

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

#### General information on

Local Industry Promotion by Cluster Approach (B) 課題別研修「産業クラスター・アプローチによる地域産業振興(B)」 *JFY 2023* 

Course No.: 202210165J001

Course Period in Japan: From October 15, 2023 to November 18, 2023

This information pertains to one of the JICA Knowledge Co-Creation Programs (Group & Region Focus) of the Japan International Cooperation Agency (JICA) implemented as part of the Official Development Assistance of the Government of Japan based on bilateral agreement between both Governments.

#### JICA Knowledge Co-Creation Program (KCCP)

The Japanese Cabinet released the Development Cooperation Charter in February 2015, which stated, "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." JICA believes that this 'Knowledge Co-Creation Program' will serve as a foundation of mutual learning process.

# I. Concept

#### **Background**

In recent decades, industry cluster approach has been gaining much attention as an effective means to develop regional economy around the world, regardless of "developed" or "developing" countries. The approach is widely acknowledged to facilitate and accelerate various improvement and innovation\* by strategic and substantial collaboration among various stakeholders such as private businesses, universities/research institutes, governments, business associations and so on. Therefore, creating and activating cluster as an environment conducive to innovation is a key in this ever increasing global and competitive world.

\*In this program, the term "innovation" is defined as "an activity and its results to create new value for those who are concerned, and absolute magnitude of impact out of it does not define whether it is an innovation or not". Thus, the definition takes a wider perspective than just a revolutionary creation.

However, many have encountered challenges in cluster development as there is no one set of policies nor strategies that will make all clusters successful. And, it is essential to develop tailored policies, strategies, and activities for each regional cluster.

In additions to policies and strategies, the implementation aspects should be high-lightened because no single cluster could be successful without good mutual interaction among stakeholders. In this regard, it is important to clarify how to make clusters move forward, how to involve various stakeholders and strive toward common directions, and what kind of mechanism should be established.

#### For what?

This program will offer opportunities to analyze and discuss various clusters and its efforts in Japan and abroad in terms of national/regional government policy and plan on industrial cluster development, actors/stakeholders in a cluster, activities/projects management.

As a result of the participant's active participation in the program, he/she will understand the concept of cluster development or promotion, acquire methodology for the effective linkage among key actors within the regional cluster, and also gain useful perspectives by sharing the knowledge of current issues and challenges of the participant's and other countries. The participants are expected to play a significant role in nurturing regional industry and rural development by an appropriate cluster approach.

#### For whom?

This program is designed for those who are responsible the development, operation, and management of clusters in national and regional governments, business organizations, and universities and research institutes.

The applying organization with the best intention to utilize the opportunity of this

program will be highly valued in the selection.

#### How?

Participants shall have opportunities to identify a cluster approach and its strategy for industry promotion.

Participants will also extract the problems in participant's country and organization and make an action plan through the lectures and discussions.

## **II. Description**

# 1. Title (Course No.) Local Industry Promotion by Cluster Approach (B) (202210165J001)

#### 2. Course Duration in Japan

October 15, 2023 to November 18, 2023

#### 3. Target Regions or Countries

Argentina, Colombia, Cuba, El Salvador, Honduras, Paraguay, Peru,

#### 4. Eligible / Target Organization

This program is designed for persons who work at central and local governments, industry groups, universities and research institutes involved in planning, operation, and activities for the promotion of industrial clusters and/or industries concentrated in the region with experiences over three years

#### 5. Capacity (Upper Limit of Participants)

7 participants

#### 6. Language

Spanish / English\*

- \* Some lecture materials may be in English due to copyright issues.
- \* The job report and action plan will be written in English by the participants, and the oral presentation will be in Spanish (with Japanese consecutive interpretation).

#### 7. Objective

To acquire practical and effective cluster approach, which is appropriate for industrial promotion in the participants' home country.

