



TRAINING AND DIALOGUE PROGRAMS

GENERAL INFORMATION ON

Small and Medium Enterprise Development Policies (A)

集團研修「中小企業振興政策(A)」

JFY 2008

<Type: Solution Creation / 類型：課題解決促進型>

NO. J08 – 00898

From September 2008 to May 2009

Phases in Japan: From October 6, 2008 to November 7, 2008

This information pertains to one of the Training and Dialogue Programs 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.

I. Concept

Background

The promotion of Small and Medium Enterprise (SMEs) is regarded as an important issue in many countries, including Japan, because SMEs perform multiple functions for the society and economy of a country. Firstly, SMEs represent a large weight of the economic activity of a country. SMEs in many countries account for an overwhelming number of business establishments and employees and are a major player in economic activity. Secondly, the SME labor market performs a stabilizing function in society. SMEs provide many people, including unskilled labor, with employment opportunities, thereby distributing income from a macroeconomic perspective. Moreover, SMEs are key players in the regional economy. Small and medium-scale local manufacturing is an indispensable industry offering nonagricultural employment opportunities in such areas. Toward stable growth of SMEs, it is important to improve or support the business environment by the government through formulation of policies, regulations and measures for SMEs promotion, strengthen the implementation system of public institutions.

For what?

This program aims at providing general theory and practice on the SMEs development policy and measures comprehensively and contributing to the participants' organizational capacity enhancement through basic recognition of importance of SME promotion measures and their roles.

For whom?

This program is offered to officials working on government or implementing organizations for SMEs development, being expectable to get wide range of basic ideas and knowledge about SME policy & promotion measures as a generalist.

How?

This program will provide theory and practice of SMEs development policies, measures based on Japanese experience and lessons in cooperation with Japanese government, public implementing organizations, SMEs and academic recourses.

Participants will be expected to clarify own country's situation and organizational business issues on SMEs development policies, measures through comparative discussion with Japan and participating countries' approaches.

II. Description

1. Title (J-No.): Small and Medium Enterprise Development Policies (A) (J 0800898)

2. Period of program

Duration of whole program:	September 2008 to May 2009
Preliminary Phase: (in a participant's home country)	September 2008 to October 2008
Core Phase in Japan:	October 6 to November 7, 2008
Finalization Phase: (in a participant's home country)	November 2008 to May 2009

3. Target Regions or Countries:

Pakistan, Sri Lanka, Mexico, Argentina, Chile, Uruguay, Iran, Algeria, South Africa, Mauritius, Montenegro,

4. Eligible / Target Organization

Fix the target organization for three years (2008-2010) preferably

Governmental departments and public implementing organizations for SEMs development

Note: This program is offered to officials working on government or implementing organizations for SMEs development, being expectable to get wide range of ideas and knowledge about SME policy & promotion measures as a generalist.

5. Total Number of Participants

14 participants*

Two (2) allocations: Sri Lanka, Argentina, Algeria, Mauritius, Montenegro

One (1) allocation: Pakistan, Mexico, Chile, Uruguay, Iran, South Africa

<* Participants will be finally selected fourteen (14) persons among sixteen (16) allocations.>

6. Language to be used in this program: English

7. Program Objective:

[Goal for three(3) years]

Final report will be formulated to manage the policy and promotional measures on SMEs development by participant's organizations and their knowledge will be shared in each own organization.

8. Overall Goal

Management capacity for the policy and measures for SMEs development will be enhanced on the parent organization of participants

9. Expected Module Output and Contents:

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

(1) Preliminary Phase in a participant's home country (September 2008 to October 2008) <i>Participating organizations make required preparation for the Program in the respective country.</i>	
Expected Module Output	Activities
Inception report is formulated	<p>1) Inception Report(with Application Form) Formulation and submission of report. The theme of report is as follows:</p> <ol style="list-style-type: none"> 1) Definition of SME's 2) Current problem about SME's 3) Full description of applicant's work (Role of applicant's organization, description of each section's activity, etc) 4) Your expectation to this course <p>2) Pre-study(for final participants only) Applicants who are selected as participants are required to submit pre-study report mentioned below.</p> <ol style="list-style-type: none"> 1) Submit the report about SME promotion measures currently implemented in your country. 2) Submit the report about any comment/questionnaires from your pre-study by accessing the following website and read "Sharing of information about best practice". <p>*This site is about general picture of Japan's SME policies and their practical exercises *Home page of Small and Medium Enterprises Agency URL: http://www.chusho.meti.go.jp/sme_english/bestpractice/bestpractice.htm Submit to JICA Osaka International Center</p>

