Language to be used in this program: Russian**
- 7. Course Objective:**
To acquire practical and effective cluster approach, which is appropriate for the settings of targeted regional industry
- 8. Overall Goal**
Regional economy will be vitalized by creating and strengthening industry through cluster approach.

9. Expected Module Output and Contents:

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

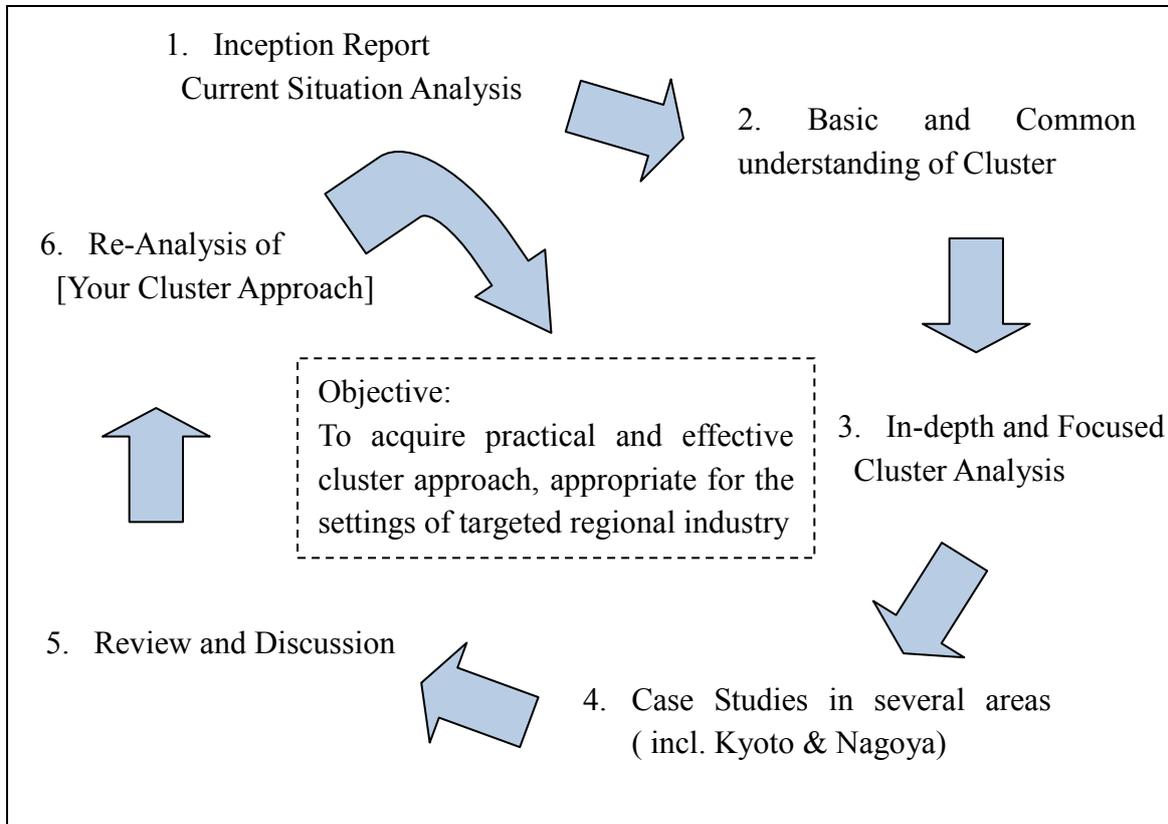
(1) Preliminary Phase in a participant's home country (October to November 2017)

Expected Output	Activity
To summarize and share the description of participant's cluster development, such as policy, strategy, operation, activity.	Preparation and submission of "Inception Report"

(2) Core Phase in Japan (November 19 to December 19, 2017)

