



Knowledge Co-Creation Program (Group & Region Focus)

General information on

**Business Development Services for Enterprise
Competitiveness (Advanced Kaizen)
(For Business Development Service Providers)**
**課題別研修「企業経営強化支援（ビジネス開発サービス／
アドバンスト・カイゼン）（ビジネス開発サービスプロバイダー）」
JFY 2025**

Course No.: 202411583J001

Course Period in Japan: From February 1, 2026 to February 28, 2026

This information pertains to one of the JICA Knowledge Co-Creation Programs (Group & Region Focus) of the Japan International Cooperation Agency (JICA) 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)

The Japanese Cabinet released the Development Cooperation Charter in June 2023, which stated, *“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.”* JICA believes that this ‘Knowledge Co-Creation Program’ will serve as a foundation of mutual learning process.

I. Concept

Background

Small and medium-sized enterprises (SMEs) are key drivers of economic growth and employment, particularly in developing countries. While Business Development Services (BDS)—such as training, consulting, and strategic support—are essential for enhancing SME competitiveness, many developing countries face challenges in cultivating capable BDS providers and facilitators. These challenges hinder the effective delivery and expansion of BDS.

Japan's approach to SME support is distinguished by the use of the Kaizen philosophy, which underpins methodologies such as Total Quality Management (TQM) and the Toyota Production System (TPS). These approaches have proven effective in improving productivity, quality, and management capabilities. There is growing international interest in applying these Japanese methods to strengthen SME support systems globally.

For what?

This program aims to strengthen BDS for SMEs' competitiveness, especially services related to Kaizen. The participants from public/private SMEs support organizations are expected to learn Japanese approaches and methodologies of business management support for SMEs including Kaizen, human resources development and capacity building, and apply the acquired knowledge to SME support services in their own countries.

For whom?

It is offered to personnel who is engaged in BDS facilitation and/or provision and Kaizen support for the promotion of SMEs.

How?

Participants will learn about the structure and methods of BDS for Japanese SMEs, including Kaizen. Participants will also formulate an Action Plan describing what the participant will do after the program, and putting the knowledge and ideas acquired and discussed during the program among other participants into their on-going activities.

II. Description

1. Title (Course No.)

Business Development Services for Enterprise Competitiveness
(Advanced Kaizen) (For Business Development Service Providers)
(202411583J001)

2. Course Duration in Japan

February 1 to February 28, 2026

3. Target Regions or Countries

Bosnia and Herzegovina, Cameroon, Côte d'Ivoire, Egypt, Ethiopia, Fiji, Ghana, Kenya, Montenegro, Republic of North Macedonia, Senegal, Sri Lanka, and Tanzania

4. Eligible / Target Organization

This program is designed for National/Local government, governmental agencies, chambers of commerce and industry, and other business organizations facilitating / providing BDS.

5. Capacity

13 participants

6. Language

English

7. Objective(s)

This course is designed for personnel who support small and medium-sized enterprises (SMEs). Participants will learn about the structure and methodologies of Japan's Business Development Services (BDS), including Kaizen, with the aim of deepening their understanding and enhancing their practical skills in implementing BDS for SMEs.

8. Output and Contents

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

Expected Output	Subjects/Agendas	Methodology
1. To analyze the current situations and strengths/challenges of BDS which participants and their organizations provide	(1) Inception report presentation on analysis of participant's BDS delivery system, methods, and approaches	Presentation Discussion
2-1. To understand functions of BDS actors (Government, BDS facilitators, BDS providers), their respective roles, and the structure of BDS delivery system for effective BDS provision to SMEs 2-2. To acquire the methodologies and approaches of BDS that meet the demands / needs of SMEs	(1) SME promotion policy, BDS theories, BDS market and the approaches in Japan (2) The function, roles and activities of Government, BDS Facilitators and Providers as well as SMEs (3) BDS system/facilitation (BDS market development, registered management consultant system, capacity building and quality assurance of SME consultants, etc.)	Lecture Discussion Field visit
3. To acquire the knowledge of Kaizen methodologies including TQM (Total Quality Management) and TPS (Toyota Production System)	(1) Capacity building of BDS providers (quality and productivity management, business diagnosis, marketing, consultation skills, etc.) (2) Kaizen methodologies such as TQM and TPS	Lecture Discussion Field visit
4. To prepare presentation materials (action plan) to be shared with participants' organization by analyzing the acquired knowledge of BDS including Kaizen	(1) Action plan guidance (2) Individual consultation (3) Action plan preparation (4) Action plan presentation	Lecture Consultation Presentation