(2) Core Phase in Japan (October 6, 2008 to November 7, 2008) <i>Participants dispatched by the organizations attend the Program implemented in Japan.</i>		
Expected Module Output	Subjects/Agendas	Methodology
1)Participants will be able to explain the role of policy and measures in the policy and promotional measures for SMEs development based on Japanese cases	<ol style="list-style-type: none"> 1) Course Orientation 2) The actual situation about SME in Japan 3) Outline of SME policy 4) SME development policies and its measures 	<ol style="list-style-type: none"> 1)Lectures 2)Discussion
2)Participants will be able to point out the role of SMEs policy/measures implementing agency for promotional measures and Japanese current status or issues	<p>Visit to respective implementing organizations to understand following particulars.</p> <ol style="list-style-type: none"> 1) Role of SME policy implementation institutions 2) <u>Facilitation of Fund Supply and Enhancement of Equity Capital</u> 3) Human Resource Development 4) <u>Strengthening of SME Management Base</u> 5) Ensuring Managerial Resources in Technical aspect 6) Encouraging SME to adapt to global market 7) Export promotion 8) Collaboration among industry, university and government 	<ol style="list-style-type: none"> 1)Lectures 2)Exchange of opinion with working-level officials 3)Discussion
3)Participants will be able to assess own country's status on business environment development through comparative discussion with Japan and participating countries' approach	<ol style="list-style-type: none"> 1) Comparative discussion about each country's SME policies. 2) Intermediate discussion & measures 3) Discussion among participants 4) Preparation and presentation of Action Plan (Plan for SMEs promotion in own countries) 	Discussion with other participants on certain topic

(3)Finalization Phase in a participant's home country
Participating organizations produce final outputs by making use of results brought back by participants. This phase marks the end of the Program.

Expected Module Output	Activities
SMEs development policy and measures will be planed, managed in own countries	Application and implementation of the Action plan back in the participant's country. 1) Submission of its final report by May, 2009 to respective country's JICA office or Embassy of Japan of your country 2) Submission of follow-up questionnaire which will be sent by Implementing Partner.

<Structure of the program>

1. Preliminary phase (activities in your home country):
 - 1) Submission of inception report
 - 2) Submission of pre-study

2. Core Phase (activities in Japan/ Indonesia):
Topic outline (subject to minor changes)

Unit 1

- 1) Course Orientation
- 2) The Actual Situation about SME in Japan
- 3) Outline of SME policy
- 4) SME Development Policies and its Measures.

Unit 2

- 1) Role of SME Policy Implementation Institutions
- 2) Facilitation of Fund Supply and Enhancement of Equity Capital
- 3) Human Resource Development
- 4) Strengthening of SME Management Base
- 5) Ensuring Managerial Resources in Technical Aspect
- 6) Encouraging SME to Adapt to Global Market
- 7) Export Promotion
- 8) Collaboration among Industry, University and Government

Unit3

- 1) Comparative discussion about each country's SME policies & measures
- 2) Intermediate discussion
- 3) Discussion among participants
- 4) Preparation and presentation of Action Plan (Plan for SMEs promotion in own countries)

3. Final Phase (activities in home country)

Participants are expected to implement the action plan (interim report) and report on progress to respective country's JICA office or Embassy of Japan of your country within six (6) months after the end of the phases in Japan.

9. Follow-up Cooperation by JICA:

In this program, JICA might extend follow-up support to participating organizations that intend to develop the result of the project further. Please note that the support shall be extended selectively based on proposals from the participating organizations.

Further Information: URL <http://www.jica.go.jp/english/schemes/foll.html>

III. Conditions and Procedures for Application

1. Expectations 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.
- (3) As this program is designed to facilitate organizations to come up with concrete solutions for their issues, participating organizations are expected to make due preparation before dispatching their participants to Japan by carrying out the activities of the Preliminary Phase described in section II -9 .
- (4) Participating organizations are also expected to make the best use of the results achieved by their participants in Japan by carrying out the activities of the Finalization Phase described in section II -9.

2. Nominee Qualifications:

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

(1) Essential Qualifications

- 1) This program is offered to officials working on government or implementing organizations for SMEs development, being expectable to get wide range of basic ideas and knowledge about SME policy & promotion measures as a generalist.
- 2) have at least two (2) years experience working for SMEs development,
- 3) be nominated by their government in accordance with the procedures mentioned in "4. Procedure for Application and Selection" below
- 4) **Be able to discuss and make reports in English. English listening, speaking and reporting skills are essential for the "open discussion" centered curriculum.**
- 5) be in good health, both physically and mentally, to undergo the training, and.
- 6) not be serving in the military.

