



【Online】

Knowledge Co-Creation Program (Group & Region Focus)

GENERAL INFORMATION ON

**Business Development Services (BDS) for Small and
Medium Enterprises (SMEs) Promotion (B)**
**課題別研修「中小企業振興のための経営強化(ビジネス開発サービス)
(B)」**

JFY 2021

NO. 202006528-J001

**Course Period: From 6 September 2021 to 28 February 2022
(Core period: 6 September to 29 October)**

This program is ONLINE.

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 (KCC) Program’ 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

Executive Summary

Business Development Services (BDS) are generally provided for the capacity building of Micro, Small and Medium sized enterprises (SMEs) on their business activity and competitiveness. This program aims to train BDS providers and/or facilitators by observing the Japanese cases of BDS structure, functions of stakeholders, and appropriate BDS provisions based on SMEs' needs.

*BDS is a general term of SME's capacity building inputs, except financial support itself, to support SME's business operation. Please refer to the definition of Small and Medium sized enterprises (SMEs) in Japan on page 16.

*The examples of BDS: capacity building training, consulting and business advisory services, market access assistance, information collection and dissemination, product and quality development, technology development and transfer, business linkage promotion, etc.

*Please see "General Framework of BDS stakeholders" on page 8 and BDS roles chart on page 17 for the roles details.

Background

Under the national poverty reduction strategies, the private sector development is often emphasized as an engine of economic growth. Especially, the promotion of small and medium-sized enterprises (SMEs) and micro enterprises is seen as tools for local revitalization and employment creation. However, many developing countries possess an industrial structure with the "missing middle", that is, the size and distribution of enterprises are skewed toward large as well as small/micro enterprises, whereas there only a small portion of medium-sized enterprises exists. In order to meet the expectations mentioned above, there is a compelling need to strengthen Business Development Services (BDS) for SMEs to improve their market entry, growth, productivity, and competitiveness.

Business Development Services (BDS) are generally defined as:

"... services that improve the performance of the enterprise, its access to markets, and its ability to compete. The definition of 'business development service'... includes an array of business services (such as training, consultancy, marketing, information, technology development and transfer, business linkage promotion, etc.), both strategic (medium to long term issues that improve performance) and operational (day-to-day issues). BDS are designed to serve individual businesses, as opposed to the larger business community."(BDS How-to Guide, UNDP, 2004)

For what?

This program aims for the participants to strengthen BDS provision in their respective countries through learning about the efforts and approaches of BDS for SMEs in JAPAN.

For whom?

This program is designed for those who have engaged in BDS facilitation, who may also have functions of BDS provisions.

The nominees can be officers of the government, chambers of commerce and industry, and personnel from the private sector business organizations/associations. They must be assigned to a clear mission by their organizations as representatives and be in the position to put the new knowledge into practice.

- ✓ Experiences in facilitating/providing the business support for SMEs will be highly evaluated.
- ✓ A policy maker/planner may apply, however he/she must have experiences in directly supporting SMEs and have a clear aim to create better BDS environments. Please note that the SME laws and governmental policies are NOT the focus of the program.

How?

Participants will have opportunities to learn about the effort and approach of BDS with the case studies of Japan. Participants will also formulate a Training Report to summarize and confirm what he/she learnt and to illustrate some issues and make a proposal for their solution by reanalyzing with their new BDS knowledge obtained.

Review comments from the previous participants in the program in Japan

(Note: This year's program does not have a component of Japan visit.)