9. Schedule (Tentative)

Day			Contents
1	2 Feb.	Mon	JICA Briefing
			Program Orientation (Course Overview and Action Plan Writing Support)
2	3 Feb	Tue	Inception Report Presentation
3	4 Feb	Wed	Japanese Industrial Structure
			(Central & Local Governments, Other Organizations) Japanese BDS System and Government Support for SME
			Challenges in BDS System in Your Country
4	5 Feb	Thu	Formulation of Strategic and Operational Plans
			(BDS Facilitator) SME Supports in Regions Areas: Case Study
5	6 Feb	Fri	Toyota Production Systems (TPS)
			Toyota Production Systems (TPS) : Case Study
6	7 Feb	Sat	Off
7	8 Feb	Sun	Off
8	9 Feb	Mon	(BDS Facilitator) SME Supports by Local Government: Case Study
9	10 Feb	Tue	(BDS Provider) SME Financial Supports in Japan
			(BDS Provider) SME Financial Supports in Japan: Case Study
10	11 Feb	Wed	Off (National Holiday)
11	12 Feb	Thu	5S and Visualization
			How to Proceed with Kaizen Activities at Shopfloor
12	13 Feb	Fri	Mid-term Coordination (Action Plan Writing)
			Country Pride Day
13	14 Feb	Sat	Off
14	15 Feb	Sun	Off
15	16 Feb	Mon	Kaizen Corporate diagnosis
			Kaizen Corporate diagnosis: Field Practice
16	17 Feb	Tue	Kaizen Corporate diagnosis: Report Writing
			Kaizen Corporate diagnosis: Presentation
17	18 Feb	Wed	(BDS Provider) SME Management Consultant System

18	19 Feb	Thu	Field Trip (Kanto) (1)
19	20 Feb	Fri	Field Trip (Kanto) (2)
20	21 Feb	Sat	Off
21	22 Feb	Sun	Off
22	23 Feb	Mon	Off (National Holiday)
23	24 Feb	Tue	QC Circle Activities (QCC)
			QC Circle Activities (QCC): Exercise
24	25 Feb	Wed	Action Plan Writing
25	26 Feb	Thu	(BDS Provider) Industry-Academia Collaboration Projects
			(BDS Provider) Industry-Academia Collaboration Projects: Case Study
26	27 Feb	Fri	Action Plan Presentation
			Final Coordination
			Evaluation
			Closing Ceremony

Note)

-This schedule is subject to change.

-After the program in Japan, there will be one or two online sessions to check on the progress of the Action Plan and share it with other participants.

III. Eligibility and Procedures

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.

2. Nominee Qualifications

Applying organizations are expected to select nominees who meet the following qualifications. Please note that nominees would not necessarily be employed by the applying organizations, as long as they are selected officially by the organizations for their specific purposes. However, the nominees must be either persons who are engaged in the said field or directly related to program subject.

【Remarks】Each Organizations is requested to strongly encourage female candidates to apply for the course to accelerate the realization of gender equality and women's empowerment.

Disabilities: Persons with disabilities who meet the required qualifications also have an opportunity to apply. Reasonable accommodations will be considered for participants with disabilities. Some programs of the course might have difficulty for persons with disabilities to participate due to environmental and other conditions. "Reasonable accommodation" means necessary and appropriate modification and adjustments not imposing a disproportionate or undue burden, where needed in a particular case.

(1) Essential Qualifications

- 1) **Current Duties:** be personnel who is engaged in BDS facilitation and/or provision and Kaizen support for the promotion of SMEs at national/local government, governmental agencies, chambers of commerce and industry, and other business organizations facilitating/providing BDS
- 2) **Experience in the Relevant Field:** have experiences in the relevant field of facilitation/providing BDS
- 3) **Educational Background:** be a graduate of university
- 4) **Language Proficiency:** have a competent command of spoken and written English proficiency 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 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.

(2) Recommended Qualifications

- 1) Expectations for the Participants: Be active and motivated to get knowledge and experiences through the program, and cooperative for other participants to share knowledge and experiences.
- 2) Age: between the ages of thirty (30) and fifty-five (55) years
- 3) 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.

3. Required Documents for Application

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

* If you have any difficulties/disabilities which require assistance, please specify necessary assistances in the QUESTIONNAIRE ON MEDICAL STATUS RESTRICTION (1-(c)) of the application form. Information will be reviewed and used for reasonable accommodation.

(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)

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 arrive at **JICA Chubu Center** **by December 8, 2025.**

(2) Selection

Primary screening is conducted at the JICA overseas office (or the embassy of 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 December 22, 2025.**

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

Inception Report -- to be submitted **by January 19, 2026.**

Accepted candidates are required to prepare an Inception Report (Please read Annex "Inception Report" for detailed information.) before their departure. The Inception Report should be sent to JICA by January 19, 2026, preferably by e-mail to cbictp1@jica.go.jp

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) 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,
- (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 "5. Expenses", "IV. 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.

IV. Administrative Arrangements

1. Organizer (JICA Center in Japan)

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

(2) **Program Officer:** Ms. NAGATA Naoko (cbictp1@jica.go.jp)

*Please include “BDS/Kaizen” in the subject when emailing.