(2) Recommendable Qualifications

Applicants meeting the following conditions are preferred.

- 1) Age: to be under age of forty(40)

3. Required Documents for Application

(1)Application Form: The Application Form is available at the respective country's JICA office or the Embassy of Japan.

(2)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), please attach it (or a copy) to the application form.

(3) Inception Report: to be submitted with the application form. Fill in ANNEX this General Information, and submit it along with the Nomination Form.

4. Procedure for Application and Selection :

(1) Submitting the Application Documents:

Closing date for application to the JICA OSAKA International Center in JAPAN:

August 8, 2008

Note: Please confirm the closing date set by the respective country's JICA office or Embassy of Japan of your country to meet the final date in Japan.

(2) Selection:

After receiving the document(s) through due administrative procedures in the respective government, the respective country's JICA office (or Japanese Embassy) shall conduct screenings, and send the documents to the JICA Center in charge in Japan, which organizes this project. Selection shall be made by the JICA Center in consultation with the organizations concerned in Japan based on submitted documents according to qualifications. *The organization with intention to utilize the opportunity of this program will be highly valued in the selection.*

(3) Notice of Acceptance

Notification of results shall be made by the respective country's JICA office (or Embassy of Japan) to the respective Government by **not later than September 5, 2008.**

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

Before coming to Japan, only accepted participants are required to prepare an Pre-study Report (detailed information is provided in the ANNEX.)

The Report should be sent to JICA Osaka International Center by **September 19, 2008**, preferably by e-mail to *Takai.Kaori@jica.go.jp* cc with *jicaosicp-kensyu2@jica.go.jp*.

6. Conditions for Attendance:

(1) to observe the schedule of the program,

(2) not to change the program subjects or extend the period of stay in Japan,

- (3) not to bring any members of their family,
- (4) to return to their home countries at the end of the program in Japan according to the travel schedule designated by JICA,
- (5) to refrain from engaging in political activities, or any form of employment for profit or gain,
- (6) to observe the rules and regulations of their place of accommodation and not to change the accommodation designated by JICA, and
- (7) to participate the whole program including a preparatory phase prior to the program in Japan. Applying organizations, after receiving notice of acceptance for their nominees, are expected to carry out the actions described in section II -9 and section III-4.

IV. Administrative Arrangements

1. Organizer:

(1) **Name:** JICA OSAKA International Center (JICA OSAKA)

(2) **Contact:** Ms. Kaori TAKAI (Takai.Kaori@jica.go.jp)

2. Implementing Partner:

(1) **Name:** Pacific Resource Exchange Center

(2) **Contact:** International Department(prexmail@prex-hrd.or.jp)

(3) **URL:** http://www.prex-hrd.or.jp/index_e.html

(4) **Remark:** The Pacific Resource Exchange Center (visit PREX at: http://www.prex-hrd.or.jp/index_e.html) was established in April 1990 in response to a proposal adopted at the general assembly of the Pacific Economic Cooperation Council (visit PECC at: <http://www.pecc.org/>). Since its inception, PREX has been contributing to human resources development of government officials and corporate executives mainly in the Pacific region.

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:** Term of Insurance: From arrival to departure in Japan. The traveling time outside Japan shall not be covered.

4. Accommodation in Japan:

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

JICA OSAKA International Center (JICA OSAKA)

Address: 25-1 Nishi-Toyokawa-cho, Ibaraki-shi, Osaka 567-0058, Japan

TEL: 81-72-641-6900 FAX: 81-72-641-6910

(where "81" is the country code for Japan, and "3" is the local area code)

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

5. Expenses:

The following expenses will be provided for the participants by JICA:

(1) Allowances for accommodation, 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 p. 9-16 of the brochure for participants titled "KENSU-IN GUIDE BOOK," which will be given to the selected participants

before (or at the time of) the pre-departure orientation.

6. Pre-departure Orientation:

A pre-departure orientation will be held at the respective country's JICA office (or Japanese Embassy), to provide participants with details on travel to Japan, conditions of the workshop, and other matters.

V. Other Information

- 1) The short trip out of JICA OSAKA will be prepared in this course. It would be convenient if you bring small bag for this
- 2) Participants mainly use public transportation system for traveling. Ex subway, public bus etc. It is recommended to bring walkable shoes for traveling.