“Good information acquired especially about the actors and their respective role in BDS. The Japanese governance system is very different from Zambia; however a lot of lessons could be drawn from Japan especially the role that government plays. In addition, good information was shared from participants covering their challenges and strength in their respective countries. Lessons could be drawn from other countries. (Zambia)”

“Definitely the program has been enormously personal and professionally useful. I learned how the different actors involved with micro and small businesses organize themselves by putting individual interests aside or into collective interest, joining efforts, optimizing resources and simplifying micro-entrepreneurs through different programs and tools” (Mexico)”

“I'm extremely satisfied and happy to say my expectations were surpassed with this experience. Their Japanese way, friendliness and willingness to try and help even with the language barrier is just one of many things that can be said we need to emulate in other countries. I will always cherish this experience and hope to become the best promoter of all the best practices witnessed. (Dominican Republic)”

II. Description

1. **Title (J-No.):** Business Development Services (BDS) for Small and Medium Enterprises (SMEs) Promotion(B) (202006528-J001)

2. **Course Period in JAPAN**

6 September 2021 to 28 February 2022

(Core period: 6 September to 29 October)

*Please see the tentative schedule on page 9.

*After the core period, participants will implement their action plan and report on their progress in late February 2022 (Date & Time TBD)

3. **Target Countries**

Cameroon, Cote d'Ivoire, Egypt, Eswatini, Ethiopia, Ghana, Jordan, Kenya, Lesotho, Malawi, Montenegro, Mozambique, Nigeria, Serbia, Sudan, Tunisia, Zambia,

4. **Time for Online Class**

The most of the sessions will be live-streamed via Zoom for three hours every weekday from 16:00 to 19:00. The time in each participating country is as follows.

Cote d'Ivoire: 7:00 - 10:00	Montenegro: 9:00 - 12:00 (Daylight Saving until October 31)
Ghana: 7:00 -10:00	Mozambique: 9:00 - 12:00
Cameroon: 8:00 -11:00	Serbia: 9:00 - 12:00 (Daylight Saving until October 31)
Nigeria: 8:00 -11:00	Sudan: 9:00 -12:00
Tunisia: 8:00 -11:00	Zambia: 9:00 -12:00
Egypt: 9:00 -12:00	Ethiopia: 10:00 - 13:00
Eswatini : 9:00-12:00	Kenya: 10:00 - 13:00
Lesotho: 9:00 -12:00	Jordan: 10:00 -13:00 (Daylight Saving until October 29)
Malawi: 9:00 -12:00	

5. **Eligible / Target Organization**

This program is designed for the government (central/regional), chambers of commerce and industry, private sector with the functions of BDS facilitation or BDS provision.

6. **Course Capacity (Upper limit of Participants)**

17 participants

7. **Language to be used in this program:** English

8. **Course Objective**

To increase the capacity of participants engaging in SMEs promotion for the effective BDS facilitation/provision by learning the efforts and approaches of BDS in Japan.

9. **Overall Goal**

To enhance BDS and the competitiveness of enterprises in the participant's country.

