

Issue Analysis Sheet (IAS) Guidelines

1. What is IAS?

- (1) IAS is a tool to logically organize relationships between issues and contents of the training program in Japan.
- (2) IAS will help the nominee to clarify his/her challenges to be covered in each expected module output and to formulate solutions to them.
- (3) The sheet is to be utilized as a logical process control sheet to draw up improvement plans for the issues by filling out the sheet in phases from prior to the nominee's arrival through to the end of the training.
- (4) In addition, it is used for the course leader and lecturers to understand the issues that each participant is confronting, and provide him/her with technical advice, useful references and solutions through the training program in Japan.

2. How to fill out IAS?

- (1) Please describe the issues you (your organization) confronts in column "A:
Issues that you (your organization) confront(s)"
Prepare the separate rows for each problem; if necessary, please add new rows.
- (2) In column "B: **Actions that you (your organization) are (is) taking**", please describe actions that you (your organization) are taking to solve the issues shown in column A.
This information is very important to carry out the training course and also to make Action Plan as a fruit of the training.
- (3) In order to solve issues, you (your organization) need various types of information, so you hope to participate in this training course.
The main purpose of this training course is to provide the information you need. The contents of this course are shown in **(2) Core Phase in Japan of II-9 (Expected Module Output and Contents)** on PP. 3)
Referring to the "List of Subjects" in this table, please extract subjects from which you expect to get useful information you need, and write their Subject No. in column "C: **Subject No.**"
You can input as many subjects as you think the subjects are related.
You do not need to input "Subject Titles" into the chart, but only "Subject No."

Issue Analysis Sheet (IAS)

Name: _____

[A] Issues that you (your organization) confront(s).		No	[B] Actions that you (your organization) are (is) taking.	[C] Subject No.*
1				
2				
3				

[C] Please write the Subject No.* you most expect to get the information you need.
*) Please refer the Number of Subject/Agenda shown in the tables of this General Information (pp.3).

Tentative training schedule

Small and Medium Enterprises / Local Industry Promotion for Latin America (B) in 2017

Date	AM		PM	
	Subject	Place	Subject	Place
June 6 Tue	Arrival			
7 Wed	Program Orientation by JICA	KIC	-Same as the left-	KIC
8 Thu	General Orientation by JICA	KIC	-Same as the left-	KIC
9 Fri	Interchange program by JICA	KIC	Course guide by KITA	KIC
10 Sat		KIC		KIC
11 Sun				
12 Mon	Problem solution method using IAS	KIC	Task extraction using IAS	KIC
13 Tue	Job Report Presentation	KIC	How to formulate Action Plan	KIC
14 Wed	Quality for enterprise management	KIC	Productivity improvement: Kaizen, 5S activities	KIC
15 Thu	Visit to Tobata turret	Tobata turret	Visit to the Kitakyushu Chamber of Commerce and Industry	Kitakyushu city
16 Fri	Visit to SME support center in Kitakyushu	Kitakyushu city	Visit to Organization for SME and Resional Innovation (SMRJ)	Fukuoka city
17 Sat				
18 Sun				
19 Mon	Production Management	KIC	Elimination of waste and Standard time in Production System	KIC
20 Tue	Work shop: Elimination of waste http://yawata.co/english/	Yawata Electric Machinery Mfg. Co., Ltd.	Wrap up of Work shop: Elimination of waste	Yawata Electric Machinery Mfg. Co., Ltd.
21 Wed	Visit to TOTO Factory http://www.toto.co.jp/jp/	TOTO Kokura 1st factory	Visit to Nakashima Turret Co., Ltd. 5S and employee training	Nakashima Turret
22 Thu	Quality Control and 7 QC Tools	KIC	Move to Yamakuni, Oita	Oita city
23 Fri	Oita Prefecture Agricultural Cooperatives, Yamakuni branch	Yamakuni town /Oita	Shimogo Agricultral Cooporative Association	Shimogo town /Oita
24 Sat				
25 Sun				
26 Mon	Program review and comments session	KIC	Action Plan intermediate formulation	KIC
27 Tue	Organizational operation: Element of organizational movement	KIC	Growth management for companies	KIC
28 Wed	Facts of production management	Yawata Electric Machinery Mfg. Co., Ltd.	Facts of quality control	Yawata Electric Machinery Mfg. Co., Ltd.
29 Thu	Visit to Yahata Public Employment Security Office (HelloWork)	Kurosaki Public employment security office	Visit to Yahata Vocational Ability Development Center (Polytechnic Center Yahata)	Yahata, Kitakyushu Branch office
30 Fri	SME Management-1	KIC	SME Management-2	KIC
July 1 Sat				
2 Sun				
3 Mon	Action Plan and Implementation-1	KIC	Action Plan and Implementation-2	KIC
4 Tue	Visit to TOYOTA Motor Kyushu Inc. http://www.toyota-kyushu.com/english/index.html	TOYOTA Motor Kyushu	Visit to YASKAWA Electric Corporation (Inverter Plant)	YASKAWA Inverter factory
5 Wed	Visit to Shabondama Soap Co., Ltd. (Industry-government-academia collaboration)	Shabondama Soap Company	Visit to Kitakyushu Eco town	Kitakyushu Eco town
6 Thu	Action plan Presentation-1	KIC	Action plan Presentation-2 Closing ceremony	KIC
7 Fri	Departure			

