



# Knowledge Co-Creation Program (Group & Region Focus)

## GENERAL INFORMATION ON

Capacity Development for Investment Promotion (A)  
課題別研修「投資促進のためのキャパシティ・ディベロップメント (A)」

**JFY 2016**

NO. J1604383 / ID. 1684652

Course Period in Japan: From November 8, 2016 to December 8, 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 in 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**

Today, foreign direct investment (FDI) is considered as an important accelerator of economic growth in developing countries. FDI is expected to bring benefits to developing countries, such as job opportunities, new technology and activation of local economy. Government and public organizations, such as Investment Promotion Agency(IPA) play a crucial role in promoting quality FDI by setting clear strategy and preparing appropriate incentives and business environment to invite FDI.

From investor's point of view, investment involves big risk and opportunity. Investment decision requires careful assessment of information. However, it is sometimes difficult for foreign investors to acquire correct and latest information about developing countries.

With the increasing international competition, effective promotion of their countries to the potential investors is the key to attract FDI to developing countries. It is essential for developing countries to let the potential investors know the strength of their country, such as business environment, human resources and market potential.

Therefore, it has become more and more important for IPA to enhance the capacity to understand the needs of investors, prepare the necessary data/information and promote their country to promising investors.

## **For what?**

This program intends to strengthen the capacity of officials of IPA (or equivalent organization) as a FDI promotion expert. This training especially focuses on acquiring the practical skill and knowledge to effectively promote their country to potential investors. FDI promotion experts are expected to have professional knowledge on investment procedure, regulations and information about private sectors of their countries.

## **For whom?**

This program is offered to governmental organizations in charge of Inward FDI promotion.

## **How?**

Participants are expected to learn by lectures, site visits and group discussions. This program focuses on gaining practical knowledge with market-oriented approach by case-studies and hands-on experience.

During the program, participants will visit several Japanese investment promotion agencies and Japanese companies. Participants will learn about successful measures of country promotion by examining other countries' cases.

## **II. Description**

- 1. Title (J-No.): Capacity Development for Investment Promotion (A)**  
(J1604383)
- 2. Course Period in JAPAN**  
November 8, 2016 to December 8, 2016
- 3. Target Regions or Countries**  
Sri Lanka, Nepal, Viet Nam, Egypt, Ethiopia, Ghana, Albania, Iran, Ecuador, Peru, Moldova, Serbia, Turkey, Vanuatu, Fiji
- 4. Eligible / Target Organization**  
Governmental / public organizations which promote foreign direct investment (FDI) to their countries, such as Investment Promotion Agency (IPA).
- 5. Course Capacity (Upper limit of Participants)**  
15 participants
- 6. Language to be used in this program:** English
- 7. Course Objective:**  
Based on the knowledge and insight gained during the training program, an action plan to promote FDI to their countries will be formulated and implemented by the participant's organization.
- 8. Overall Goal**  
This program aims to strengthen the capacity of the participant's country to promote quality FDI.

## 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	<b>Participants can explain the current situations and issues of FDI of their country.</b>	<ul style="list-style-type: none"> <li>Identifying current situation and issues of their country's FDI (assignment before coming to Japan) including strength and weakness of their countries.</li> <li>Inception and pre-study report presentation</li> </ul>	<ul style="list-style-type: none"> <li>Self-analysis</li> <li>Presentation</li> <li>Group discussion</li> </ul>
2	<b>Participants can understand basic knowledge of effective/successful investment promotion.</b>	<ul style="list-style-type: none"> <li>Key points of FDI Promotion for developing countries</li> <li>Role and responsibility of Investment Promotion Agencies(IPA)</li> <li>Effective measures of investment promotion (e.g., seminars, promotion tools, incentives).</li> </ul>	<ul style="list-style-type: none"> <li>Lecture</li> <li>Site visit</li> <li>Group discussion</li> </ul>
3	<b>Participants can practice effective promotion skills as FDI promotion officer</b> - Participants can clarify the needs of foreign investors (assessing Japanese companies' needs as a case study).	<ul style="list-style-type: none"> <li>FDI promotion to develop domestic industry.</li> <li>Trend and characteristics of FDI by Japanese companies. (Visit to Japanese companies operating in developing countries) (Visit to Japanese organizations promoting overseas business of Japanese companies)</li> <li>Making presentation about their country at the investment promotion seminar for Japanese companies.</li> </ul>	<ul style="list-style-type: none"> <li>Lecture</li> <li>Site visit</li> <li>Group discussion</li> </ul>
4	<b>Future approaches to participants' own issues that they identified</b> -Based on the output (2) and (3), Participants shall consider the effective approach to increase FDI to their country and make a feasible action plan.	<ul style="list-style-type: none"> <li>Sum up the learning from the training</li> <li>Each participant is requested to compile the actions to be taken for the issues they set at the beginning of the course</li> <li>Make and present Action plan</li> </ul>	<ul style="list-style-type: none"> <li>Group discussion</li> <li>Presentation</li> </ul>