10. Expected Module Output and Contents

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

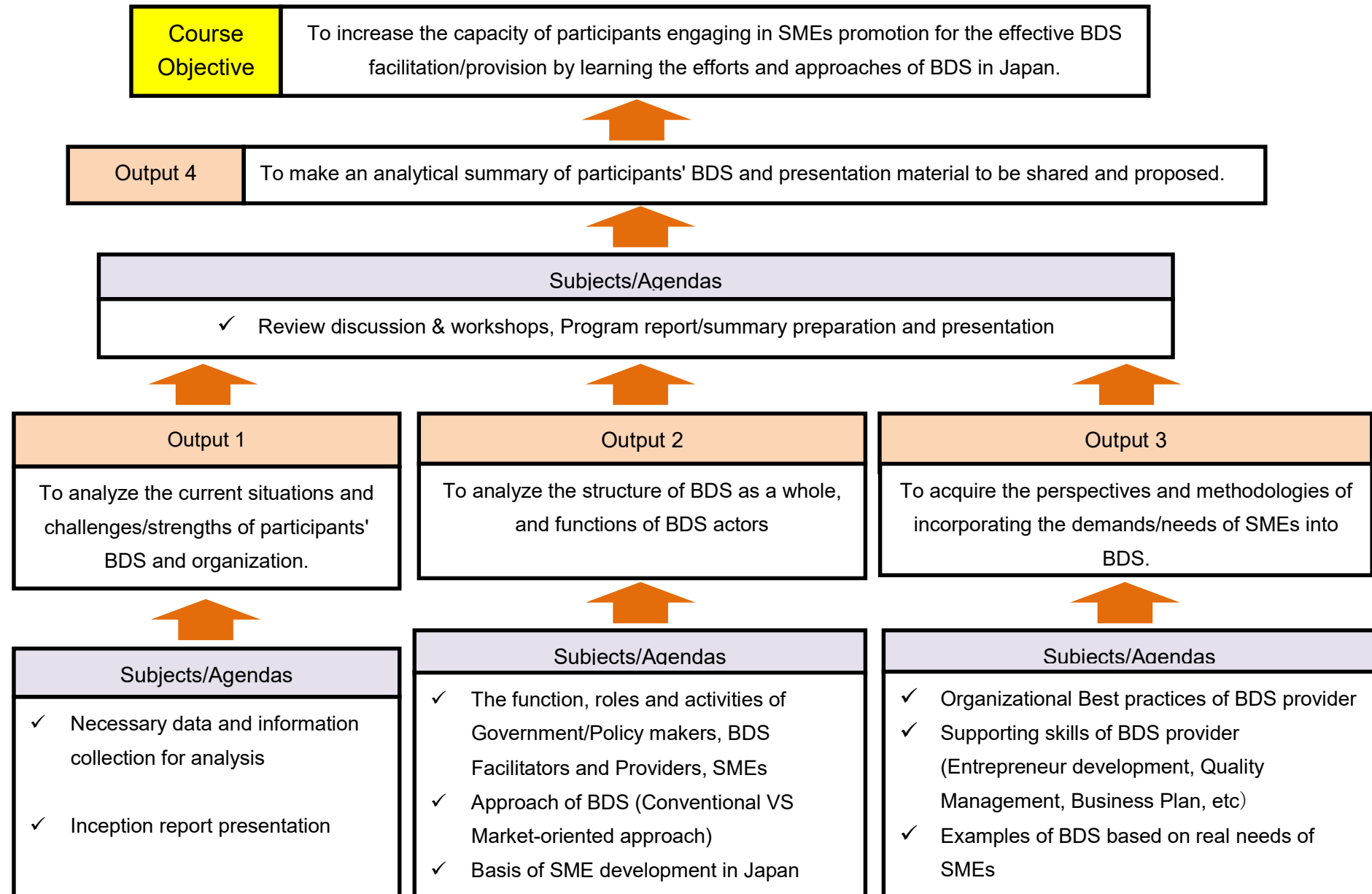
**Agendas are subject to change.*

(1) Preliminary Phase	
<i>Participants prepare an Inception Report by doing a research and analysis of BDS in their countries.</i>	
Expected Module Output	Activities
1: To analyze the current situations and challenges/strengths of participants' BDS and organization.	Formulation of Inception Report, by analyzing current situation of BDS

(2) Core Phase : 6 September – 29 October	
<i>Participants attend the online lectures.</i>	
Expected Module Output	Subjects/Agendas
1: To analyze the current situations and challenges/strengths of participants' BDS and organization.	Presentation of Inception Report
2: To analyze the structure of BDS as a whole, and functions of BDS actors (governments, BDS facilitators, BDS providers) for effective BDS provision.	-SME promotion and BDS theories -BDS market and the approach in Japan The function, roles and activities of governments, BDS facilitators and providers, SMEs, etc. -BDS system/facilitation (market development, Registered Management Consultant system)
3: To acquire the perspectives and methodologies of incorporating the demands/needs of SMEs into BDS.	-BDS quality management (standardization and quality enhancement of BDS, etc) -Capacity building of BDS providers (Japanese quality & productivity management "KAIZEN")
4. To make an analytical summary of participants' BDS and presentation material to be shared and proposed.	Summary making and the presentation by participants

(3) Implementation Phase	
<i>Participants share their acquired knowledge with their organization and their Action Plan and put the plan into practice. .</i>	
Expected Module Output	Activities
4. To make an analytical summary of participants' BDS and presentation material to be shared and proposed.	-Presentation and proposal of Action Plan to participants' organizations -Implementation of Action Plan -Progress report presentation and follow-up

<Structure of the Program: Course Objective and Modules >



< General Framework of BDS stakeholders >



Source: UN-ESCAP, 2012, Chapter VI. Business development services, Policy Guidebook for SME Development in Asia and the Pacific”,

<http://www.unescap.org/resources/policy-guidebook-sme-development-asia-and-pacific>

The main target of this program is those who have the functions of BDS Facilitator with some experiences as BDS Provider.