Annex-3

Places to visit and points to learn

Small and Medium Enterprises / Local Industry Promotion for Latin America (B) JFY 2017

Name	Profile	Points to learn
Tobata Turret Co., Ltd.	Founded in 1962. The company started a business of cutting metal fittings as a subcontractor of TOTO, and forayed into new fields of forging, precision casting and mold manufacturing in order to expand its business. The company takes advantage of partnership with external organizations and public supporting measures. The number of employees is little less than 100.	Understand the fact of a Japanese company. See a case of advanced Japanese SME. What is necessary to expand the business? What is necessary for the education and motivation of employees? (First, understand what is necessary for business management in changing business environment, which is one of the themes to be learned in this course.)
The Kitakyushu Chamber of Commerce & Industry	The Japan Chamber of Commerce and Industry is a nationwide organization with 514 offices in each city established based on the Chamber of Commerce and Industry Act. At present, 1.25 million members participate voluntarily paying membership fees. There are about 10,000 business establishments in Kitakyushu City and half of them are the member of Kitakyushu CCI. The half of its operation cost is managed by the subsidy from the national treasury. It provides business guidance, various seminars, qualification, support to access to the public subsidy, and various statistics. It has branch offices in each ward.	Although the half of its fund comes from national treasury, the operation is managed by local entities according to their plan. Local large enterprises take leadership for regional development. Agriculture is separately managed by other organizations and the main subjects are the business owners in commerce and industry. SME promotion is one of their major issue and they will explain about it.
Kitakyushu Small and Medium-sized Enterprise Support Center	The city government takes a lot of measures to support the business activities of local SMEs. The SME Promotion Division, Industry and Economy Bureau of the City government is taking measures in cooperation with national/prefectural governments and other supporting agencies. This organization enforces those measures according to the policies, therefore, many of the employees are the retired persons from private companies who have practical experiences.	This center is in charge of the implementation of measures of the city. They find issues and problems while visiting local companies. They dispatch counselors to companies in need. They also provide business management guidance in a consultation room free of charge. Counselors are selected from retired persons and bank employees, and they provide practical guidance.

Organization for Small and Medium Enterprises and Regional Innovation (SMRJ)	This is a public organization specialized in supporting the activities of SMEs in Japan. It supports SMEs in terms of finance, location, technology development, market expansion, etc. Established in 1962. In recent years, the focus of its activities has been shifted from "aid" for SMEs, which was the aim at the time of establishment, to "support" for positive activities of companies and entrepreneurs.	Learn the transition of measures taken in the change of Japanese industry and the major policies at present. In recent years, the situation is getting tough for SMEs as large companies relocate their plants overseas, however, some Japanese SMEs expand business in other countries and some foreign SMEs foray into Japan. Learn the measures of Japanese government concerning the situation.
Yawata Electric Machinery Mfg. Co., Ltd. -Work sampling: Practice of finding seven types of waste- -Facts of production management-	Founded in 1941. The number of employees: 160 Starting from the electric rotary machine, the company expanded business into the fields of DC motor, AC motor, high-speed motor, and various automated equipment. A series of production process including core punching, coil production and aluminum die-casting is performed by themselves in order to meet the needs of small lot production of various products and to ensure quality of them. They export products overseas and have acquired certificates for overseas standard such as ISO. Production is computerized. (It is difficult to produce various products in small lot without computerized system.)	Have a practice of subjects learned in lectures: "Work Sampling to find a clue for improving operation on worksite and KAIZEN activity", and "discovery of seven types of waste." Although the series of production management is computerized, learn their actual practice, such as "rule", "standard", "range", "exception" of management and "coordination between the processes according to the change of given condition."
-Facts of quality control-		Case study of quality control system (standard, provisions), and actions, countermeasures, reporting, and disclosure of information when a failure occurs.
TOTO LTD. Kokura No. 1 Plant	The company manufactures sanitary wares. The Kokura No.1 plant is the mother plant for all the plants including overseas plants. The number of employees is 700 at the plants in the headquarters. (The number of cooperating companies' employees is almost the same.) The company has been promoting TPM and KAIZEN activities with the leadership of employees.	Learn the actual practice of "TPM" and "KAIZEN" activities that employees voluntarily participate in. Learn their productivity improvement activity and quality improvement activity being carried out by labor and management together. Learn the qualitative transformation of the company and its in-house training.

