



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: **202311533J001**

Course Period:

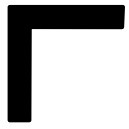
- (1) On-demand: 15 November - 6 December 2024
- (2) Online (Africa and Asia): 28 November, 9-13 December 2024
- (2) Online (Latin America): 17 December and self-study of recorded lectures
- (3) In-Japan: 19 January (arrival) - 1 February 2025 (departure)



NOTE: Adobe Acrobat Reader 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<sup>1</sup> promotion at manufacturing sites and acquiring practical methods among personnel providing support to small and medium-sized enterprises.

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<sup>1</sup> 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: 14 participants (14 countries)



## 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?

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## 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 utilising 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.

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## 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 recognise 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.

# To Whom?

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## 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

14 Countries:

Brazil, Cameroon, Colombia, Ethiopia, Indonesia, Iraq, Kyrgyz, Malaysia, Montenegro, Nigeria, Rwanda, South Africa, Thailand and Viet Nam

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



# When?

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## Program Period

### (1) On-demand

15 November - 6 December 2024

➤ self-study, final examination

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

### (2) Online (live-streaming)

28 November, 9-13 December 2024

➤ presentations, lectures

*\*For participants from Latin America, live-streaming program will be held on 17 December. Recorded lectures will be provided.*

### (3) In-Japan

Arrival: 19 January 2025

Program: 20-31 January 2025

Departure: 1 February 2025

# Where?

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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**.

# How?

## How to Learn

### Online

- Making & Presentation of Job Report
- Live Lectures
- Discussion
- Self-Study



Watch



Listen



Study



Discuss



Present

### In-Japan

- Lectures
- Site visits
- Discussions
- Making & Presentation of Action Plan



Listen



Study



Discuss



Present

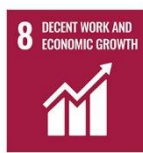


Experience



Interact

## Commitment to the SDGs



## Language

English



JICA Knowledge Co-Creation Program (Group and Region Focus)

**Digital Kaizen (Quality and Productivity Improvement by Utilizing Digital Technologies in Small and Medium Enterprises) Course No. 202311533J001**



## 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) Time for On Demand program

On Demand material will be able to be accessed from 15 November. Participants can study at any time and any place. Participants must take an online final examination by 6 December. (Participants are requested to submit evidence of their scores)

#### (3) Time for Online program (live-streaming)

The online program will be live streamed mostly between 18:00 and 21:00 in Japan time. The time in each participating country is as follows. Detailed schedule will be delivered with the Acceptance Notification.

All participants will be connected online in following time zones.

Group A (Africa and Asia)	Japan	28 November 9-13 December	18:00 - 21:00
	Cameroon, Nigeria	28 November 9-13 December	10:00 - 13:00
	Montenegro, Rwanda, South Africa		11:00 - 14:00
	Ethiopia, Iraq		12:00 - 15:00
	Kyrgyz		14:00 - 17:00
	Indonesia, Thailand, Viet Nam		16:00 - 19:00
	Malaysia		17:00 - 20:00
Group B (Latin America)	Japan	17 December	7:00 - 9:00
	Colombia	16 December	17:00 - 19:00
	Brazil		19:00 - 21:00

*\*Due to time difference, live-streaming program for participants from Brazil and Colombia will be held only on 17 December (JST), and lectures will be provided as recorded materials.*

#### (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/>

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.