<Reference: Tentative Program Schedule>

*Please note that the schedule is subject to change.

Date	Day	Contents	Time
Sep 6	Mon	JICA Briefing & Course Orientation	Live streamed
7	Tue	Business environment surrounding enterprises in Japan	at:
8	Wed	Inception Report Presentation by Participants	Cote d'Ivoire: 7:00 - 10:00
9	Thu	Inception Report Presentation by Participants	Ghana: 7:00 -10:00
10	Fri	Business Development Services (BDS) Theories and Practices	Cameroon: 8:00 -11:00
11	Sat		Nigeria: 8:00 -11:00
12	Sun		Tunisia: 8:00 -11:00
13	Mon	Inception Report Presentation by Participants	Egypt: 9:00 -12:00
14	Tue	SME Promotion (1) - Role of Central and Local Government as facilitator	Eswatini : 9:00-12:00
15	Wed	SME Promotion (2) - Role of BDS Providers	Lesotho: 9:00 -12:00
16	Thu	"KAIZEN" (5S) Tool Workshop, and its Application for BDS	Malawi: 9:00 -12:00
17	Fri	KAIZEN workshop for SMEs	Montenegro: 9:00 - 12:00 (
18	Sat		Mozambique: 9:00 - 12:00
19	Sun		Serbia: 9:00 - 12:00
20	Mon	System and Registration of SME Management Consultant, Information Structure and System	Sudan: 9:00 -12:00
21	Tue	Local Financial Institutions for SME promotion Retail Store Associations at Shopping District, Store Visit of Locally made Products	Zambia: 9:00 -12:00
22	Wed	Human Resource Development for SMEs	Ethiopia: 10:00 - 13:00
23	Thu	Business Diagnosis Workshop / Entrepreneurship Practices	Kenya: 10:00 - 13:00
24	Fri	Business Diagnosis Workshop / Entrepreneurship Practices	Jordan: 10:00 -13:00
25	Sat		
26	Sun		
Sep 27- Oct 15		Self-learning by Watching the Videos on <ul style="list-style-type: none"> - SME Support, JAPAN (Central Government Agency) - <i>Aichi</i> Small Business Support Center (Local Governmental Agency) - <i>Ichinomiya</i> Chamber of Commerce and Industry (CCI) - 6th Sector Industrialization - <i>Osu</i> Shopping Arcade Preparation of Interim Report	At your convenient time
Oct 16	Sat		
117	Sun		

Date	Day	Contents	Time
18	Mon	Interim Report Presentation	Cote d'Ivoire: 7:00 - 10:00
19	Tue	Review Session and Discussion	Ghana: 7:00 -10:00
20	Wed	Session with a Japanese SME	Cameroon: 8:00 -11:00
21	Thu	<i>Hida</i> Wooden Work Federation	Nigeria: 8:00 -11:00
22	Fri	<i>Okazaki</i> Business Support Center (Local Governmental Agency)	Tunisia: 8:00 -11:00
23	Sat		Egypt: 9:00 -12:00
24	Sun		Eswatini : 9:00-12:00
25	Mon	Review Session and Discussion	Lesotho: 9:00 -12:00
26	Tue	Preparation of Action Plan	Malawi: 9:00 -12:00
27	Wed	Consultation for Action Plan	Montenegro: 9:00 - 12:00 (
28	Thu	Action Plan Presentation	Mozambique: 9:00 - 12:00
29	Fri	Action Plan Presentaion	Serbia: 9:00 - 12:00
			Sudan: 9:00 -12:00
			Zambia: 9:00 -12:00
			Ethiopia: 10:00 - 13:00
			Kenya: 10:00 - 13:00
			Jordan: 10:00 -13:00

*After the core period, participants will implement their action plan and report on their progress in late February, 2022 (Date & Time TBD).