Expected Module Output	Subjects/Agendas	Methodology
1) To summarize and share the description of participant's cluster development, such as policy, strategy, operation, activity	(1) Presentation of "Inception Report"	-Lectures -Site visit -Discussion -Presentation
	(2) Situation and problem analysis	
2) To compare participant's cluster by understanding the basic concept of cluster approach	(1) General concept of Regional Cluster	
	(2) Resource in Regional Cluster	
	(3) National Government policy of Industrial Clusters in Japan	
3) To clarify the role/function of stakeholders in launching/managing/operating cluster	(1) Role/Function of University, a case of Hokkaido University	
	(2) Case Studies of Regional Industry Cluster	
	(3) Essential Components of Clustering Dynamic	
	(4) Site visits and discussion with actors	
4) To select appropriate methods and tools to activate cluster in the respective setting	(1) Workshop of each participant's cluster development	
5) To be able to propose an idea/plan to activate participant's cluster by using knowledge gained from the program Regional Industry Promotion by Cluster Approach as an "Action Plan"	(1) Group discussion	
	(2) Consultation and preparation for Action Plan	
	(3) Presentation of Action Plan	

<Program Structure>



(3) Finalization Phase in a participant's home country

(December 2017 to June 2018)

Expected Output	Activity
1) Share the outcomes of the training in Japan and the "Action Plan" with the concerned parties	Preparation and submission of "Progress Report" to JICA Hokkaido (Sapporo) at the six (6) months after returning to a home country
2) Finalize and implement the "Action Plan"	

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.
- (3) The organization with the specific and strategic intention to utilize the opportunity of this program will be highly valued.

2. Nominee Qualifications:

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

(1) Essential Qualifications

- 1) Current Duties: be an Officers/staffs engaged in cluster development, operation, management, etc.
- 2) Experience in the relevant field: have more than 3 years' experience in the relevant field
- 3) Educational Background: be a graduate of university
- 4) Language: have a competent command of spoken and written English (This program includes active participation in discussions and preparation of an Action Plan, which require high competence of English ability.)
- 5) Health: must be in good health, both physically and mentally, to participate in the Program in Japan. 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) Age: between the ages of twenty-five (25) and forty-five (45) 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:** to be submitted 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.

*Photocopy should include the followings:

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

(3) Nominee's Russian Score Sheet: to be submitted with the application form. If you have any official documentation of Russian ability.

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 September 15, 2017**)

(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 JICA Hokkaido (Sapporo). Selection will be made by JICA Hokkaido (Sapporo) 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 October 13, 2017**.

5. Document(s) to be submitted by accepted candidates:

Inception Report -- to be submitted **by November 2, 2017**:

Before coming to Japan, only accepted candidates are required to prepare an Inception Report (detailed information is provided in the ANNEX "Inception Report".) The Inception Report should be prepared in the format of **Microsoft PowerPoint** (The report should be typed and clearly summarized in **maximum 8 slides**.) and sent to the JICA office in each country or JICA Hokkaido (Sapporo), preferably by e-mail to: Higuchi.Kazuhiko.3@jica.go.jp

6. 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 training 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 Hokkaido (Sapporo)

(2) **Contact:** Mr. Higuchi Kazuhiko (Higuchi.Kazuhiko.3@jica.go.jp)

2. Implementing Partner:

(1) **Name:** Northern Advancement Center for Science & Technology

(2) **URL:** <http://www.noastec.jp/index.html>

3. 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.

4. Accommodation in Japan:

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

JICA Hokkaido International Center (JICA Hokkaido (Sapporo))

Address: Minami 4-25, Hondori 16-chome, Shiroishi-ku, Sapporo,
Hokkaido 003-8668, Japan

TEL: 81-11-866-8383 FAX: 81-11-866-8382

(where "81" is the country code for Japan, and "11" is the local area code)

If there is no vacancy at JICA Hokkaido, JICA will arrange alternative accommodations for the participants. Please refer to facility guide of JICA Hokkaido at its URL, <http://www.jica.go.jp/english/about/organization/domestic/index.html>

5. 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.

