



GROUP AND REGION-FOCUSED TRAINING

GENERAL INFORMATION ON

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

**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(B)」
JFY 2015**

NO. J1504072/ ID. 1584628

Course Period in Japan: From 1st July 2015 to 31st July 2015

This information pertains to one of the Group and Region-Focused Training 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

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 engaged in BDS policy-making/planning, BDS facilitation and/or provision, to for the promotion of SMEs. 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 put the new knowledge in real practice.

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.

II. Description

1. Title (J-No.): Strengthening of Business Development Services (BDS) for industrial promotion (B) (J1504072)

2. Course Period in JAPAN

1st July 2015 to 31st July 2015

3. Target Regions or Countries

ARGENTINA, ECUADOR, EL SALVADOR, GUATEMALA, COLOMBIA, NICARAGUA, PANAMA, PARAGUAY, BRAZIL, PERU, MEXICO

4. Eligible / Target Organization

This program is designed for personnel who engaged in BDS policy or measures makers/planners, BDS facilitation and/or provision, for the promotion of SMEs.

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.
- Those who have been devoting and who will continue to devote themselves to the activities of the JICA project concerned are highly welcome to this training program. (Please refer "Information Sheet of relevant JICA Projects & C/P Organizations "on 8 page for detail.)

5. Course Capacity (Upper limit of Participants)

14 participants

6. Language to be used in this program: Spanish

7. Course Objective:

This program aims to increase the understanding and capacity of participants who are engaged in the promotion of SMEs to strengthen BDS through learning about the efforts and approaches of BDS for SMEs in JAPAN.

8. Overall Goal

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

Participating organizations make required preparation for the Program in the respective country.

Expected Module Output	Activities
Inception Report is formulated	Formulation and submission of Inception Report

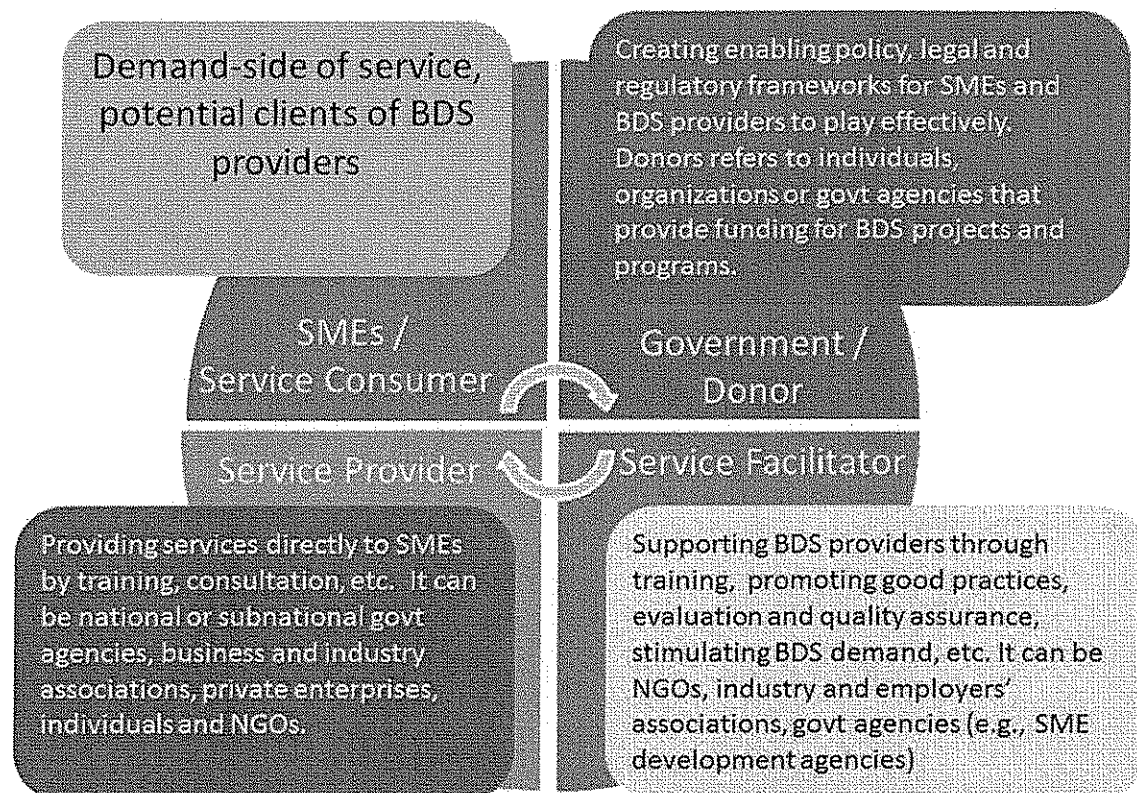
(2) Core Phase in Japan

(July 1, 2015 to July 31, 2015)

Participants dispatched by the organizations attend the Program implemented in Japan.

