



Knowledge Co-Creation Program (Group & Region Focus)

GENERAL INFORMATION ON

MANAGERIAL AND FINANCIAL SUPPORT FOR SMALL AND
MEDIUM ENTERPRISES DEVELOPMENT (A)

課題別研修「中小企業振興のための経営強化・金融支援 (A)」

JFY 2016

NO. J16-04127 / ID. 1684634

Course Period in Japan: From May 23, 2016 to June 25, 2016

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

Background

Development and promotion of Small and Medium Enterprises (SMEs) is recognized as one of the most effective approaches to accelerate economic growth and poverty reduction in developing countries.

In Japan, SMEs occupy more than 99 percent of all the private enterprises and create 60 to 95 percent (depending on the type of industry) of employment opportunities. SME support by the government and public organizations contributed to the SME development in Japan.

“Managerial and Financial Support for Small and Medium Enterprises Development” is designed for those in charge of promoting small and medium-sized enterprises (including micro-enterprises) to strengthen their capacity to plan and implement policies for SMEs. This program focuses on managerial and financial support for SMEs executed in Japan. Participants are expected to consider how to improve their country’s SME support by learning the cases of Japan and other countries.

For what?

The goal of this program is to strengthen the capacity of the public and governmental organization on SME support, especially in the area of managerial and financial support. Participants are expected to understand the effective measures of managerial and financial support for SMEs and to make an action plan to improve SME support in their home countries.

For whom?

This program is designed for the officials working for the field of managerial/financial support in government ministry, local government and public agency (including CCIs and financial institutions) in charge of SME development.

How?

Both theory and practical measures for SME development are introduced, based on Japan’s experience and lessons, focusing on managerial and financial support. Distinctive feature of this program is an abundance of site visits and discussions with not only with Japanese, but also with other participants from various countries. Participants will attend the special lecture by SME support organizations, public institutions and CEO of SMEs. In addition, participants have opportunities to meet with various SME experts in Japan.

II. Description

1. Title (J-No.): Managerial and Financial Support for Small and Medium Enterprises Development (A) (J1604127)

2. Course Period in JAPAN

May 23, 2016 to June 25, 2016

3. Target Regions or Countries

Albania, Argentina, Armenia, Bhutan, Bosnia and Herzegovina, Cambodia, Laos, Malaysia, Mexico, Mongolia, Myanmar, Philippines, and Thailand

4. Eligible / Target Organization

This program is designed for the officials working in government ministry, local government and public agency (including CCIs and financial institutions) in charge of SME development.

5. Course Capacity (Upper limit of Participants)

14 participants

6. Language to be used in this program: English

7. Course Objective:

A plan for improving managerial and financial support for SME development is submitted by officials of government ministry, local government and public agency in charge of SME development.

8. Overall Goal

The capacity of planning and implementing effective measures will be strengthened in government ministry, local government and public agency in charge of SME development.

9. Expected Module Output and Contents:

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

Expected Module Output	Subjects/Agendas	Methodology
(1) Participants are able to identify the issues of SMEs (development policies and measures) of their countries.	Making inception report and pre-study report	Self-study
(2) Participants are able to explain the outline of SME development measures, especially in the area of managerial and financial support.	(1) Policies and measures of SME support in Japan (2) Organizations of SME support in Japan (3) Financial support for SME (4) Presentation of pre-study report	1) Lecture 2) Site visit 3) Presentation 4) Discussion
(3) Participants can clarify what is needed to improve SME support in their home countries by grasping key factors in managerial and financial support for SMEs through case-studies of Japan and other countries.	(1) Measures taken by implementing organization of central government (2) Measures taken by implementing organization of local government (3) Discussion on managerial support (4) Discussion on financial support (5) Supported SMEs, local industries, etc.	1) Site visit (Public organizations and SMEs) 2) Lecture 3) Discussion
(4) Tentative action plan to improve SME support will be formulated by participants.	(1) Comparative discussion about each country's situation (2) Discussion among participants (3) Preparation and presentation of tentative action plan	1) Workshop 2) Discussion 3) Guidance 4) Presentation

<Structure of the program>

Topic outline (subject to minor changes)

Introductory session & SME promotion	
	Program Orientation / General Orientation
	Workshop on Action Plan making
	Report presentation
	SME policy in Japan
	Role of SME policy development organizations
	Role of SME policy implementing organizations
	SME promotion policies by local government
	Reflection Session (1)
Financial support	
	Financial support for SME
	Role of financial institution
Managerial support	
	Managerial support for SME
	Site Visits : companies using government/public support
	Reflection Session (2)
Action Plan	
	Guidance and preparation
	Presentation
Evaluation and Closing	

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.

(1) Essential Qualifications:

- 1) Current Duties: be engaged in managerial or financial support for SMEs in government ministry, local government and public agency (including CCIs and financial institutions).
- 2) Experience in the relevant field: have at least three (3) years' experience in working for SMEs support.
- 3) Nomination: be nominated by their government in accordance with the procedures mentioned in "4. Procedure for Application and Selection" below.
- 4) Language: have a competent command of spoken and written English which is equal to TOEFL iBT 100 or more (This program includes active participation in discussions, which requires 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.
- 6) Must not be serving any form of military service.

(2) Recommendable Qualifications:

Applicants meeting the following conditions are preferred.

- 1) Work Experience: have experience in managerial or financial support for SMEs.
- 2) Age: be under age of forty (40) years

3. Required Documents for Application:

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

*Pregnancy

Pregnant participants are strictly requested to attach the following documents in order to minimize the risk for their health:

1. letter of the participant's consent to bear economic and physical risks,
2. letter of consent from the participant's supervisor, and
3. doctor's letter with permission of her participation.