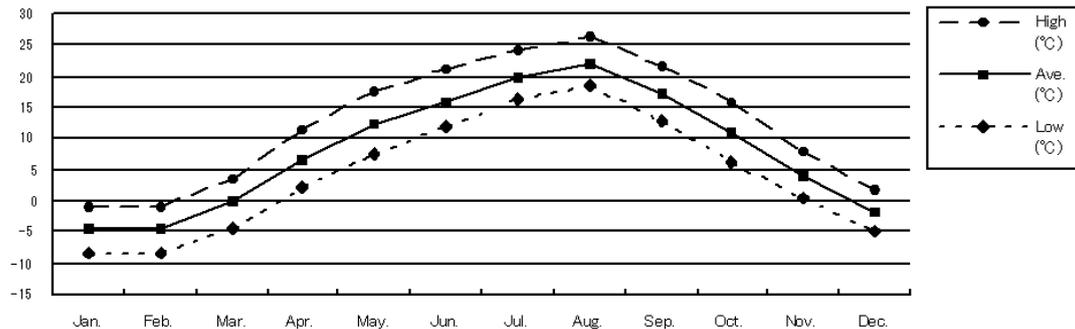
6. Pre-departure Orientation:

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. Japanese language program will be offered to the participants in JICA Hokkaido (Sapporo), to facilitate their daily life.
2. Participants who have successfully completed the program in Japan will be awarded a certificate by JICA.
3. At the end of the course, participants are required to prepare an “Action Plan” and make a presentation on it, which is an activity plan to be implemented after going back to home country with utilizing skills and knowledge obtained in Japan. For the convenience, JICA recommends each participant bring relevant data and reference documents which would be useful in making a well-grounded action plan.

4. Climate in Sapporo



	Jan.	Feb.	Mar.	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
High (°C)	-1	-0.8	3.4	11.4	17.8	21	24.2	26.3	21.7	15.9	7.8	1.7
Ave. (°C)	-4.4	-4.4	-0.2	6.5	12.2	16	19.8	22.1	17.1	11	4.1	-1.6
Low (°C)	-8.4	-8.5	-4.2	2.1	7.3	11.9	16.4	18.7	12.8	6.3	0.4	-5
Snow(cm)	58	83	64	2							5	28

*Typical Seasonal Wear: (May – July) Long-sleeves, Short-sleeves, Light Jacket

5. Recreation

Participants can use gymnasium located next to JICA Hokkaido (Sapporo). The charges will be borne by JICA.

6. Equipment in JICA Hokkaido (Sapporo)

JICA Hokkaido (Sapporo) has the following equipment for the participants.

<Private Room> Bed, Prefabricated Bath, Desk, Refrigerator, Hot pot, Bookshelf, Air Conditioning, In-room Safe, TV sets (CNN、NHK(BS), DVD/VHS Video Player)

<Audio-Visual equipment for training> Video recorder, Overhead projector, Slide Projector, Multimedia Projector (available to use Microsoft Power Point 2002).

VI. ANNEX

INCEPTION REPORT

After being selected, the participants are expected to collect necessary information and data, and prepare and submit an “inception report” **by November 2, 2017**. The report should be prepared in the format of **Microsoft PowerPoint**, since all the participants are expected to make a presentation on it after they arrive in Japan. Expected contents of the report are given below:

- The report should be typed and clearly summarized in **maximum 8 slides**.

<EXAMPLE>

1. Brief Overview of your country at a glance (one slide)

2. Basic information of your organization (one slide)

- Your organization and yourself in the cluster: roles, responsibilities, daily activities of your cluster.

3. The activities of your cluster (one slide)

- Current situation: achievement, strength & weakness, issues of your cluster.

4. Development and Management of your cluster (four slides)

Please describe your cluster in regard to the following points.

- Who initiates the cluster development?
 - Does it national government, regional government, or private entities, etc.?
- How is the cluster's whole concept developed?
 - Is it developed by governmental policies, someone's strong enthusiasm, or “naturally” evolved from the local history?
- How is the cluster specification / targeted industry identified?
 - Is it based on well-evaluated concept via competitive analysis, existing local resources, a leader's request or following market trend?
- What direction/aim is the cluster heading from its current situation?
- How are the members organized and managed?
 - How do you make the members interested in the cluster? What are conditions to call them members? How have their motivations been kept for the membership?

5. Expectations of participants for the training (one slide)

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 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 Hokkaido International Center (JICA Hokkaido (Sapporo))

Address: Minami 4-25, Hondori 16-chome, Shiroishi-ku , Sapporo,
Hokkaido, 003-8668, Japan

TEL: +81-11-866-8393 FAX: +81-11-866-8382