#### 8. Output and Contents

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

	Expected Module Output	Subjects/Agendas	Methodology
1)	To summarize and share	1) Discussion of industrial cluster policies	Lecture
	with other participants an	in each country and the status of	Practice
	overview of the country	regional industrial development through	Discussion
	(economy, industry, cluster	agglomeration and collaboration	
	policy, etc.) and its	2) Job report presentation	
	problem and issues it	3) Problem solving using IAS	
	faces	4) Task extraction based on IAS	
2)	To compare participant's	5) Basic Concept of Clusters (1), (2)	Lecture
	cluster by understanding	6) Japan's regional industry promotion	Site Visit
	the basic concept of	measures and cluster-related policies	
	cluster approach	7) Branding design	
		8) Color and packaging of champion	

products  9) Role of the Kitakyushu chamber of commerce and industry  10) Agricultural-industrial-commercial cooperation and 6th industrialization  3) To understand and organize the role of stakeholders in launching/managing/oper ating cluster through case study analysis  12) Regional development by agricultural cooperatives (Oyama Agricultural cooperative)  13) Fishery promotion through the development of branded fish  14) Tourism strategy through innovation utilizing regional characteristics (Yufuin Case)  15) Kurokawa Onsen's approach to			nroducte	
commerce and industry 10) Agricultural-industrial-commercial cooperation and 6th industrialization  3) To understand and organize the role of stakeholders in launching/managing/oper ating cluster through case study analysis  11) Direct sales of agricultural, forestry and fishery products (Roadside Station Munakata)  12) Regional development by agricultural cooperatives (Oyama Agricultural Cooperative)  13) Fishery promotion through the development of branded fish 14) Tourism strategy through innovation utilizing regional characteristics (Yufuin Case)			·	
10) Agricultural-industrial-commercial cooperation and 6th industrialization  3) To understand and organize the role of stakeholders in launching/managing/oper ating cluster through case study analysis  11) Direct sales of agricultural, forestry and fishery products (Roadside Station Munakata)  12) Regional development by agricultural cooperatives (Oyama Agricultural Cooperative)  13) Fishery promotion through the development of branded fish  14) Tourism strategy through innovation utilizing regional characteristics (Yufuin Case)			· •	
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utilizing regional characteristics (Yufuin Case)			•	
Case)				
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15) Kurokawa Onsen's approach to			,	
			,	
regional branding				
16) Development and sales strategy of				
Strawberry "Amaou"			Strawberry "Amaou"	
17) Development of spicy cod roe as a			,	
regional product			regional product	
18) Brand strategy of Imabari towel			,	
19) Promotion of regional industry through			19) Promotion of regional industry through	
furniture production (Okawa Furniture)			furniture production (Okawa Furniture)	
20) Strategy to revive Arita-yaki pottery			,	
21) Fukuoka Hydrogen Strategy			21) Fukuoka Hydrogen Strategy	
Conference			Conference	
22) Eco-town and environmental museum			22) Eco-town and environmental museum	
(overcoming pollution and fostering			(overcoming pollution and fostering	
environmental industry in Kitakyushu)			environmental industry in Kitakyushu)	
23) Fukuoka automobile industry cluster			23) Fukuoka automobile industry cluster	
and Toyota tour			and Toyota tour	
24) Kitakyushu's robot industry cluster			24) Kitakyushu's robot industry cluster	
and a visit to Yaskawa Electric			and a visit to Yaskawa Electric	
25) Space Development Cluster of Local			25) Space Development Cluster of Local	
Origin			Origin	
26) Industry-government-academia			26) Industry-government-academia	
collaboration in Kitakyushu Science			collaboration in Kitakyushu Science	
and Research Park			and Research Park	
27) Analysis and Discussion on Japanese			27) Analysis and Discussion on Japanese	

	Case Studies/Reflection	
4) To select appropriate	28) Industrial Promotion of Cluster Case	Lecture
methods and tools from	Study 1 (Cluster Situation Analysis,	Presentation
the cluster approach as a	SWOT Analysis)	Discussion
measure for industrial	29) Industrial Promotion of Cluster Case	Self-study
promotion through case	Study 2 (utilization of clusters and	
analysis and exercise	strategy options)	
	30) Industrial promotion of cluster case	
	study 3 (marketing strategy 4P/4C)	
	31) Industrial Promotion of Cluster Case	
	Study 4 (Business Plan/Execution Plan,	
	Exercise)	
5) To be able to propose an	32) Lecture on Action Plan Creation	Lecture
idea / plan to promote the	33) Instruction on Action plan Creation	Presentation
development of national	34) Guidance on Action Plan presentation	Discussion
industries and industrial	35) Action plan presentation	Self-study
cluster for which		
participants are in charge,		
utilizing the knowledge and		
know-how acquired in the		
program		