Please ask JICA Staff for the details.

(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: to be submitted with the Application Form. Fill in the form shown in Annex of this General Information.

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 April 11th, 2016.**)

(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.*

(3) Notice of Acceptance:

Notification of results will be made by the JICA office (or the Embassy of Japan) **not later than April 25th, 2016.**

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

Before coming to Japan, only accepted participants are required to prepare a **Pre-Study Report** (Please see the Annex – Pre-Study Report).

The Report should be sent to JICA Kansai International Center by **May 11th, 2016** by e-mail to *and Yokotani.Kimie@jica.go.jp*.

6. 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 program expenditure depending on the severity of said violation, and
- (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 Kansai International Center (JICA Kansai)
- (2) **Contact:** Ms. Kimie Yokotani (Yokotani.Kimie@jica.go.jp and jicaksic-unit@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 was established in 1990. It integrates consensus among Kansai's industry, government and academia. It endeavors to promote international exchanges through human-resource development projects and their related activities in developing countries.

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 Kansai

Address: 1-5-2, Wakino-hama-kaigandori, Chuo-ku, Kobe, Hyogo 651-0073, Japan

TEL: 81-78-261-0388 FAX: 81-78-261-0465

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

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

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), and
- (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 Embassy of Japan), to provide participants with details on travel to Japan, conditions of the participation in the Program, and other matters.

V. Other Information

1. Participants who have successfully completed the program will be awarded a certificate by JICA.
2. For the promotion of mutual friendship, JICA Kansai encourages international exchange between JICA participants and local communities, including school and university students as a part of development education program. JICA participants are expected to contribute by attending such activities and will possibly be asked to make presentations on the society, economy and culture of their home country.
3. Participants are recommended to bring laptop computers for your convenience, if possible. During the program, participants are required to work on the computers, including preparation of Action Plan(AP), etc. Most of the accommodations have internet access. Also, there is a computer room in JICA Kansai where fourteen desk-top computers have the internet access.
4. Allowances, such as for accommodation, living, clothing, and shipping, will be deposited to your temporary bank account in Japan after 2 to 5 days after your arrival to Japan. It is highly advised to bring some cash / traveler's check in order to spend necessary money for the first 2 to 5 days after your arrival.
5. It is very important that your currency must be exchanged to Japanese Yen at any transit airport or Kansai International Airport (KIX) in Osaka, Japan soon after your arrival. It is quite difficult to exchange money after that, due to no facility or time during the program.
6. Participants may face some difficulties of finding Halal food in Japan outside JICA facilities. It is recommended to bring enough Halal food if necessary.
7. The short trip out of main accommodation will be prepared in this program. Participants are recommended to bring a small bag and walkable shoes.

VI. ANNEX:

Inception Report **(submit with the Application Form)**

Please answer the following questions. This report must be type-written in English in less than 2 pages.

Country :

Name :

Q1	Your organization structure, your position and number of employees. (If you have an organization chart, please attach it)		
Q2	What are the three main industries in your country? What is the strategic which your central or local government intends to develop?		
Q3	Definition of SME (indicate the source of information) in your country		
Q4	What are the main problems that SMEs are currently facing in your country?		
Q5	In your opinion, what policies/measures are needed to solve the problems of SMEs in Q4?		
Q6	What is the role of your organization in terms of SME support in your country? What is the duty/mission of your department/division?		
Q7	Are you (or have ever been) involved in managerial support for SMEs? If yes, please indicate your duty briefly.	Yes	No
Q8	Are you (or have ever been) involved in financial support for SMEs? If yes, please indicate your duty briefly.	Yes	No

Pre-Study Report (accepted participants only)

Please answer the following questions type written in English.

Participants are required to make presentation based on this Pre-Study Report at the start of the program. Time allocation and other information will be given beforehand.

Due date: May 11th, 2016

Country :

Name :

1. Visit to SMEs (Should be summarized in 1 – 2 slides of PowerPoint per company)

You are requested to visit SMEs (at least **3** companies) in your country, talk with the manager(s) and make research before attending this program.

Any kind of industries/SMEs is accepted.

The report should include the following information;

- Company name and person you talked with
- Type of business (industry)
- Company size (capital, number of employees, sales amount, etc.)
- Any business problems that company faces
- Your opinion on what the company should do to solve their problems
- Any support from government/public institutions they are receiving and what kind of support they expect from the government
- Photos (company building/factory, product, etc.)

2. Meeting with ex-participants who took part in the preceding JICA program “Financial and Technical Support for SME Promotion” between 2013 and 2015. (Should be summarized in 1 slide of PowerPoint)

Questions to ask the ex-participants;

- * Name and organization of the ex-participants
- * Progress of ex-participants’ action plan (If there is no/little progress, please ask for the reason)
- * Ex-participant’s advice for you on joining JICA Knowledge Co-Creation Program.

*If there were no participants from your country in 2013-2015, you do not need to write this section. (Please ask JICA office in your country for the contact information of the ex-participants.)

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, Knowledge Co-Creation programs (until 2015, so called “training”), JOCV programs, etc.

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

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

Japanese Development Experience

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

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

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

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



CORRESPONDENCE

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

JICA Kansai International Center (JICA Kansai)

Address: 1-5-2, Wakinohama-kaigandori, Chuo-ku, Kobe, Hyogo 651-0073, Japan

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