### Program Schedule (tentative) \*dates are based on JST

On-demand	
15 November - 6 December	<ul style="list-style-type: none"><li>Self-study with on-demand materials</li></ul> <p>*Participants will be able to access it after 6 December for self-study.</p>

Online Program			
Group A (Africa and Asia)		Group B (Latin America)	
28 November	<ul style="list-style-type: none"> <li>▪ Program orientation</li> <li>▪ Instruction of job report making</li> <li>▪ Review for on-demand study</li> </ul>	28 November - 10 December	[recorded materials] <ul style="list-style-type: none"> <li>▪ Program orientation</li> <li>▪ Instruction of job report making</li> <li>▪ Review for on-demand study</li> </ul>
5 December	<ul style="list-style-type: none"> <li>▪ Submission of job report</li> </ul>	12 December	<ul style="list-style-type: none"> <li>▪ Submission of job report</li> </ul>
9 December	<ul style="list-style-type: none"> <li>▪ Job report presentation</li> </ul>		
10,11,12 December	<ul style="list-style-type: none"> <li>▪ Lecture, Discussion               <ul style="list-style-type: none"> <li>➢ Overview of Digital Kaizen</li> <li>➢ Basics of digital technologies (IoT and AI)</li> <li>➢ Digital Applications in Kaizen</li> <li>➢ Good Practices in Developing Countries</li> </ul> </li> </ul>	10-16 December	[recorded materials] <ul style="list-style-type: none"> <li>▪ Lectures</li> </ul>
13 December	<ul style="list-style-type: none"> <li>▪ Discussion of topics to be addressed during in-Japan program</li> <li>▪ Action plan guidance</li> <li>▪ Orientation for in-Japan program</li> </ul>	17 December	<ul style="list-style-type: none"> <li>▪ Job report presentation</li> <li>▪ Discussion of topics to be addressed during in-Japan program</li> <li>▪ Action plan guidance</li> <li>▪ Orientation for in-Japan program</li> </ul>

<b>In-Japan Program</b>	
19 January	<ul style="list-style-type: none"> <li>▪ Arrival in Japan</li> </ul> <p>*JICA will provide transportation from participant's country to JICA Tokyo Center</p>
20 January	<ul style="list-style-type: none"> <li>▪ JICA briefing</li> <li>▪ Program orientation</li> <li>▪ Presentation, Discussion about action plan topics</li> </ul>
21 January	<ul style="list-style-type: none"> <li>▪ Lecture               <ul style="list-style-type: none"> <li>➢ Basics of digital technologies (IoT and AI)</li> </ul> </li> <li>▪ Hands-on practices</li> </ul>
22 January	<ul style="list-style-type: none"> <li>▪ Hands-on practices</li> <li>▪ Lecture               <ul style="list-style-type: none"> <li>➢ Needs identification, analysis methods for challenges</li> </ul> </li> </ul>
23 January	<ul style="list-style-type: none"> <li>▪ Site-visits               <ul style="list-style-type: none"> <li>➢ Organization for Small &amp; Medium Enterprises and Regional Innovation, JAPAN</li> <li>➢ Private company</li> </ul> </li> </ul>
24 January	<ul style="list-style-type: none"> <li>▪ Case study</li> <li>▪ Consultation for action plan making</li> </ul>
27 January	<ul style="list-style-type: none"> <li>▪ Site-visits               <ul style="list-style-type: none"> <li>➢ Good practice of national and local government working on digital kaizen</li> <li>➢ Good practice of SMEs receiving national and local government support for digitalization</li> </ul> </li> </ul>
28 January	<ul style="list-style-type: none"> <li>▪ Site-visits               <ul style="list-style-type: none"> <li>➢ Good practice of private companies working on digital kaizen</li> <li>➢ IT vender</li> </ul> </li> </ul>
29 January	<ul style="list-style-type: none"> <li>▪ Lecture               <ul style="list-style-type: none"> <li>➢ Methods of making a road map</li> </ul> </li> <li>▪ Site-visit               <ul style="list-style-type: none"> <li>➢ Support for digital kaizen by APO (Asian Productivity Organization)</li> </ul> </li> </ul>
30 January	<ul style="list-style-type: none"> <li>▪ Action plan making</li> </ul>
31 January	<ul style="list-style-type: none"> <li>▪ Action plan presentation</li> <li>▪ Evaluating session</li> <li>▪ Closing ceremony</li> </ul>
1 February	<ul style="list-style-type: none"> <li>▪ Departure from Japan</li> </ul> <p>*JICA will provide transportation from JICA Tokyo Center to participant's country</p>

\*Details will be announced with Acceptance Notification.