Nakashima Turret Co., Ltd.	Founded in 1964. The company started business of cutting metal products, and now is transforming to aluminum precision cutting by introducing "5S" based on future prospect. The company emphasizes on education, training and motivation of employees leading them to the productivity and quality improvement activities. The company is now advancing to the aircraft industry. The company was awarded National C-TPM. The number of employees: 130	How to correspond to the business transformation. The effects of introducing "5S." The importance and tips of employee education/training. (≠The change is going to be wider and faster in the future. What is the purpose of vocational training?) The actual situation of the company's business transformation and its in-house training.
Oita Prefecture Agricultural Cooperatives, Yamakuni branch	The Yamakuni branch is located in the headwater region of Yamakuni River, Oita Prefecture, adjacent to Hita City. In the early 1970s, it collaborated with the "co-op" type organization of the city, and started organic cultivation and direct marketing. It contributed to the development of the village in collaboration with local tourism by promoting pear cultivation complex, skating rink, municipal hot spa, firefly hunting, Kagura, trout farming, river pool, scarecrow festival, etc.	Single farmer can't exert a big influence. The branch made efforts in forming production site by promoting organic cultivation in the community and linking it directly to consumers. Farming guidance center contributed a lot. This visit is not for observing the final form of the organization but for learning the history of overcoming a lot of failures and their lessons. Also, learn the requirements and points of collectivization of agriculture. (Stay one night in a municipal training center with hot spa accommodation on the day before the training since the area is far.)
Shimogo Agricultural Cooperative Association	It was established by peasants, but not landlords, in 1947. The village is located in a region famous for a beautiful valley. The member farmers started organic cultivation and dairy farming on their own and established a milk plant for secondary processing in order to add values to their products. It is a small association with 384 members, but managed by the members independently from the regional JA. It aims to expand sales channels and the sixth-industrialization.	The points to learn are the same as above. It is expected to hear the difficulties and innovative ideas they had for collectivization of agriculture. They started milk production in 1962 under the name of "Rono milk" (⇒ currently "Yabakei milk".) Value-added production by secondary processing has been actively promoted. They face new challenges of the aging population and declining birthrate. Learn the importance of self-help efforts.

Yahata Public Employment Security Office (HelloWork)	This is a public agency which supports displaced workers and the unemployed to find a job. A company seeking workers also registers at the office. Basically, HelloWork is established in each city in Japan. There are five HelloWorks in the City of Kitakyushu. (one HelloWork for 200 to 400 thousands people.) There are 540 offices across the country, the number of job counselors is 16,000.	Learn the target sectors, the method of job counseling, referring system, and the relationship between the unemployment insurance benefits. It provides consultations for acquiring new skills and improving the skills and wide-range information network using IT. Learn the process of staff recruitment and staff education. Those job seekers who need to acquire skills are introduced to training facilities and training courses.
Yahata Vocational Ability Development Center (Polytechnic Center Yahata)	This is a public institution locating 61 places throughout the country. It offers capacity building seminars for the employed, various vocational trainings for job seekers, and capacity development course for employees.	Learn target sectors and teaching methods. How to meet the request from industries, and how to collaborate with public job placement office and the job seekers training program. How to collaborate with the unemployment insurance benefits.
Toyota Motor Kyushu Inc.	The automobile department, which was established in 1934, in Toyota Industries Corporation became independent and inaugurated Toyota Car Co., Ltd. in 1937. There are 12 plants of TOYOTA in Japan and this is the most-advanced plant. Toyota Motor Kyushu became independent in 1991 and now operates 3 plants. The number of employees is 8,800 as of April 2015. Annual production is about 300,000 units, mainly the finest car "Lexus" (actual maximum capacity of production is 440,000 units.) 80% of them are exported. This plant has the highest productivity in the world, however, the workers seem not so busy because every process is thoroughly rationalized (elimination of "wastes".) Many of Japanese companies producing consumer goods open their plants to the general public to visit.	The vehicle parts other than engine and body are manufactured by subcontracting companies and delivered on designated time to be assembled in the plant. There are only work-in-process and inventory for a week in the plant. Tact time is 60 to 80 seconds and variable on a monthly basis. "Kanban", "SME" and "cross-trained worker" systems have been realized in order to reduce the number of work-in-process and inventory. Mixed products are assembled on one line. "Standardization" is the key point. Please pay attention to various measures and management methods of the assembly process. Learn the effects of KAIZEN thoroughly promoted by all the workers on site rather than the theory. The Vice Director of the Exhibition Hall will briefly explain about "Toyota Production System = TPS • Kanban" after the plant tour.

