



Knowledge Co-Creation Program (Group & Region Focus)

GENERAL INFORMATION ON

Strengthening of Business Development Services (BDS) for industrial promotion (C)

課題別研修「産業振興のためのビジネス開発サービス(BDS)強化(C)」

JFY 2017

NO. J1704380 / ID. 1784946

Course Period in Japan: From 7th February 2018 to 10th March 2018

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 (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 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 capacitate BDS providers or facilitators by observing the Japanese cases of BDS structure and function of stakeholders, the capacitation of BDS providers, and appropriate BDS provision based on needs of SMEs.

*BDS is a general term of SME's capacity building inputs, except financial support itself, to support SME's business operation.

*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.

Background

Under the national poverty reduction strategies, the private sector is often emphasized as an engine of 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 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 in order 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 to increase the capacity of 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 personnel who have engaged in BDS facilitation, who may also have

functions of BDS provisions.

The nominee can be officers of the government, chambers of commerce and industry, and other private sector business organizations/associations.

*The nominated personnel must be assigned by a clear mission from their organization as a representative and be in the position to utilize the new knowledge in real practice.

* Experiences to facilitate/improve usage and quality of support to SMEs, will be highly evaluated.

*The first-hand and rich experiences of direct support to SMEs will also be an advantage.

* A policy or measures maker/planner may apply with a clear aim to create better BDS environment. But please notice that the SME law and governmental policies are NOT the main focus in the program.

How?

Participants will have opportunities to visit enterprises, government offices, chambers of commerce and industry to learn about the effort and approach of BDS. Participants will also formulate a Training Report to summarize and confirm what he/she learnt and to illustrate issues and proposal for their solution by reanalyzing their BDS new knowledge obtained.

Review comments from the previous participants

“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, 2016)”

“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, 2016)”

“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, 2016)”

II. Description

1. **Title (J-No.):** Strengthening of Business Development Services (BDS) for industrial promotion (C) (J1704380)

2. **Course Period in JAPAN**

7th February 2018 to 10th March 2018

3. **Target Regions or Countries**

ARGENTINA, CAMBODIA, COSTA RICA, ETHIOPIA, INDONESIA, JORDAN, KENYA, KYRGYZ REPUBLIC, MOROCCO, VANUATU, ZAMBIA

4. **Eligible / Target Organization**

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

The nominee can be officers of the government, governmental agencies, chambers of commerce and industry, and other private sector business organizations/associations, creating/providing BDS.

- The nominated personnel must be organizationally assigned to a clear mission and tasked with formulating, planning, providing or promoting the relevant measures of BDS, and must be in the position to put the new knowledge in real practice.
- Experiences to facilitate/improve usage and quality of support to SMEs, will be highly valued.
- The first-hand and rich experiences of direct support to SMEs will also be an advantage.
- A policy or measures maker/planner may apply with a clear aim to create better BDS environment. But please notice that the SME law and governmental policies are NOT the main focus in the program.

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

14 participants

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

7. **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.