### 9. Tentative Schedule

Dav	Week	АМ		PM		
. ,		No.	Subject	No.	Subject	
10/15	Sun.					
10/16	Mon.		JICA Orientation Briefing		JICA Orientation Briefing	
10/17	Tue		JICA Orientation Briefing		JICA Orientation Briefing	
10/18	Wed		Exchange Programs		Course Orientation	
10/19	Thu		Problem Solution using IAS		TASK extraction based on IAS	
10/20	Fri		Instruction on Job Report Creation/ Discussion of industrial cluster policies in each country and the status of regional industrial development through agglomeration and collaboration	Agricultural-industrial-commercial cooperation and 6th industrialization		
10/21	Sat					
10/22	Sun					
10/23	Mon		Brand strategy of Imabari towel		Color and packaging of champion products	
10/24	Tue		Direct sales of agricultural, forestry and fishery products (Roadside Station Munakata)		Job Report Presentation	
10/25	Wed		Basic Concept of Clusters (1)		Basic Concept of Clusters (2)	
10/26	Thu		Tourism strategy through innovation utilizing regional characteristics (Yufuin Case)		Strategy to revive Arita-yaki pottery	
10/27	Fri		Action Plan Lecture/Reflection		Industrial Promotion of Cluster Case Study 1 (Cluster Situation Analysis, SWOT Analysis)	
10/28	Sat		Bus Tour in Kita-Kyushu			
10/29	Sun		Move to Beppu City			
10/30	Mon		Fishery promotion through the development of branded fish		Tour of fishing grounds	
10/31	Tue		Tour of Yufuin		Kurokawa Onsen's approach to regional branding	
11/1	Wed		Promotion of regional industry through furniture production (Okawa Furniture)		Strategy to revive Arita-yaki pottery	
11/2	Thu		Tour of Nagasaki Atomic Bomb Museum		Move to JICA Kyushu	
11/3	Fri		Branding design		Industrial Promotion of Cluster Case Study 2 (utilization of clusters and strategy options)	
11/4	Sat					
11/5	Sun					

Dav	Week		АМ		PM	
. ,		No.	Subject	No.	Subject	
11/6	Mon	Kitakyushu's history and concentration of environmental industries			Eco-town and environmental museum (overcoming pollution and fostering environmental industry in Kitakyushu)/Reflection	
11/7	Tue	Role of the Kitakyushu Chamber of Commerce and Industry			Realization of a Hydrogen Society through a Hydrogen Cluster	
11/8	Wed		Industrial promotion of cluster case study 3 (marketing strategy 4P/4C)		Japan's Regional Industrial Development Policy	
11/9	Thu		Regional development by agricultural cooperatives (Oyama Agricultural Cooperative)		Industry-Government-Academia Collaboration in Kitakyushu Science and Training Park	
11/10	Fri	Development of spicy "mentaiko" as a regional product			Development and sales strategy of Strawberry "Amaou"	
11/11	Sat					
11/12	Sun					
11/13	Mon		Industrial Promotion of Cluster Case Study 4 (Business Plan/Execution Plan, Exercise)		Analysis and Discussion on Japanese Case Studies/Reflection	
11/14	Tue	Instruction on Action Plan Creation			Instruction on Action Plan Creation	
11/15	Wed	Fukuoka automobile industry cluster and Toyota tour			Space Development Cluster of Local Origin	
11/16	Thu	Guidance on Action Plan presentation			Kitakyushu's robot industry cluster and a visit to Yaskawa Electric	
11/17	Fri	Action Plan Presentation			Evaluation meeting	
11/18	Sat		Departure from Japan			

## III. Eligibility and Procedures

#### 1. Expectations to the Applying Organizations

- (1) This course is designed primarily for organizations that intend to address specific issues or problems identified in their operation. Applying organizations are expected to use the program for those specific purposes.
- (2) This course is enriched with contents and facilitation schemes specially developed in collaboration with relevant prominent organizations in Japan. These special features enable the course 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:
  - Officers/staffs engaged in cluster development, operation, management, etc.
- 2) Experience in the Relevant Field: have more than 3 years' experience in the relevant field
- 3) Educational Background: be a graduate of university
- 4) Language Proficiency: have a competent command of spoken and written Spanish and written English.
- 5) Health: must be in good health to participate in the program in Japan. To reduce the risk of worsening symptoms associated with respiratory tract infection, please be honest to declare in the Medical History (QUESTIONNAIRE ON MEDICAL STATUS RESTRICTION of the application form) if you have been a patient of following illnesses; Hypertension / Diabetes / Cardiovascular illness / Heart failure / Chronic respiratory illness.