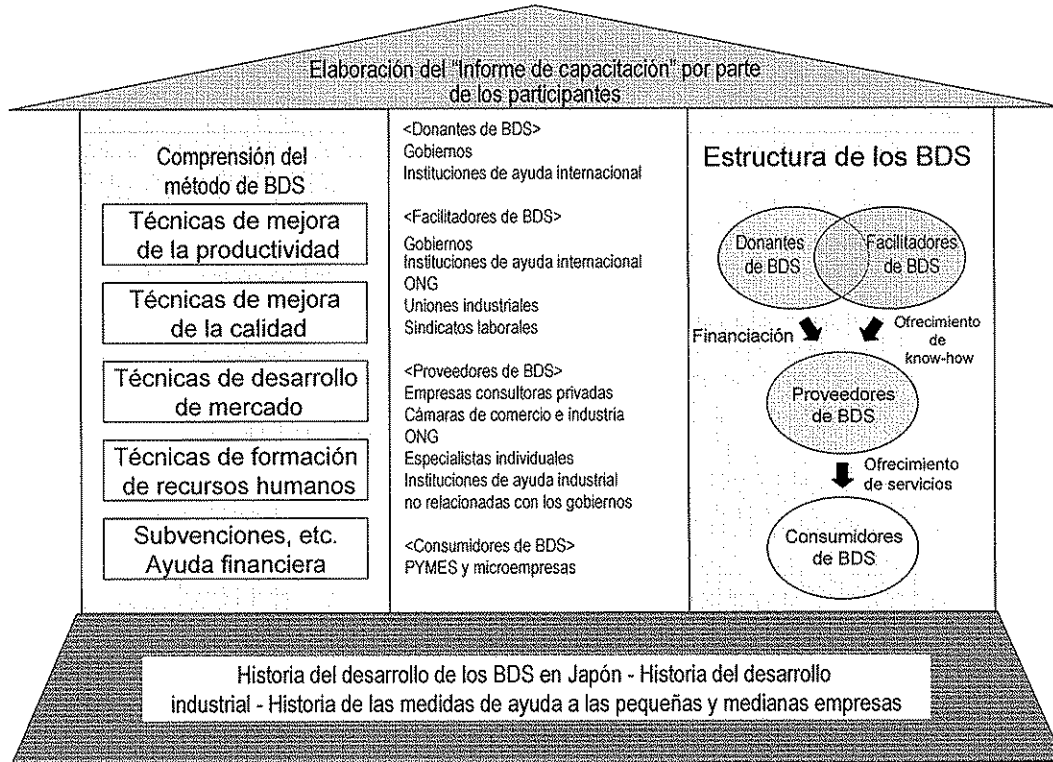
Expected Module Output	Subjects/Agendas
To Understand and analyze the current situations and problems of BDS in own country.	Presentation of situation analysis
To acquire the knowledge and tools practiced on BDS in Japan.	<p>To understand the roles of BDS actors.</p> <ul style="list-style-type: none"> (1) BDS Theories (2) Japanese Experiences of SME Promotion (3) The roles and activities of Central and Local Government (4) The roles and activities of BDS Facilitators and Providers (5) Visit of SMEs as BDS consumers (BDS beneficiaries)
	<p>To understand the effort and approaches of each actors.</p> <ul style="list-style-type: none"> (1) BDS functions (training, consulting, business linkages & networking, technology development, information sharing) (2) Workshop on Quality Management, Business Diagnosis (3) Registered Management Consultant system in Japan (4) The activities of collaboration between stakeholders from various sectors
Formulation of Report on BDS promotion	To formulate the points which are applied in own countries through acquiring the knowledge of effort and approach of BDS in Japan and share with own organization and colleague for implementing to strengthen BDS in own country.