III. Conditions and Procedures for Application

1. Benefits of the Program 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 and illustrate the fact and reasons for the nomination in application form:

(1) Essential Qualifications

- 1) Current Duties: Personnel who have engaged in BDS facilitation, who may also have functions of BDS provision for the promotion of SMEs, as committed officers of the government, governmental agencies, chambers of commerce and industry, and other private sector business organizations/associations.
- 2) Experience in the relevant field: at least 5 years of professional experience in the BDS field.
- ✓ Experiences in facilitating/providing the business support for SMEs will be highly evaluated.
- ✓ A policy maker/planner may apply, however he/she must have experiences in directly supporting SMEs and have a clear aim to create better BDS environments. Please note that the SME law and governmental policies are NOT the focus of the program.
- 3) Educational Background: be a graduate of university
- 4) Language: have a competent command of spoken and written English which is equal to TOEFL iBT 100 or more (Active participation in discussions and workshops 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), 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 your organization.

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).
- 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.

(2) Recommendable Qualifications

- 1) Age: between the ages of twenty-five (25) and fifty (50) years
- 2) Those who have been involved or will be involved in the activities of JICA projects are highly prioritized.

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 your name, date of birth, nationality, passport number, and expiry date.

*If you do not have a passport, please submit a copy of an alternative ID card.

(3) Nominee's English Score Sheet if you have any official documentation of English ability (e.g., TOEFL, TOEIC, IELTS)

(4) Inception Report: Please refer to Annex VI: Guidelines for Inception Report.

This report will be used for nominee selection. Successful participants will make a presentation on the same report in the initial phase of the program.

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 Chubu Center in JAPAN** by **15 July, 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. Final selection will be made by the JICA Center in consultation with concerned organizations in Japan.

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 6 August, 2021.**

5. Conditions for Attendance

(1) to adhere to the program schedule

(2) to attend all of the program activities

(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 (Email to: cbictp1@jica.go.jp AND Eguchi.Kaori2@jica.go.jp)

※Please enter the course title in the subject when emailing.

2. Implementing Partner

(1) Name: Hitonomori Co., Ltd.

(2) URL: <http://hitonomori.co.jp/english/index.html>

(3) Remark: Hitonomori Co., Ltd. is a company offering consulting and training services to international and domestic organizations in public and private sector. Their consulting areas include business management.

3. Other arrangements

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.