#### (2) Recommended Qualifications

**Expectations for the Participants** 

- 1) Age: between the ages of twenty-five (25) and fifty (45) years
- 2) Gender Equality and Women's Empowerment: Women are encouraged to apply for the program. JICA is committed to promoting gender equality and women's empowerment, and provides equal opportunities for all applicants regardless of their sexual orientation or gender identity.
- 3) Difficulties/Disabilities: The participation of person with difficulties/disabilities is welcomed. Reasonable accommodation for persons with difficulties/disabilities will be made. Please write your situation in the Questionnaire on medical status restriction of the Application form. (Japan ratified the Convention on the Rights

of Persons with Disabilities in January 2014 and JICA has observed it.)

#### 3. Required Documents for Application

- (1) Application Form: The Application Form is available at the JICA overseas office (or the Embassy of Japan)
  - \* If you have any difficulties/disabilities which require assistance, please specify necessary assistances in the QUESTIONNAIRE ON MEDICAL STATUS RESTRICTION (1-(c)) of the application form. Information will be reviewed and used for reasonable accommodation.
- (2) Photocopy of Passport: You should submit it 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.
  - \*The following information should be included in the photocopy:

    Name, Date of Birth, Nationality, Sex, Passport Number and Expiry Date
- (3) Job Report & Issue Analysis Sheet (IAS): to be submitted with the application form. The documents should be completed in accordance with descriptions of Annex-1 (Job Report) and Annex-2 (Issue Analysis Sheet). Each applicant should submit his/her IAS with approval of his/her superior.

#### 4. Procedures for Application and Selection

(1) Submission of the Application Documents

Closing date for applications: Please confirm the local deadline with the JICA overseas office (or the Embassy of Japan).

(All required material must arrive at JICA Center in Japan by August 15, 2023)

#### (2) Selection

Primary screening is conducted at the JICA overseas office (or the embassy of Japan) after receiving official documents from your government. JICA Center will consult with concerned organizations in Japan in the process of final selection. Applying organizations with the best intentions to utilize the opportunity will be highly valued.

The Government of Japan will examine applicants who belong to the military or other military-related organizations and/or who are enlisted in the military, taking into consideration of their duties, positions in the organization and other relevant information in a comprehensive manner to be consistent with the Development Cooperation Charter of Japan.

#### (3) Notice of Acceptance

The JICA overseas office (or the Embassy of Japan) will notify the results not

#### later than September 15, 2023.

#### 5. Conditions for Participation

The participants of KCCP are required

- (1) to strictly observe the course schedule,
- (2) not to change the air ticket (and flight class and flight schedule arranged by JICA) and lodging by the participants themselves,
- (3) to understand that leaving Japan during the course period (to return to home country, etc.) is not allowed (except for programs longer than one year),
- (4) not to bring or invite any family members (except for programs longer than one year),
- (5) to carry out such instructions and abide by such conditions as may be stipulated by both the nominating Government and the Japanese Government in respect of the course,
- **(6)** to observe the rules and regulations of the program implementing partners to provide the program or establishments,
- (7) not to engage in political activities, or any form of employment for profit,
- (8) to discontinue the program, should the participants violate the Japanese laws or JICA's regulations, or the participants commit illegal or immoral conduct, or get critical illness or serious injury and be considered unable to continue the course. The participants shall be responsible for paying any cost for treatment of the said health conditions except for the medical care stipulated in (3) of "5. Expenses", "IV. Administrative Arrangements",
- (9) to return the total amount or a part of the expenditure for the KCCP depending on the severity of such violation, should the participants violate the laws and ordinances,
- (10) not to drive a car or motorbike, regardless of an international driving license possessed,
- (11) to observe the rules and regulations at the place of the participants' accommodation, and
- (12) to refund allowances or other benefits paid by JICA in the case of a change in schedule.

## IV. Administrative Arrangements

#### 1. Organizer (JICA Center in Japan)

(1) Center: JICA Kyushu Center (JICA KYUSHU)

(2) Contact: kicttp@jica.go.jp

Person in charge: Yukimasa Nakano
(3) URL : (a) Introduction of JICA Kyushu

https://www.jica.go.jp/kyushu/english/office/index.html

(b) Introduction of Knowledge Co-Creation Program https://www.youtube.com/watch?v=SLurfKugrEw

#### 2. Implementing Partner

(1) Name: Kitakyushu International Techno-cooperative Association (KITA)

(2) URL: http://www.kita.or.jp/english/

#### 3. Travel to Japan

- (1) Air Ticket: In principle, JICA will arrange an economy-class round-trip ticket between an international airport designated by JICA and Japan.
- **(2) Travel Insurance**: Coverage is from time of arrival up to departure in Japan. Thus traveling time outside Japan (include damaged baggage during the arrival flight to Japan) will not be covered.