< General Framework of BDS stakeholders >

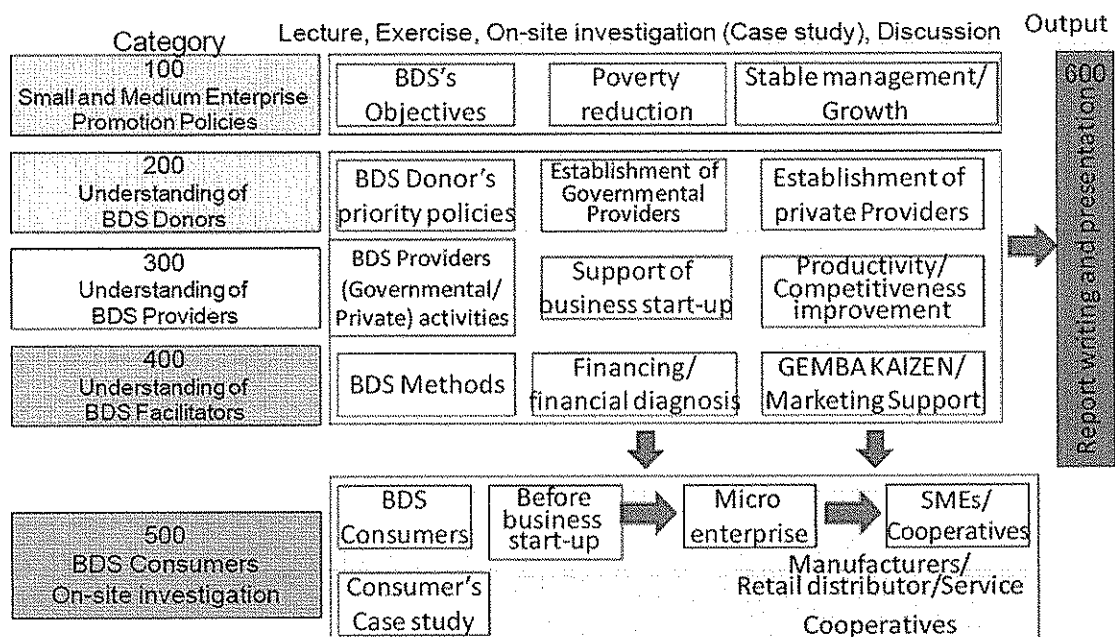


Source: UN-ESCAP, 2012, Chapter VI. Business development services, Policy Guidebook for SME Development in Asia and the Pacific",
<http://www.unescap.org/resources/policy-guidebook-sme-development-asia-and-pacific>

< Diagrama conceptual básico de la capacitación >



< Structure of the program >



< Reference: Training Schedule >

This training program illustrates how Japan's policy, provision and support of Business Development Service are offered by various stakeholders, and analyze and identify the principal roles of each player. Brief methodology of effective service provision will be also introduced.

- Please note that the topics below are based on 2014's schedule, and now they are under review for 2015 implementation. * The schedule and the order of the contents/topics are subject to change.

Date & Time		Topic
DAY 1	Wed	Arrive at Nagoya, Japan
DAY 2-3	Thu, Fri	JICA orientation
DAY 4-5	Sat, Sun	
DAY 6	Mon	Orientation / Presentations of Inception Reports Lecture: Overview of Concept and History of BDS in Japan
DAY 7	Tue	Lecture: Industry Development and BDS in Japan Visit: Regional Industry development
DAY 8	Wed	Lecture: SME development and supporting system in Japan Visit: SME supporting Institution of Local government
DAY 9	Thu	Workshop: Problem Solving
DAY 10	Fri	Workshop: Quality management
DAY 11-12	Sat, Sun	
DAY 13	Mod	Workshop: Review Lecture: Visit: SME supporting Institution of Local government
DAY 14	Tue	Lecture: SME development policy/measures, the role of BDS facilitator
DAY 15	Wed	Workshop: Productivity Management
DAY 16	Thu	Lecture: BDS by National Government Agency
DAY 17	Fri	Visit & Lecture: BDS by Chamber of Commerce
DAY 18-19	Sat, Sun	
DAY 20	Mon	Review & Summary of the training program
DAY 21	Tue	Lecture & Visit: Technological Development by public research institution
DAY 22	Wed	Workshop: Consultation skills on Quality management
DAY 23	Thu	Visit: Product development by collaboration between multi-sectors
DAY 24	Fri	Lecture: Marketing supported by local government
DAY 25-26	Sat, Sun	
DAY 27	Mon	Visit: University-Business-Government collaboration
DAY 28	Tue	Lecture: BDS association as BDS facilitator
DAY 29	Wed	Presentations of Training Report (Individual)
DAY 30	Thu	Evaluation, Closing Ceremony, etc.
Day 31	Fri	Depart Nagoya

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 engaged in BDS policy or measures making/planning, BDS facilitation and/or 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 put the new knowledge in real practice.