### <Sample Schedule>

Date	Type	Subject	Place to Stay
day1		Arrival in Japan	Hotel Hoppin Aming Amagasaki
day2		Briefing and program orientation	
day3	Practice	Pre-study report presentation	
day4	Practice	Pre-study report presentation	
day5		day off	
day6		day off	
day7	Lecture	FDI environment and future, focusing on Central and Eastern Europe	
	Lecture	Investment promotion, industrial agglomeration and regional development policy	
	Lecture	Economic development, trade and investment, focusing on the Mekong Region	
day8	Lecture	Transition of Japanese economy and analysis of trade in value-added	
day9	L	Case study of foreign investment support of Japanese companies by financial institutions	
	Lecture, Observation	Overseas Business Strategy of Bando chemical	
day10	Lecture	SMEs' overseas business expansion utilizing ODA	
	Lecture, Observation	Overseas Business of Daikin and observation of Kanaoka plant	
day11	Lecture	Cross-cultural understanding and communication of way	
	Discussion	Field work with Students of cyber Tekijuku Business School and presentation of field work	
day12		No program	↓
day13		Move to Tokyo	JICA Tokyo
day14	Lecture	JICA's activities for investment promotion to developing countries	
day15	Lecture	Institutional Capacity Building for PROCOLOMBIA to improve FDI processes	
	Lecture	Investment Promotion Activity by JETRO Overseas Business Strategy	
	Lecture	Information Transmission Capacity Building	
day16		No program	
day17	Discussion, Practice	Information exchange among participants / Success story presentation by participants	
	Lecture	Role of Sogo-shosha (general trading company) in international trade	
	Lecture	Overseas Industrial Park Development	
day18	Lecture	Business and overseas expansion of Kamigumi	
	Lecture	Basic Theory on Export and Investment Promotion	
day19	Lecture	Positioning of Export and Investment Promotion by Developing Countries	
	Lecture	Change and future prospects of world trade and investment environment by TPP	
day20		No program	↓
day21		Move to Nagoya	JICA Chubu
day22	Lecture, Observation	Overseas Business of Aoyama and Observation of Kani factory	
	L	The movement of the world to eliminate non-tariff barriers	
day23	Lecture, Observation	Overseas Business of SWS (Sumitomo Wiring Systems) and Observation of Yokkaichi Plant	
	Observation	Observation of Toyota Commemorative Museum and Technology	↓
day24	Observation	Observation of Toyota factory and Toyota Kaikan move to Osaka	Hotel Hoppin Aming Amagasaki
day25		No program	
day26		No program	
day27	Lecture	Review and Guidance of Action Plan	
	Observation	Observation of distribution center and port facility of Kamigumi in Kobe port	
day28	Discussion	Business meeting with Japanese consultation company	
	Lecture	Change and future prospects of trade and investment environment by TPP	
day29	Lecture	What is necessary to be selected as FDI destination?	
	Practice	Action Plan presentation	
day30	Discussion	Evaluation meeting	
		Closing ceremony	↓
day31		Departure	

The contents of the program might be changed without prior notice.

### **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 utilize the program 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 program 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 administrative officials of foreign direct investment promotion or an equivalent level of knowledge who will continue working in the same field after the training course.
- 2) Experience in the relevant field: have more than 3 years' experience in the field of 1).
- 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. (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. 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) Age: between the ages of twenty-five (25) and forty-five (45) 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 Expiry date.
- (3) **Nominee's English Score Sheet (copy):** 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 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 September 26, 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.* 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 October 7, 2016.**

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

Before coming to Japan, only selected participants are required to prepare a Pre-study Report. Pre-study Report shall be made by Powerpoint and be sent by e-mail to JICA-Kansai, organizer of this training course before your leaving. Please check the format of the Pre-study Report in ANNEX 2.

**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

(2) **Contact:** Mr. Sumihiro Shigematsu

E-mail: [Shigematsu.Sumihiko@jica.go.jp](mailto:Shigematsu.Sumihiko@jica.go.jp) and [jicaksic-unit@jica.go.jp](mailto:jicaksic-unit@jica.go.jp)

### **2. Implementing Partner:**

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

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

(3) **URL :** [http://www.prex-hrd.or.jp/index\\_e.html](http://www.prex-hrd.or.jp/index_e.html)

(4) **Information:** Pacific Resource Exchange Center (visit PREX at:

[http://www.prex-hrd.or.jp/index\\_e.html](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 promote international exchanges through human resource development projects and 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, Wakinohama-kaigandori, Chuo-ku, Kobe, Hyogo 651-0073, Japan

TEL: 81-78-261-0397 FAX: 81-78-261-0465

(where "81" is the country code for Japan, and "78" 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/about/organization/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 14 desk-top computers are available with internet access.
4. Allowances, such as for accommodation, living, clothing, and shipping, will be deposited to your temporary bank account (opened by JICA) 2 to 5 days after your arrival in Japan. It is highly advised to bring some cash / traveler's check in order to cover necessary expense for this period.
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 limited availability of facility or time during the program.