V. Other Information

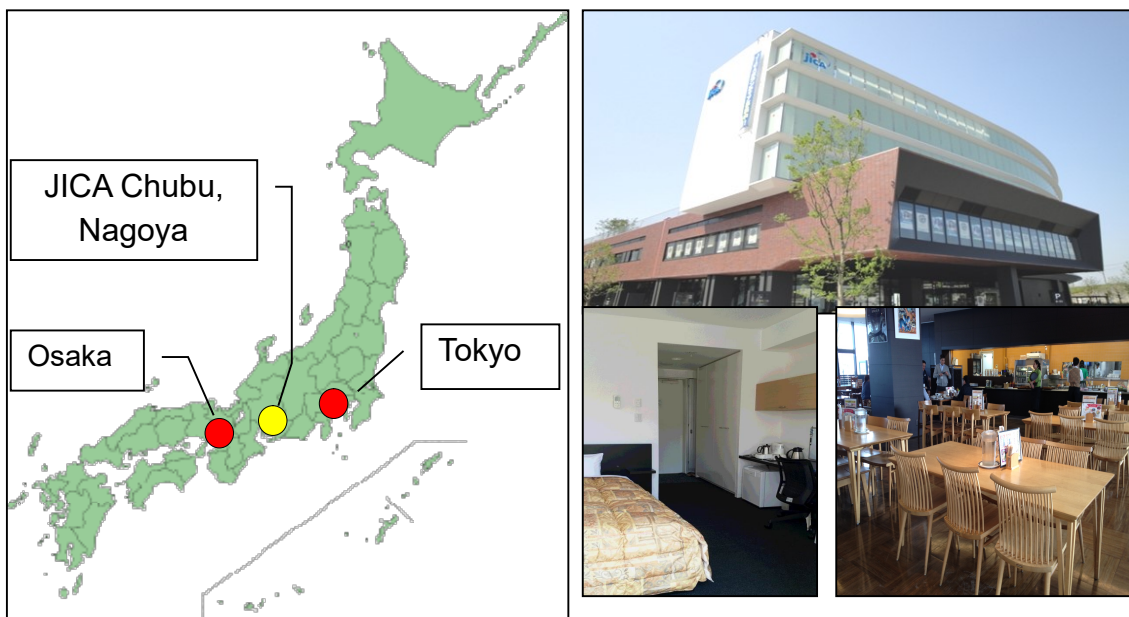
About JICA Chubu Center

<Location>

- It is located at the center of *Nagoya*-city. The Nagoya main station, the regional hub of various transports, is 15 mins walk from JICA Chubu Center.

<Recommended Websites>

- ✓ JICA Chubu's website: www.jica.go.jp/chubu/english/office
- ✓ Virtual guide of JICA on Youtube : www.youtube.com/watch?v=tNelkQUmTRQ



REFERENCE : Small & Medium Enterprises (SMEs) in Japan

(1) Definition of SMEs

(a) Definition of Small & Medium Enterprises

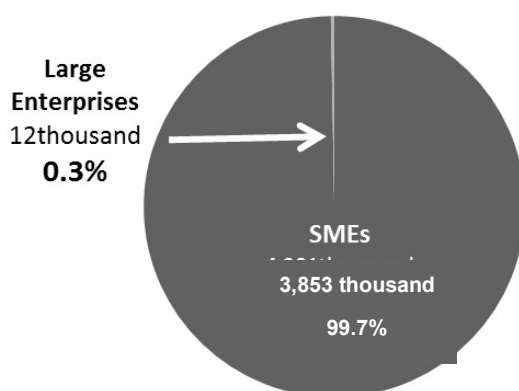
Type of Industry	Capital Size (million yen)	No. of employees
Manufacturing & others	300 or less	300 or less
Wholesale	100 or less	100 or less
Retail	50 or less	50 or less
Services		100 or less

(b) Definition of Micro Enterprises

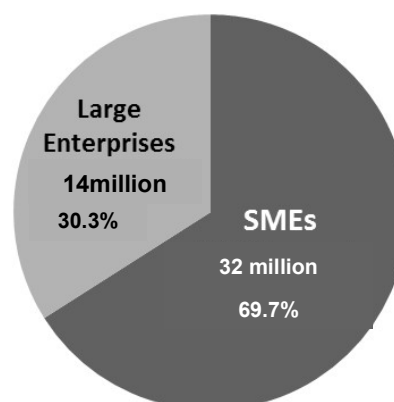
Type of Industry	No. of employees
Manufacturing & others	Not more than 20 employees
Commerce, service	Not more than 5 employees

(2) Share of SMEs in the Japanese Economy

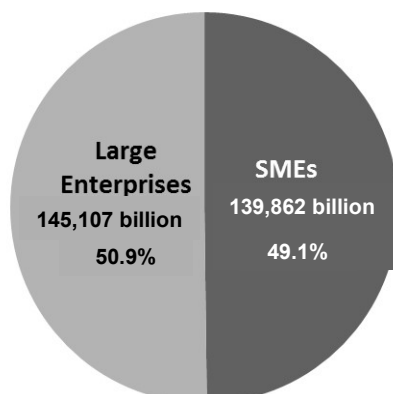
Number of Enterprises



Number of Employees



Value of Shipment in Manufacturing



Source: Small and Medium Enterprise Agency, METI, 2015

www.chusho.meti.go.jp/sme_english

VI. ANNEX:

GUIDELINES FOR INCEPTION REPORT

Each applicant shall prepare an Inception report in English, be written by applicant him/herself (Q1-7).