8. **Overall Goal**

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

9. Expected Module Output and Contents:

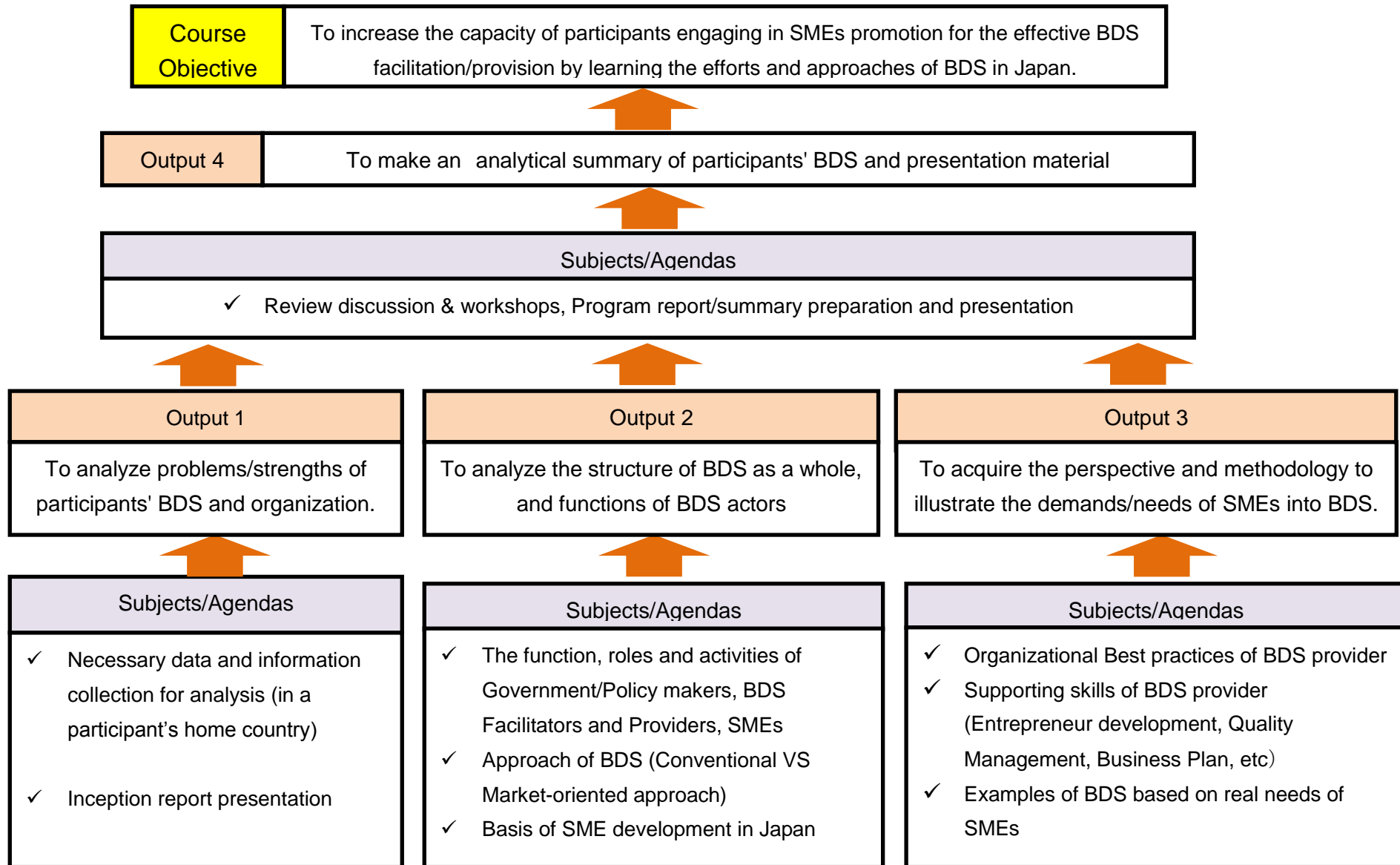
This program consists of the following components. Details on each component are given below:

**Agendas are subject to change.*

(1) Preliminary Phase in a participant's home country <i>Participating organizations make required preparation for the Program in the respective country.</i>	
Expected Module Output	Activities
1: To analyze the current situations and problems/strengths of participants' BDS and organization.	Formulation of Inception Report, by analyzing current situation of BDS

(2) Core Phase in Japan <i>Participants dispatched by the organizations attend the Program implemented in Japan.</i>	
Expected Module Output	Subjects/Agendas
1: To analyze the current situations and problems/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 Government, BDS Facilitators and Providers, SMEs BDS system/facilitation (Market development, Registered Management Consultant system)
3: To acquire the perspective and methodology to illustrate the demands/needs of SMEs into BDS.	BDS quality management (Standardization and quality enhancement of BDS, Service provider, etc) Capacity building of BDS providers (Technical BDS example: 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

<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: Program Schedule >

*Please note that the schedule is under planning and is subject to change.