- 2) Experience in the relevant field: Have at least 5 years of professional experience in the relevant field
- 3) Educational Background: be a graduate of university
- 4) Language: have a competent command of spoken and written Spanish (This Training Programs includes active participation in discussions, Action Plan development, thus requires high competence of Spanish ability).
- 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.

1) 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 training program. Other related development program for BDS or SME promotion is also encouraged to participate.
- 2) Age: between the ages of twenty-five (25) and fifty (50) years
- 3) English: conversation level of English for daily life.

2) Information Sheet of relevant JICA Projects & C/P Organizations

Those who are involved in these projects are highly recommended and prioritized for this participation.

Country	JICA Projects	Counterpart Organizations
El Salvador,	Project for the Capacity Strengthening of Support Personnel for Micro, Small and Medium Enterprises focusing on the Improvement of Enterprise Administration, Quality and Productivity	National Commission of Micro and Small Enterprises
	Advisor for One Village One Product Movement	National Committee for Micro and Small Companies (CONAMYPE)
	-	Ministry of Family, Community, Cooperative and Associative Economy
Colombia,	Quality Control and KAIZEN (Phase II))	Ministry of Industry, Trade and Tourism
Guatemala,	Project for Promotion of Local Industries	Ministry of Economy
Panama,	Project strengthening of micro, small and medium-sized enterprises through improvement of their productivity and quality	Authorities of micro, small and medium-sized enterprises
Paraguay	Project of Strengthening of Paraguayan Quality and Productivity Center (CEPPROCAL)	Centro Paraguayo de Productividad y Calidad
Nicaragua	Project for Capacity Development on Quality and Productivity Improvement in the Micro, Small and Medium enterprises	Ministry of Family, Community, Cooperative and Associative Economy
Mexico		Centro Nacional de Actualizacion Docente(CNAD)

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
3. doctor's letter with permission of her training participation.

Please ask JICA Staff for the details.

(2) Inception Report: Please submit together with the Application Form to be used for screening applicants. Please refer to Annex VI: Guidelines for Inception Report on Page 15-16.

(3) 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.

***Photocopy should include the followings:**

Name, Date of birth, Nationality, Sex, Passport number and Expire date.

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 23rd, 2015)

(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 May 23rd, 2015.**

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 "training course number & the title" in the subject when emailing.

For instance, "J1504072 Strengthening of Business Development Services (BDS) for industrial promotion (B)"

2. Implementing Partner:

(1) **Name:** ChuSanRen (Central Japan Industries Association)

(2) **URL:** <http://www.chusanren.or.jp/english>

(3) **Remark:** ChuSanRen is an Organization founded in 1948, being specialized in Human Resource Development (HRD) in industry through management consultation and training, and is one of the leading Organizations among Japanese management consulting firms. Being supported by some 800-member companies of major industries, ChuSanRen provides extensive services both locally and overseas.

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

1. Personal-use computer

It is suggested for the participants to complete their reports; i.e. Feedback reports, Action plan, etc. by computer applications.

Information on schedule and some of the training materials will be delivered through Internet during the training program. JICA CHUBU, where participants stay, has the room with computers for these purposes.

For better and effective work, it would be advisable to bring your own lap-top computer. Minimum requirements of applications would be MS Word and Excel together with an anti-virus soft built-in. Also mobile computers with complement of JICA will be available for the participants who do not have their own.

2. Clothes

Formal attire is preferable on some occasion, such as courtesy calls and closing ceremony. We advise you to bring comfortable clothes and shoes. But, casual clothing such as jeans and/or flip-flops is NOT allowed during training program on weekends.

VI. ANNEX:

GUIDELINES FOR INCEPTION REPORT

Each applicant shall prepare an Inception report in English essentially presenting activities and policies in the particular department/organization he/she works for.

- The report shall be no more than 6 pages long, typed double space on A4 (or bond) size paper. Tables and figures should be annexed and not included in the main text.
- The report shall be submitted together with the application documents. Please note that the Inception Report will be used as the basis for a 10 minutes presentation as part of the training course.
- The main points must be summarized in an easy and readable style, and sufficiently supported by statistics, and amply illustrated with maps, graphs or pictures.
- The report must follow the outline below. The emphasis may vary depending on the present duty and responsibility each participant handles.