\*Saturday and Sunday have no programs.



## Management Members

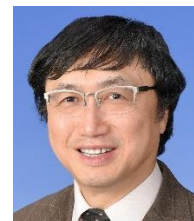
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### Instructors (more to be confirmed)

#### Mr. 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.



#### Mr. YANO Hitoshi

Japan Productivity Center  
Counsellor, International Cooperation Department

Experienced consultant with expertise in DX and overseas business management. Proven track record of leading successful projects and initiatives.



## JICA Members

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### Course Advisor

#### Mr. HOMMA Toru, MSc

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



### Program Officer

#### Ms. ABE Kumiko

JICA Tokyo Center



# 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 section III-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: Personnel of public or private organizations that provide management support services to SMEs, such as;
  - a) Core human resources to promote quality and productivity improvement of SMEs and solutions to their management issues, or
  - b) Officers who promote the use of digital technology to small and medium enterprises
- 2) Experience:
  - a) at least 3 years of working experience in the subject business, and
  - b) have acquired basic knowledge of kaizen, especially have sufficient practical experience in instructing on-site kaizen to SMEs



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. If needed, participants can request JICA local office for their support.
- 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.

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.

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.

## **(2) Recommended Qualifications**

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

2) Gender Equality and Women's Empowerment: Women are encouraged to apply for the program. 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.



JICA Knowledge Co-Creation Program (Group and Region Focus)

**Digital Kaizen (Quality and Productivity Improvement by Utilizing Digital Technologies in Small and Medium Enterprises) Course No. 202311533J001**



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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)

\* 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

#### (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 30 October, 2024**)

#### (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 November 8, 2024.**

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

Job Report: to be submitted by

**Group A (Africa and Asia): JST 12:00 on 5 December 2024**

**Group B (Latin America): JST 12:00 on 12 December 2024**

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,
- (6) to observe the rules and regulations of the program implementing partners to



JICA Knowledge Co-Creation Program (Group and Region Focus)

**Digital Kaizen (Quality and Productivity Improvement by Utilizing Digital Technologies in Small and Medium Enterprises) Course No. 202311533J001**

- 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.

# Administrative Arrangements

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## 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: Ms. ABE Kumiko ([tictip@jica.go.jp](mailto:tictip@jica.go.jp))
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## 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 “KENSU-IN GUIDE BOOK,” 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):  
[https://www.jica.go.jp/Resource/english/our\\_work/types\\_of\\_assistance/tech/acceptance/training/index.html](https://www.jica.go.jp/Resource/english/our_work/types_of_assistance/tech/acceptance/training/index.html)

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### 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.	<a href="https://www.youtube.com/watch?v=SLurfKugrEw">https://www.youtube.com/watch?v=SLurfKugrEw</a>
Part II: Introduction of JICA Centers in Japan	
JICA Tokyo	<a href="https://www.jica.go.jp/tokyo/english/office/index.html">https://www.jica.go.jp/tokyo/english/office/index.html</a>

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

### PDF: KENSU-IN GUIDE BOOK (detailed terms and conditions)

[https://www.jica.go.jp/Resource/english/our\\_work/types\\_of\\_assistance/tech/acceptance/training/c8h0vm0000011i07-att/guide\\_2024\\_en.pdf](https://www.jica.go.jp/Resource/english/our_work/types_of_assistance/tech/acceptance/training/c8h0vm0000011i07-att/guide_2024_en.pdf)



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

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



### Website: JICA “The Knowledge Co-Creation Program (KCCP)” (English/French/Spanish/Russian)

[https://www.jica.go.jp/english/our\\_work/types\\_of\\_assistance/tech/acceptance/training/index.html](https://www.jica.go.jp/english/our_work/types_of_assistance/tech/acceptance/training/index.html)



# 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.

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