Date	Day	Contents	Accommodation
1	Wed	Arrival in Japan	JICA Chubu International Center in Nagoya-city, Aichi Prefecture
2	Thu	JICA Briefing & Orientation	
3	Fri	Business environment surrounding enterprises in Japan	
4	Sat		
5	Sun		
6	Mon	Inception Report Presentation by Participants	
7	Tue	"KAIZEN" (5S) tool workshop, and its application for BDS	
8	Wed	Business Development Services (BDS) Theories and practices	
		SME Promotion (1) - Role of Central and Local Government as facilitator	
9	Thu	SME Support, JAPAN (Central Government Agency)	
		"Aichi" Small Business Support Center (Local Governmental Agency)	
10	Fri	"Aichi" Center for Industrial Science Technology (Research Center by Local Government)	
11	Sat		
12	Sun		
13	Mon	SME Promotion (2) - Role of BDS Providers	
		Business Diagnosis Workshop / Entrepreneurship practices	
14	Tue	Local Financial Institutions, Workshop for Business Plan	
15	Wed	Human Resource Development for SMEs, Vocational school	
16	Thu	Cluster development, SME visit	
17	Fri	"Ichinomiya" Chamber of Commerce and Industry (CCI)	
		Exchange session with store owners at "Ichinomiya" shopping district and the association	
18	Sat		
19	Sun		
20	Mon	Association of Small Business Entrepreneurs, BDS of Marketing and product development	Hotel in Gifu Prefecture
21	Tue	Retail Store Associations at Shopping District, Store visit of locally made products	
22	Wed	"Hida" wooden work federation, and visit to a member company	
23	Thu	Fishery cooperative association of "Itadori" River	JICA Chubu International Center in Nagoya-city, Aichi Prefecture
24	Fri	System and registration of SME Management Consultant, Information structure and system	
25	Sat	Visit to Toyota Commemorative Museum of Industry and Technology	
26	Sun		
27	Mon	Visit to Toyota Motor Plant, and the Automotive Supporting Industries	
28	Tue	Review Session and Discussion, Workshop for Summary Report Writing	
29	Wed	Report Writing and individual consultation	
30	Thu	Presentation of Reports	
31	Fri	Program Evaluation and Closing Ceremony	
32	Sat	Leave Japan for Participant's home country	

< Images of program >

*Please note that pictures are just sample from related program..

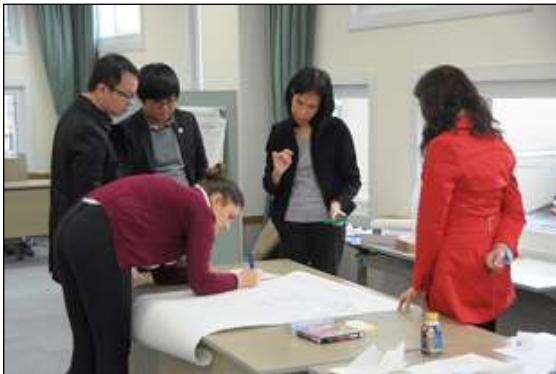
Lecture



Presentation by Participants



Group-work among participants



Factory Visit



Company Visit



Rural Field visit



Japanese Cultural program



Closing Ceremony



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.

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.

*Must be organizationally assigned to a clear mission and tasked with formulating, planning, providing or promoting the relevant measures of BDS, and must be in the position to utilize the new knowledge in real practice.

- 2) Experience in the relevant field: Have at least 5 years of professional experience in the BDS field.

* Experiences to facilitate/improve usage and quality of support services to SMEs, will be highly evaluated.

* The first-hand and rich experiences of direct support to SMEs will also be an advantage.

*Policy or measures maker/planner may apply with a clear aim to create better BDS environment. But please notice that the SME law and governmental policies are NOT the main focus in 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 require high competence of English ability. Please attach an official certificate for English ability such as TOEFL, TOEIC etc., if possible)

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) Those who have been devoting and who will continue to devote themselves to the activities of the JICA project are highly prioritized to this program.
- 2) Age: between the ages of twenty-five (25) and fifty (50) 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 English Score Sheet: to be submitted with the application form. If you have any official documentation of English ability. (e.g., TOEFL, TOEIC, IELTS)

(4) Inception Report: Please submit together with the Application Form to be used for screening applicants. Please refer to AnnexVI: Guidelines for Inception Report.

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 **November 2nd, 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 the JICA Center in Japan. Selection will be made by the JICA Center 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 December 15th, 2017**.

5. 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 Chubu

(2) **Contact:** Ms. TSURUTA Azusa (mail to: cbictp1@jica.go.jp)

※Please insert “Course number & the 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 either in public and private sector. Their consulting areas include business management, SME promotion, regional development and local community development.

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 Chubu International Center (JICA Chubu)

Address: 60-7 Hiraikecho, Nakamura-ku, Nagoya 453-0872, Japan

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

(where “81” is the country code for Japan, and “52” is the local area code)

If there is no vacancy at JICA Chubu (CBIC), JICA will arrange alternative accommodations for the participants.