Example of schedule

Leave JICA OSAKA 8:00AM

Take shuttle bus to train station

Take train to venue (to have morning lecture there)

1(one) hour move to next venue (to have afternoon observation)

1(one) hour move back to JICA OSAKA by train and shuttle bus

(Since industry area is rather broad, average traveling time is 30 min. to 1 hour from place to another place)

Purpose of traveling by public transportation is:

- 1) To observe and understand Japanese society
 - 2) To not to waste cost since this project is public project using tax
- 3) You can utilize internet at JICA OSAKA PC room. And also wireless LAN access is available in room if you bring PC.

All reports should be prepared by typing in the course.

VI. ANNEX:

Inception Report with Application Form

Each applicant is required to submit some short reports on undermentioned topics with the fixed form.

- 1) Definition of SME
- 2) Current problem about SME's
- 3) Full description of applicant's work (Role of applicant's organization, description of each section's activity, etc)
- 4) Your expectation to this course

This report must be type written in English in less than 5 pages.(12-point font, double-spaced, A4 size paper)

Pre-study(for final participants only)

Applicants who are selected as participants are required to submit pre-study report mentioned below.

- 1) Submit the report about SME promotion measures currently implemented in your country.
- 2) Submit the report about any comment/questionnaires from your pre-study by accessing the following website and read "**Sharing of information about best practice**".

*This site is about general picture of Japan's SME policies and their practical exercises

*Home page of Small and Medium Enterprises Agency

URL: http://www.chusho.meti.go.jp/sme_english/bestpractice/bestpractice.htm

Pre-study report should be sent to JICA Osaka International Center by **September 19, 2008**, preferably by e-mail to *Takai.Kaori@jica.go.jp* cc with *jicaosicp-kensyu2@jica.go.jp*.

For Your Reference

JICA and Capacity Development

The key concept underpinning JICA operations since its establishment in 1974 has been the conviction that “capacity development” is central to the socioeconomic development of any country, regardless of the specific operational scheme one may be undertaking, i.e. expert assignments, development projects, development study projects, training programs, JOCV programs, etc.

Within this wide range of programs, Training Programs have long occupied an important place in JICA operations. Conducted in Japan, they provide partner countries with opportunities to acquire practical knowledge accumulated in Japanese society. Participants dispatched by partner countries might find useful knowledge and re-create their own knowledge for enhancement of their own capacity or that of the organization and society to which they belong.

About 460 pre-organized programs cover a wide range of professional fields, ranging from education, health, infrastructure, energy, trade and finance, to agriculture, rural development, gender mainstreaming, and environmental protection. A variety of programs and are being customized to address the specific needs of different target organizations, such as policy-making organizations, service provision organizations, as well as research and academic institutions. Some programs are organized to target a certain group of countries with similar developmental challenges.

Japanese Development Experience

Japan was the first non-Western country to successfully modernize its society and industrialize its economy. At the core of this process, which started more than 140 years ago, was the “*adopt and adapt*” concept by which a wide range of appropriate skills and knowledge have been imported from developed countries; these skills and knowledge have been adapted and/or improved using local skills, knowledge and initiatives. They finally became internalized in Japanese society to suit its local needs and conditions.

From engineering technology to production management methods, most of the know-how that has enabled Japan to become what it is today has emanated from this “*adoption and adaptation*” process, which, of course, has been accompanied by countless failures and errors behind the success stories. We presume that such experiences, both successful and unsuccessful, will be useful to our partners who are trying to address the challenges currently faced by developing countries.

However, it is rather challenging to share with our partners this whole body of Japan’s developmental experience. This difficulty has to do, in part, with the challenge of explaining a body of “tacit knowledge,” a type of knowledge that cannot fully be expressed in words or numbers. Adding to this difficulty are the social and cultural systems of Japan that vastly differ from those of other Western industrialized countries, and hence still remain unfamiliar to many partner countries. Simply stated, coming to Japan might be one way of overcoming such a cultural gap.

JICA, therefore, would like to invite as many leaders of partner countries as possible to come and visit us, to mingle with the Japanese people, and witness the advantages as well as the disadvantages of Japanese systems, so that integration of their findings might help them reach their developmental objectives.



CORRESPONDENCE

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

JICA OSAKA International Center (JICA OSAKA)

Address: 25-1 Nishi-Toyokawa-cho, Ibaraki-shi, Osaka 567-0058, Japan

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**Program Team III, Osaka International Centre (JICA Osaka)
Japan International Cooperation Agency (JICA)**

Address: 25-1 Nishi-Toyokawa-cho, Ibaraki-shi, Osaka 567-0058, Japan

URL : <http://www.jica.go.jp/worldmap/english.html#osaka>

Tel. : 81 (*) -72 (**) -641-6900 Fax. : 81 (*) -72 (**) -641-6910

(*): country code for Japan (**) : area code for Ibaraki