2. Implementing Partner

Central Japan Industries Association (ChuSanRen)

<https://www.chusanren.or.jp/english/>

3. Travel to Japan

(1) **Air Ticket:** In principle, JICA will arrange an economy-class round-trip ticket between an international airport designated by JICA and Japan.

(2) **Travel Insurance:** Coverage is from time of arrival up to departure in Japan. Thus, traveling time outside Japan (include damaged baggage during the arrival flight to Japan) will not be covered.

4. Accommodation in Japan

Basically, JICA will arrange the following accommodation(s) for the participants in Japan:

JICA Chubu Center (JICA CHUBU) 4-60-7 Hiraike-cho, Nakamura-ku,
Nagoya City, Aichi Prefecture, 453-0872, Japan
Phone: 81-52-533-0220 FAX: 81-52-564-3751
(where “81” is the country code for Japan, and “52” is the local area code for Nagoya)

If there is no vacancy at JICA CHUBU, JICA will arrange alternative accommodation(s) for the participants.

<Location>

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

<Recommended Websites>

- JICA Chubu’s website: www.jica.go.jp/chubu/english/office

- Aichi prefecture: <https://heart-of-japan.pref.aichi.jp/>

5. 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 “KENSU-IN GUIDEBOOK,” which will be given before departure for Japan.

*Link to the Website:

https://www.jica.go.jp/english/our_work/types_of_assistance/tech/acceptance/training/index.html or

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

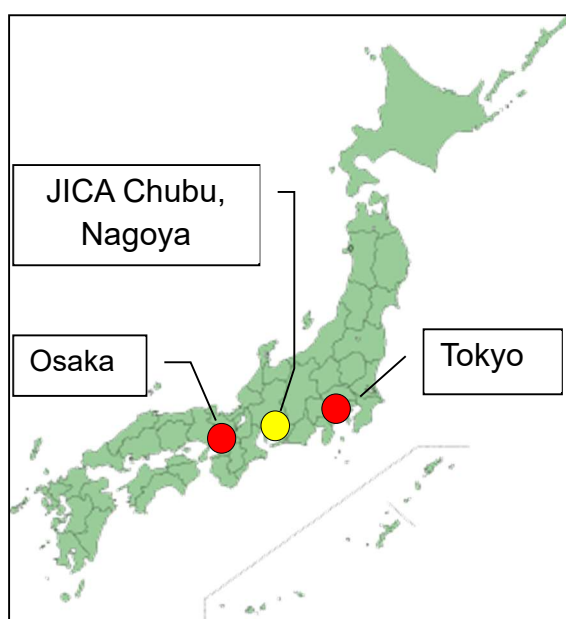
6. Pre-departure Orientation*

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.

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

Image videos of 'Introduction of JICA Center (YouTube)' show the following information of JICA Centers: Location, Building, Entrance, Reception (Front desk), Lobby, Office, Accommodation (Room), Amenities (Hand dryer), Bathroom (Shower and Toilet), Toiletries, Restaurant, Laundry Room (Washing machine, Iron), ICT Room (Computer for participants), Clinic, Cash dispenser, Gym, Neighborhood

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=m7l-WIQSDjI
Russian ver.	https://www.youtube.com/watch?v=P7_ujz37AQc
Arabic ver.	https://www.youtube.com/watch?v=1iBQqdpXQb4
Part II: Introduction of JICA Centers in Japan	
JICA Chubu	https://www.youtube.com/watch?v=fIvuJdk9LPE



V. ANNEX

Inception Report (for accepted candidates)

Submission: e-mail to cbictp1@jica.go.jp **by January 19, 2026**

The report should be in any format, created using Microsoft PowerPoint, and limited to 10 slides or less. It would be a good to use graphs, tables, photos, etc. to make the explanations easier to understand.

Include the following items,

1. Basic Information

Your Name
Country
Organization
Position
E-mail Address

2. Your country

Population
GDP and GNI
Industrial structure
The definition of SMEs company in your country
(e.g. Industry classification, capital, and number of employees, etc.)

3. Your Job

Outline of your Organization
Position in your organization and department
Your duties
Your role, **e.g. provider or facilitator**
Work experience related to the course objectives

4. Expectations for the program

5. How to utilize or apply what you learnt in this course after returning to your country

6. Any related classes already taken (e.g. Kaizen methodologies such as 5S, Visual Control, 7QC Tools, QCC, TQM and TPS., etc.)

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 courses 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.



Contact Information for Inquiries

For inquiries and further information, please contact the JICA overseas office or the Embassy of Japan. Further, address correspondence to:

JICA Chubu Center

**Address: 4-60-7 Hiraikecho, Nakamura-ku, Nagoya City, Aichi Prefecture
453-0872, Japan**

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