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

About JICA Chubu International Center:

<Location>

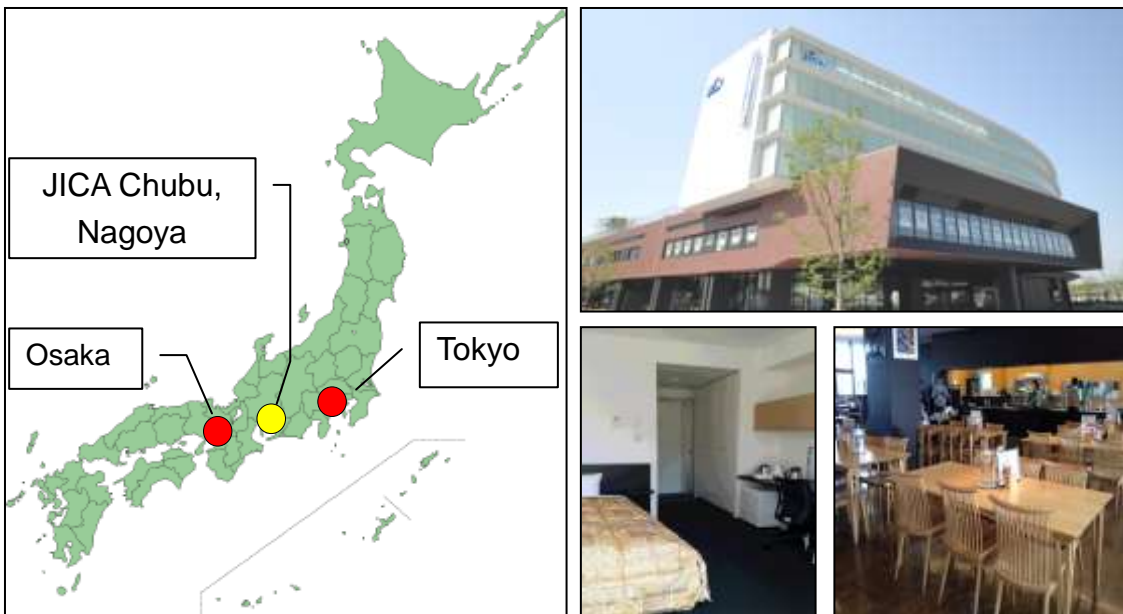
- It is located at the center of *Nagoya*-city. The Nagoya main station, the regional hub of various transports, is 15mins walk from JICA Chubu Center.

<Facilities/Equipment>

- Cafe/Restaurant: International Foods, including vegetarian and halal meals, are available.
- Private Room: Single size Bed, Private Bathroom, Desk, Refrigerator, Hot pot, Bookshelf, Air Conditioning, In-room Safe, TV, Internet connection (LAN)

<Recommended Websites>

- ✓ JICA Chubu's website: www.jica.go.jp/chubu/english/office
- ✓ Aichi prefecture: www.heart-of-japan.jp/



<Climate>

Season	Winter		Spring			Summer			Autumn			Winter
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Daytime Temp.	9C	10C	13C	19C	24C	27C	30C	32C	28C	22C	17 C	11C
Nighttime Temp	0.8C	1C/	4C/	9C	14C	19C	23C	24C	20C	14C	8C	3C

REFERENCE : Small & Medium Enterprises (SMEs) in Japan

(1) Definition of SMEs

(a) Definition of Small & Medium Enterprises

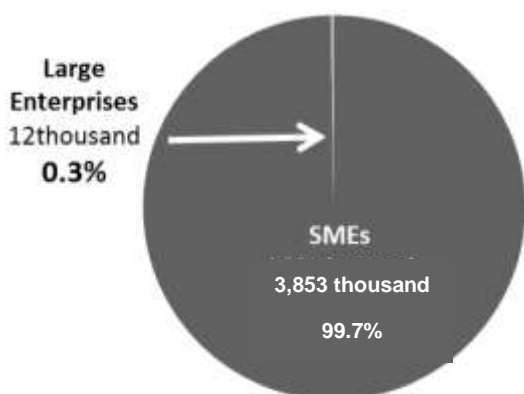
Type of Industry	Capital Size (million yen)	No. of employees
Manufacturing & others	300 or less	300 or less
Wholesale	100 or less	100 or less
Retail	50 or less	50 or less
Services		100 or less