Outline:

1. Organization & Position

- (1) Name of Participant, Organization, Department/Section
- (2) Type of Organization (Government/Private/Others)
- (3) Present Post and Assigned Tasks related to BDS
- (4) Years of experience at your present post
- (5) Organization chart (to illustrate an organization chart, starting from a section as the lowest level, and to highlight your position in the chart)

2. Present situation (strength and weakness) of BDS /SMEs support in your field or organization

3. Describe BDS programs/projects you have been tasked, including the stakeholders involved and the role of your organization as well as yourself

4. Expected effect on BDS programs/projects from your organization, after training

5. To grasp the role of your organization in general, please tick what your organization and your section/post are responsible for. Multiple and duplicate answer is acceptable.

BDS Activities	Your Organization	Your Section	Your duty
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			
Provision of services, such as training, advices, to BDS providers			
Coordination and collaborative activities among Government, SMEs and BDS Providers			
Provide financial support/loan to SMEs or BDS providers			
Marketing and promotion of BDS to SMEs			
Program/Project			
Program Implementation on BDS and SME promotion			
Program Formulation on BDS and SME promotion			
Policy Formulation on BDS and SME promotion			
Providing funds for BDS and SME promotion measures/activities			
Business Environment			
Establishment of Certification and Standard for BDS, i.e. Quality Control of BDS, specific products, etc			
Setting Regulation for BDS and SME promotion			

REFERENCES 1:

Progress Report

After completing this training, the participants or belonging organization will be required to submit the progress report for the feedback.

Expected Submission Date: One month after training

COUNTRY : _____

NAME : _____

Usefulness of the Training Course	(If you think the training course is useful on your job, please explain specifically how it is.)
	(If you think the training course <u>is NOT useful</u> on your job, please explain why it isn't)
Current Status	Describe how you proposed your dissemination or improvement plan after you went back to your country.
Difficulty/Problems	Tell us what kind of difficulties or problems you confronted while you are implementing your action plan.
Next Step	Please describe your next step

REFERENCES 2: Small & Medium Enterprises (SMEs) in Japan

(1) Definition of SMEs

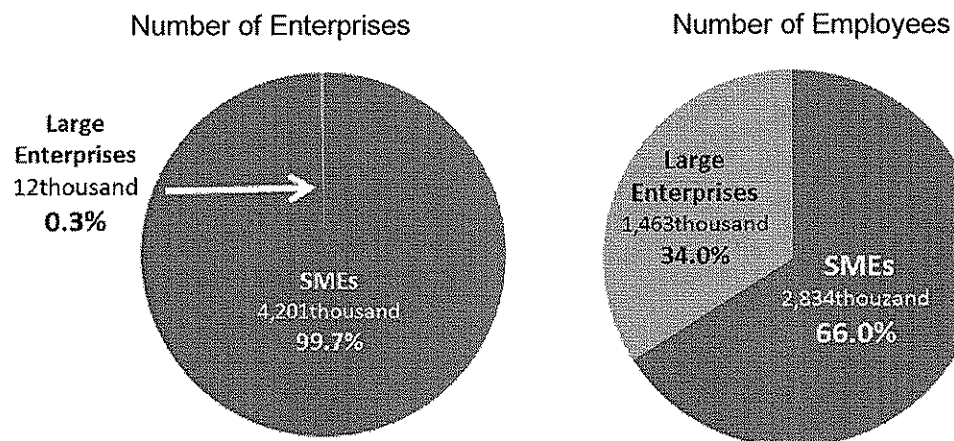
(a) Definition of Small & Medium Enterprises

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

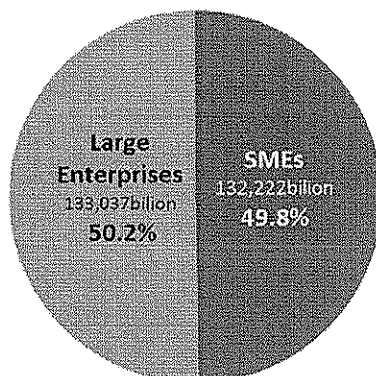
(b) Definition of Micro Enterprises

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



Value of Shipment in Manufacturing



Source: Small and Medium Enterprise Agency, METI, 2009
More detailed for <http://www.sme.ne.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 Chubu International Center (JICA Chubu)
Address: 4-60-7 Hiraikecho, Nakamura-ku, Nagoya 453-0872, Japan
TEL: 81-52-533-0220 FAX: 81-52-564-3751