YASKAWA Electric Corporation Inverter Plant	The company celebrated 100 years anniversary in 2015. Starting from the production of heavy electrical machinery, the company started the production of industrial machinery and electrical system for material manufacturing facility after the World War II. Then it forayed into the fields of industrial robot and servo equipment in the 1960s. Now, it became No.1 in the world in the fields of industrial robot, inverter and servo. The company has many overseas business offices.	The inverter plant was awarded for its advanced concept of "break away from skill." Cell production system has been introduced to produce various products in a small lot. The company also adopted a production system which can respond to the load variation of small lot production of various high-quality products. Its basic idea is applicable to the other advanced factories in Japan.
Shabondama Soap Co. Ltd.	Founded in 1949. The company was manufacturing synthetic detergent in the beginning, but started the development of additive-free soap for washing trains upon a request of Japan Railways, and succeeded. Three years later, the company transformed its business to the additive-free soap, but suffered from the large decline in sales for years. 17 years later, its sales rapidly grew and new products have been produced with the concept of environmental protection. The company utilizes public support system.	Nothing will last if it is not helpful for others. It usually takes time to gain trust of others. But if you gave up making effort, people will turn their back on you. Learn the meaning of taking actions for others (= cooperation with others) and the meaning of public support.
Eco-Town	Eco-Town is composed of industrial complex to attract companies and a PR facility for the "environmental protection project" implemented by the City of Kitakyushu using the subsidy of the national government. Private companies of waste recycling business have been established in the industrial complex.	Learn the actual case of environmental protection project of public organization and recycling business of private sector.

Annex-4

Small and Medium Enterprises / Local Industry Promotion for Latin America (B)

Job Report

Name:

Country:

Organization and present post:

E-mail:

Remarks 1: The Report should be typewritten in English (12-point font, A4 size paper), and total pages of the report should be limited to 5 pages.

Remarks 2: Each participant is required to have presentation in 10 minutes based on this Job Report and IAS at the early stage of the training for the purpose of making the training more effective and fruitful by comprehending the situations and problems of the participants each other.

1. Policy for SMEs and local industry promotion in your jurisdiction/region.

- ① In the globalizing world, what kind of industrial structure do you aim at in your region?
- ② What are the barriers hindering the realization of it?
- ③ What procedures are you going to take to overcome the barriers in order to realize the target industrial structure?

Please answer the following questions based on your experience. Detailed explanations using statistics are unnecessary.

2. The current status of SMEs in your jurisdiction/region

- ① GDP by industry type
- ② The types and composition of the manufacturing industry, and the size of businesses in the manufacturing industry (number of employees, sales)
- ③ The policies of central and local governments for the manufacturing industry (in the last three years)
- ④ The stage you are now on in the entire plan (progress of the entire plan)
- ⑤ Specific measures taken (in the past year) according to the above mentioned policies
- ⑥ The situation of domestic/inter-regional competition and the main factors
- ⑦ The situation of international competition: the competitors and main factors

3. The relationship between this training course and the policies of your jurisdiction/region or your tasks

- ① How does this training course relate to the policy in your region?
- ② Other related policies and plans: What are they? How are they related?
- ③ According to the higher (national/state) plan for SMEs and local industry development, what achievements should be made by when?
- ④ Who is(are) the ultimate beneficiary(-ies) of your practicing the training outcomes?
- ⑤ What kind of problems do the ultimate beneficiaries face at present? What are their expectations?
- ⑥ Are there any data (questionnaire or survey data) that show the problems? Please briefly describe the results of the surveys, if any.
- ⑦ To whom and how are you going to share and instill the outcomes of the training?
- ⑧ How are you going to ensure the outcomes of the training for the ultimate beneficiaries?
- ⑨ How are you going to estimate/measure the progress of your action plan?

4. Questions about local agencies and beneficiaries (To government officials)

- ① What are the current problems of local agencies and SMEs? What are the causes of the problems?
- ② How do you want to change the situation?
- ③ What are your expectations for this training course? Which issue(s) do you want to solve by participating in this training?

(The answer to this question can be described in Annex-1, "IAS.")

For Your Reference

JICA and Capacity Development

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

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

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

Japanese Development Experience

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

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

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

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



CORRESPONDENCE

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

**JICA Kyushu International Center (JICA KYUSHU)
Address: 2-2-1, Hirano, Yahata Higashiku, Kitakyushu-shi,
Fukuoka 805-8505, Japan**

TEL: +81-93-671-6311 FAX: +81-93-671-0979