***Please use the format provided with application form.**

1. General Information about your organization & position

- (1) Name of Participant, Organization, Department/Section
- (2) Type of Organization (Government/Private/Others)
- (3) Present Post and Brief Assigned Tasks related to BDS
- (4) Years of experience at your present post
- (5) Organization chart (& highlight your position in the chart)

2. Present situation of BDS /SMEs support in your field or organization

- Current situation of SMEs
- Some challenges faced by BDS
- Needs for BDS
- -BDS roles of your organization/division/yourself

3. Check BDS roles of your organization/division/yourself

Please indicate what kind of BDS activities your organization, division and post are mainly responsible. Multiple and duplicate answer is acceptable.

	BDS Activities	Organization	Division	Your Duty
BDS Provider	(1) Training	✓	✓	✓
	(2) Consultancy	✓		✓
	(3) Business Linkage			
	(4) Technology development/extension			
	(5) Networking			
	(6) Information provisions			
	(7) Entrepreneurship			
BDS Facilitator	(1) Provision of services, such as training, advices, to BDS providers			
	(2) Coordination and collaborative activities among Government, SMEs and BDS Providers			
	(3) Provide financial support/loan to SMEs or BDS providers			
	(4) Marketing and promotion of BDS to SMEs			
BDS Promoter	Establishment of Certification and Standard for BDS, i.e. Quality Control of BDS, specific products, etc			
	Setting Regulation for BDS and SME promotion			

4. Describe your own duties of BDS specifically.

Please answer No.1 question if your role is BDS provider, No.2 for facilitator, and No.3 for promoter. In addition, if you are taking various BDS roles, such as provider AND facilitator, either you may choose the the main role or answer both of the roles.

<p>No 1: If you are taking the role of BDS provider, please explain the details about;</p> <ul style="list-style-type: none"> ◆ What kind of (1) training, (2) Consultancy, (3) Business Linkage, (4) Technical Development, (5) Networking, (6) Information Provision, (7) Entrepreneurship services are offered? ◆ To whom are these services offered? (Client company's sector, number, size, location) ◆ By whom are these offered? (Number, Their background knowledge) ◆ How are the SME's needs for BDS identified? ◆ Describe the outcome & challenges you faced by providing BDS
<p>No 2: If you are taking the role of BDS facilitator, please explain the details about;</p> <ul style="list-style-type: none"> ◆ What kind of (1)training, advices to BDS providers, (2) Coordination and collaborative activities among Government, SMEs and BDS providers, (3) Financial Support/loan to SMEs or BDS providers including cost sharing mechanism, (4) Marketing and promotion of BDS to SMEs? ◆ To whom and how are these services offered? ◆ Describe the outcome & challenges you faced while facilitating BDS.
<p>No 3: If you are taking the role of BDS promoter, please explain the details about;</p> <ul style="list-style-type: none"> ◆ What kind of Certification and Standard for BDS i.e. Quality Control of BDS or specific products /people/organization are established by your organization? ◆ What kind of Regulation/Deregulation for BDS and SME promotion are made? ◆ Describe the outcome & challenges you faced while promoting BDS.

5. Challenges and Strengths perceived by you regarding BDS provision

- Personal level,
- Organizational level,
- Inter-organizational

6. Example of your BDS

Please select and explain about one of your programs/projects/schemes supporting SMEs that you are mainly engaged in. Insert some photos to illustrate your case.

*if you are not engaged, then select one program/scheme implemented by your department/organization regarding BDS.

7. Your expectation for this program and expected effect after the program

- (1) Intention: What you want to learn in this course
- (2) Expectation: How you will utilize the knowledge

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.

This program is organized by

JICA Chubu Center

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

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