#### 4. Accommodation in Japan

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

#### JICA Kyushu Center (JICA KYUSHU)

Address: 2-1, Hirano 2-chome, Yahata Higashi-ku, Kitakyushu-shi,

Fukuoka Prefecture 805-8505, Japan

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

(where "81" is the country code for Japan, and "93" is the local area code)

<u>If there is no vacancy at JICA Kyushu,</u> JICA will arrange alternative accommodation(s) for the participants.

https://www.jica.go.jp/kyushu/english/office/index.html

#### 5. Expenses

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

- (1) Allowances for meals, living expenses, outfits and shipping and stopover.
- (2) Expenses for study tours (basically in the form of train tickets)
- (3) Medical care for participants who become ill after arriving in Japan (the costs related to pre-existing illness, pregnancy, or dental treatment are <u>not</u> included)
- (4) Expenses for program implementation, including materials
- (5) For more details, please see "III. ALLOWANCES" of the brochure for participants titled "KENSHU-IN GUIDE BOOK," which will be given before departure for

Japan.

\*Link to JICA HP (English/French/Spanish/Russian): https://www.jica.go.jp/english/our work/types of assistance/tech/acceptance/training/index.html

#### 6. Pre-departure Orientation

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

\*YouTube of "Knowledge Co-Creation Program and Life in Japan" and "Introduction of JICA Center" are viewable from the link below.

Image videos of 'Introduction of JICA Center (YouTube)' show the following information of JICA Centers: Location, Building, Entrance, Reception(Front desk), Lobby, Office, Accommodation(Room), Amenities(Hand dryer), Bathroom(Shower and Toilet), Toiletries, Restaurant, Laundry Room(Washing machine, Iron), ICT Room(Computer for participants), Clinic, Cash dispenser, Gym, Neighborhood

Part I: Knowledge Co-Creation Program and Life in Japan			
Spanish ver.	https://www.youtube.com/watch?v=m7I-WIQSDjI		
Part II: Introduction of JICA Centers in Japan			
JICA Kyushu	https://www.jica.go.jp/kyushu/english/office/index.html		

## V. Other Information

#### 1. Job Report & Issue Analysis Sheet (IAS)

Each applicant is required to submit his/her own Job Report & Issue Analysis Sheet following the instruction. Visual materials such as Power Point and pictures may be helpful.

The form of Job Report and IAS is written in Annex sheet hereinafter.

Candidates should describe the items below in Job Report.

- 1) Your organization and your task
- 2) Existing challenges in your section
- 3) Expectations for the training course

Particularly item 2), we request specific as well as detailed description so that this training course can suggest serviceable advice. Simple description such as "Lack of budget" "Lack of market "and "Lack of Manpower and Technology" cannot give us any information to judge the issue for its solution. This item is quite related to Issue Analysis Sheet (IAS) that candidates are also requested to submit. We regard item 2) as the most critical description in order to qualify the participant in this course. Therefore, candidates are requested to describe item 2) specifically and accurately in detail so that we can understand your passion for attending the course. In addition, IAS as the summery of item 2) has to be submitted along with Job Report.

#### 2. Certification

Participants who have successfully completed the training program will be awarded a certificate by JICA.

#### 3. Remarks

JICA training is implemented for the purpose of development of human resources who will promote the advancement of the countries, but not for the enrichment of individuals nor private companies. Matters of a trade secret and patent techniques will remain confidential and inaccessible during the training.

# VI. Annex

- 1. Job Report (Annex-1)
- 2. Issue Analysis Sheet (Annex-2)

#### Annex-1

#### Local Industry Promotion by Cluster Approach (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 3 pages.

Remarks 2: Once your application is successfully approved, you are requested to make oral presentation in 12 minutes by Spanish (with Japanese consecutive interpretation) 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. It is also requested to prepare a POWER POINT for the presentation prior to coming to Japan.

Remarks 3: Please itemize your answer and make them specific.

#### 1. Your organization and your task

- 1) Brief your organization's role in driving local industry promotion by cluster approach in your country.
- 2) Organization chart:

Please draw a chart of your organization including the department (section) names with the number of staffs in it and mark where you are positioned.

(The chart should be attached and not be counted in this page limit.) Please describe a duty of each department (section) briefly.

3) Brief description of your assignments.