(b) Definition of Micro Enterprises

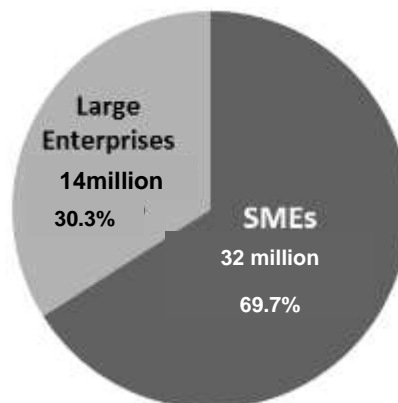
Type of Industry	No. of employees
Manufacturing & others	Not more than 20 employees
Commerce, service	Not more than 5 employees

(2) Share of SMEs in the Japanese Economy

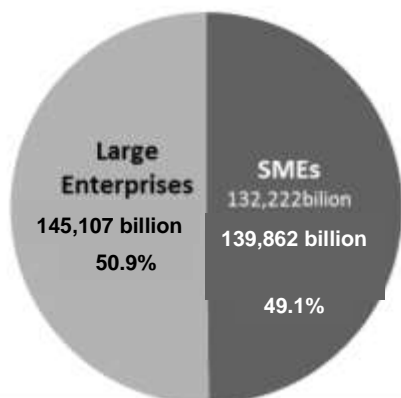
Number of Enterprises



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 must prepare an Inception report in English, be written by applicant him/herself (Q1-7) and by his/her superior (Q8). No more than 10 pages long

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

3. Challenges and Strengths perceived by you at this moment regarding BDS provision at your

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

	Challenges	Strengths
Personal level		
Organizational level		
Inter-organizational		

4. More explanation about your BDS tasks

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	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			

5. 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.

(If you are unsure about your BDS role/function, please refer page 6 for the definition.)

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.

No 1: If you are taking the role of BDS provider , please explain the details about;
<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
No 2: If you are taking the role of BDS facilitator , please explain the details about;
<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.
No 3: If you are taking the role of BDS promoter , please explain the details about;
<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.

6. Overall Situation Analysis of BDS Providers / Facilitator / Promoter's situation in your country

- Please identify and fill in the name of institutions in your country as relevant BDS actors
- Specify what kind of BDS roles (provider/facilitator/promoter) they are taking.

The sample answers were written below in red letters. Please delete them and fill your answer after analyzing your country situation.

	BDS Promoter	BDS Facilitator	BDS Provider
Name of the institutions/ Organizations relevant to BDS development in your country	(1) Establishment of Certification and standard for BDS Setting (2) Setting Regulation / Deregulation for BDS and SME promotion	(1) Provision of training/advices to BDS provider (2) Provide financial support/loan to SMEs or BDS provider (3) Marketing and promotion of BDS/BDS providers to SMEs	Direct Provision of services to M/MSEs (1) Training, (2) Consultancy, (3) Business Linkage, (4) Technology development/extension, (5) Networking, (6) Information provisions, (7) Entrepreneurship
Governmental institutions/Parasternal Institutions			
Ministry of Economy and Commerce	(1) SME Consultant System (2) SME law		
SME Agency	(1) SME Consultant System		
SME support center		(1) TOT	(1), (2), (3), (5), (6)
Science & Technology center			(4)
Intermediary Institutions, ex. Chamber of Commerce/ Business associations / Union / NGOs. joint venture established by Private & Public partnership			
Chamber of Commerce			(3), (5), (7)
NGOs			(1)
Business Associations			(1), (3), (6)
Private sector			
Business Consultant			(1) (2)
Accountant/ Lawyer			(2) (6)
Financial Institution			(2), (3)

7. Your Intention of participating in and expectation from the program

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

8. Your Organizational Expectation

*To be written by the applicant's organization, not by the applicant him/herself

- (1) Name* and the position, and the relation to the applicant
 - *This can be a different person from Part A of Application form.
- (2) Describe the organizational purpose to participate the program
- (3) Describe organizational expectation to the applicant
- (4) Describe organizational plan to support the applicant after the program

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

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