## **VI. ANNEX:**

### ***Inception Report***

(please submit with the Application Form)

Please answer the following questions. This report must be type written in English in less than 2 pages. Please submit the inception report **with** your Application Form.

**Country :** \_\_\_\_\_

**Name :** \_\_\_\_\_

Q1	Basic information of your organization; mission, organization structure, number of staffs etc. Please attach the organization chart if you have one.
Q2	Please describe your country's current FDI promotion strategy including your country's incentives related to inward FDI.
Q3	You country's investment related incentives
Q4	Please name 3 main sectors that your country wants to invite FDI 1. 2. 3.
Q5	If potential investors ask you "Why should we choose your country to invest?", what would you say? In other words, what are the strength/advantage of your country in terms of attracting FDI? Name 3 points. 1. 2. 3.
Q6	Challenges and obstacles in FDI promotion of your country.

## **VII. ANNEX 2**

# ***Pre-study Report***

This assignment is only for the selected participants. Detailed instruction will be given after the notice of acceptance.

This report must be type written in English in Powerpoint which covers following items. **Please submit the pre-study report summarized within 10 pages of slides by October 28, 2016** to Mr.S.Shigematsu, Shigematsu.Sumihjiro@jica.go.jp of JICA Kansai. This report shall be a presentation by the accepted participants at the first day of program in Japan.

**Country :** \_\_\_\_\_  
**Name :** \_\_\_\_\_

- (1) The mission of your organization and your department/ division
- (2) Current situation and trend of FDI in your country
  - FDI inflow to your country (by sector and country)
  - Investment Contribution to GDP
  - Number of companies with foreign capital in your country
- (3) Current issues/problems about FDI promotion in your country
- (4) What policies/measures are currently taken to solve the issues written in question (3)?
- (5) Overview of the current situation of Investment climate.
  - a) Trends of the following economic Indicators (last 5-10 years)
    - (ア) Population
    - (イ) GDP
      - GDP Growth Rate
      - GDP per Capita Income
      - Inflation Rate
      - Amount of Export / Import

b) Investment climate

• Taxation

Corporate income tax	%
Personal income tax	%
Value-added tax (VAT)	%
Are foreign companies allowed to remit Profits/dividends/royalties to their home country?	Yes/No
Is there any taxation on the remittance of interest/ dividends/ royalty to Japan?	Yes/No %

• Wages

Workers (Fulltime general workers) :Base salary (monthly)	
Bonus payment (Fixed + Variable bonus)	
Managers (Fulltime) Base salary (monthly)	
Legal minimum wage	
Social security burden ratio (Employer's) (Employee's)	

• Employment

Employed population	
Unemployment rate	

c) Locations of Export Processing Zones and/or industrial area/estate for foreign investors

- d) 1. Are there any industries where FDI is prohibited or restricted?  
 2. Are there any limitation or rules of FDI, such as business forms and maximum percentage of foreign capital ?

(6) Interview with any foreign companies which are already operating business in your country.

- Company information (sales amount, company size, industry etc.)
- Why did they choose to invest in your country?
- Do they receive any support from your country?
- Do they have any problems with their business in your country?

# Action Plan

## What is Action Plan?

During the training program, all participants are required to prepare an Action Plan (AP). Participants are expected to make a presentation of Action Plan at the end of the program in Japan and in your organization after returning to your country.

The purpose of its preparation is to identify a specific environmental problem and a concrete solution for it. You are recommended to focus on one topic you are able to carry out after returning to your country. Therefore, Action Plan should be both concrete and practical. Try to make your Action Plan by using the existing human and financial resources in your organization in the most efficient and effective way possible.

## <Contents of Action Plan (Recommended) >

- a. Title
- b. Problem(s) you are facing in your "work-team" and its reason/cause (those problems you have defined before attending training program)
- c. Hints from seminar to solve the problem and related knowledge/skill acquired during the training in Japan. (Direct and Indirect beneficiaries)  
(What you have learned and their relevancy to solving your problems you have defined before attending training program.)
- d. What you are going to do to solve the problem. (What you have learned and their relevancy to solving your problems you have defined before attending training program.)
- e. Action Component
- f. Implementation schedule
- g. Responsible agencies and their roles
- h. Monitoring and evaluation
- i. Budget and other necessary resources (amount of budget and how to raise fund)

<b>Note:</b> Participants will have more detailed guidance during the program in Japan.
---

## *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**

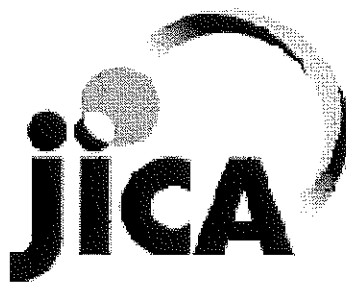
Japan was the first non-Western country to successfully modernize its society and industrialize its economy. At the core of this process, which started more than 140 years ago, was the “*adopt and adapt*” concept by which a wide range of appropriate skills and knowledge have been imported from developed 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

TEL: +81-78-261-0397 FAX: +81-78-261-0465