# 2. Current situation of local industry promotion in your country by cluster approach

- 1) What is (are) industrial cluster/industry concentrated in specific region in your country that is expected to support the development of the region in the future?
- 2) Why do you consider that industry or business promising?
- 3) Are there currently any collaborations and cooperation between business entities involved in the industry, as well as support and cooperation from national and local governments, universities, research institutes, etc. for the development of the industry or the business?

#### 3. Existing challenges in your section

- Challenges you are facing in your section (→related to IAS "Column A": Issues you confront)
- 2) Countermeasures for these challenges (→related to IAS "Column B: Actions that you are taking)

#### 4. Expectations for the training course

- 1) Your purpose of participating in the course
- 2) Subjects of the course which you are interested in the most
- 3) How do you expect to apply skills and knowledge for overcoming challenges according to listed items in curriculum (in the previous section) after finishing this program?
- 5. Write if there is a theme you want to know in particular.

# Annex-2 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 confront in column "A: Issues that you confront".

You shall describe challenges you are facing in your section also in the Job Report. Among them, in column A, please describe only those issues you expect to solve utilizing information and knowledge being delivered in this training course. Prepare the separate rows for each problem; if necessary, please add new rows.

(2) In column "B: Actions that you are taking", please describe actions that you 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) It's not necessary to fill in column " I : Task or the information that I need", column "II : Useful information that I obtained/found" and column "III : Lecturer". These columns shall be filled out during the training.
- (4) "Column I" shall be clarified and filled out in the subject "Task extraction using IAS" implemented at the earlier time in the training.
- (5) "Column II" and "Column III" shall be filled out during the training and you are required to present completed IAS in the subject "Action Plan Presentation".

#### Issue Analysis Sheet (IAS)

		Country: Name:	
No	[A]* Issues that you confront.	[B] Actions that you are taking.	
1	[ I ] Task or The information that I need.	【 II 】 Useful information that I obtained /found.	【III】Lecturer
No	[A]* Issues that you confront.	[B] Actions that you are taking.	
2	[ I ] Task or The information that I need.	【 II 】 Useful information that I obtained /found.	【Ⅲ】Lecturer
No	[A]* Issues that you confront.	[B] Actions that you are taking.	
3	[ I ] Task or The information that I need.	【 II 】 Useful information that I obtained /found.	【III】 Lecturer

[I], [I] These columns will be filled during the training course.

<sup>\*</sup>You shall describe challenges you are facing in your section also in the Job Report. Among them, in column A, please describe only those issues you expect to solve utilizing information and knowledge being delivered in this training course.

#### For Your Reference

#### **JICA and Capacity Development**

Technical cooperation is people-to-people cooperation that supports partner countries in enhancing their comprehensive capacities to address development challenges by their own efforts. Instead of applying Japanese technology per se to partner countries, JICA's technical cooperation provides solutions that best fit their needs by working with people living there. In the process, consideration is given to factors such as their regional characteristics, historical background, and languages. JICA does not limit its technical cooperation to human resources development; it offers multi-tiered assistance that also involves organizational strengthening, policy formulation, and institution building.

Implementation methods of JICA's technical cooperation can be divided into two approaches. One is overseas cooperation by dispatching experts and volunteers in various development sectors to partner countries; the other is domestic cooperation by inviting participants from developing countries to Japan. The latter method is the Knowledge Co-Creation Program, formerly called Training Program, and it is one of the core programs carried out in Japan. By inviting officials from partner countries and with cooperation from domestic partners, the Knowledge Co-Creation Program provides technical knowledge and practical solutions for development issues in participating countries.

The Knowledge Co-Creation Program (Group & Region Focus) has long occupied an important place in JICA operations. About 400 pre-organized course 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 is being customized by the different target organizations to address the specific needs, 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, as the first non-Western nation to become a developed country, built itself into a country that is free, peaceful, prosperous and democratic while preserving its tradition. Japan will serve as one of the best examples for our partner countries to follow in their own development.

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 a process of adoption and adaptation, of course, has been accompanied by countless failures and errors behind the success stories.

Through Japan's progressive adaptation and application of systems, methods and technologies from the West in a way that is suited to its own circumstances, Japan has developed a storehouse of knowledge not found elsewhere from unique systems of organization, administration and personnel management to such social systems as the livelihood improvement approach and governmental organization. It is not easy to apply such experiences to other countries where the circumstances differ, but the experiences can provide ideas and clues useful when devising measures to solve problems.

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.



#### **Contact Information for Inquiries**

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