



TRAINING AND DIALOGUE PROGRAMS

GENERAL INFORMATION ON
DISSEMINATION OF PRODUCTIVITY IMPROVEMENT ACTIVITY IN THE
LATIN-AMERICAN COUNTRIES
(IN COOPERATION WITH VOLUNTEER ACTIVITIES) (B)
地域別研修「中南米地域生産性向上活動普及(ボランティア連携)(B)」
JFY 2009

<Type: Trainers Training / 類型:人材育成普及型>

NO. J0904109/ ID. 0984401

From August 24, 2009 to October 22, 2009

This information pertains to one of the Training and Dialogue Programs 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

In the Latin American countries, especially the mid- and high-income nations, a cluster of small and tiny companies have been developed in certain fields of manufacturing which target domestic and regional markets. These industrial clusters serve a significantly vital role in the domestic and regional economic stability due to the fact that the clusters are not only geared toward the domestic market but also serve as the foundation for the exporting industries, and functions as a labor-intensive industry that absorbs domestic labor. Yet many of these small and tiny companies do not possess firm revenue bases, and productivity improvement has especially become an issue.

In Japan's case, small and tiny companies in the manufacturing field supported the post-World War II high economic growth, and the progress of such small and tiny companies brought on by their productivity improvements and technological innovations realized the industrialization of Japan and contributed to the country being admitted in to the OECD also known as the "club of developed countries."

Currently the senior-aged generation, who possess experience as being the driving force of such economic growth, are being dispatched to mid- and high-income nations in the Latin Americas as JICA senior volunteers and carry out guidance on productivity improvement technology at governmental institutions responding to mainly small and tiny companies. However, the current situation is that there are numerous aspects that cannot be understood with only the guidance of JICA senior volunteers teaching at dispatched countries.

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For what?

This program aims to teach the skills and basic knowledge regarding quality control and productivity improvement, to lead to solutions for the various problems in industry in developing nations.

For whom?

This program is offered to persons as bellow;

- Persons who work for Institutions in charge of support of small and tiny companies receiving guidance from JICA Senior Overseas Volunteers
- Persons who give management or technical guidance to small and tiny companies.

How?

Participants shall have opportunities in Japan to be lectured and conduct practices about productivity management, and visit Japanese industries to observe the techniques used in Japan. Through the opportunities, participants will make plans for solving the problems in industry in their countries.

II. Description

1. Title (J-No.):

DISSEMINATION OF PRODUCTIVITY IMPROVEMENT ACTIVITY IN THE LATIN-AMERICAN COUNTRIES (IN COOPERATION WITH VOLUNTEER ACTIVITIES) (B) (J0904109)

2. Period of program:

From August 24, 2009 to October 22, 2009

3. Target Regions or Countries:

Cuba, Dominican Republic, Guatemala, Nicaragua, Bolivia

4. Overall Goal:

Introduce the productivity improvement technologies into participant's organization.

5. Program Objective:

Consider the rough plans to introduce the productivity improvement technologies into participant's organization.

6. Eligible / Target Organization :

Institutions in charge of support of small and tiny companies receiving guidance from JICA Senior Overseas Volunteers

7. Total Number of Participants :

8 Participants

8. Language to be used in this project :

Spanish (Some training subjects are in English)

9. Contents:

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

(1) Preliminary Phase in a participant's home country <i>Participating organizations make required preparation for the Program in the respective country.</i>	
Modules	Activities
Job report	Formulation and submission of Job Report

(2) Core Phase in Japan (Aug. 24, 2009 to Oct. 22, 2009) <i>Participants dispatched by the organizations attend the Program implemented in Japan.</i>		
Modules	Subjects/Agendas	Methodology
(1) Able to explain the concepts of quality/production control	<ul style="list-style-type: none"> • Basic concept of corporate management • Overview of production control • Production plan • Giving out manufacturing orders • Progress management • Production control trends • Basic concept of quality control • Basics of SQC • Seven QC tools • New seven QC tools • Introducing and carrying out small-group improvement activities 	Lecture Plant visit
(2) Able to recognize and solve issues concerning 3M (Muri (irrationality), Muda (waste), and Mura (inconsistencies)); at the production site	<ul style="list-style-type: none"> • Productivity and management • Factors contributing productivity improvement 5S, quality, JIT • Basic concept of IE • How to recognize waste • How to analyze the job site Process analysis, work analysis, motion analysis	Lecture Practice Plant visit

<p>(3) Able to propose feasible improvement plans concerning issues in quality/ production control according to the situation of the actual job site</p>	<p>Visiting actual job sites in Japan and questions Witness how the theories of production control and quality control are actually implemented at the actual job site, ask questions and conduct lecture; deepen understanding on what trainees learned in practice (actual reality is diverse).</p> <ul style="list-style-type: none"> • Methods of inter-enterprise collaboration and in-house education for productivity improvement • Preparing action plan for solving problems With the aid of the “training” results, prepare an effective action plan that solves the problems/issues raised by the trainee 	<p>Lecture Presentation</p>
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<p>(3) Finalization Phase in a participant’s home country (Oct. 2009 to Feb. 2010) <i>Participating organizations produce final outputs by making use of results brought back by participants. This phase marks the end of the Program.</i></p>	
<p>Modules</p>	<p>Activities</p>
<p>Implementation of the Action Plan</p>	<p>Application and implementation of the action plan back in the participant’s country and submission of its final report by February, 2010.</p>

< Curriculum of the program >

Subject	Details concerning lectures, debate, and field trips	Aim (training achievement level)	No. of Hours Allocated		
			Lecture	Drill	Field Trip
<p>1 Corporate management</p>	<ul style="list-style-type: none"> • Raison d’etre of companies • Content of corporate management • Japan’s industrial 	<ul style="list-style-type: none"> • What is the purpose of existence of companies? Trainees will understand basic concepts such as what is necessary for continuity. 	<p>27</p>		

	<ul style="list-style-type: none"> structure Japan's corporate culture Mutual management assistance plan 	<ul style="list-style-type: none"> To promote understanding of the background "Japanese culture" To promote understanding of the effect and actuality of team activity 			
2 Production control	<ul style="list-style-type: none"> Basic concept of production control Production plan Manufacturing order Progress management Latest management methods 	<ul style="list-style-type: none"> Management of the fundamental "production" rather than productivity control on the "actual job site" To promote understanding that the quality of the structure/plan itself determines the level of productivity. To promote understanding of environmental change and new management methods 	18		
3 Company Visits	<ul style="list-style-type: none"> Reality in Japanese corporations Reality of production control Reality of productivity improvement Reality of quality improvement 	<ul style="list-style-type: none"> To learn at actual job sites how production control, productivity improvement, and quality improvement are actually carried out in Japanese corporations * Acquire various applications and modifications 	6		24
4 Productivity and management engineering	<ul style="list-style-type: none"> Basic concept of productivity About productivity improvement Productivity improvement in Japan Modernization of management and 	<ul style="list-style-type: none"> To promote understanding of the basic concept of productivity and what needs to be done for productivity improvement by promoting understanding of work process improvement, quality improvement stabilization, capital investment and equipment 	18		

	productivity improvement	maintenance. To promote acquisition of basic thought process from wide perspective such as future trends.			
5 Factors contributing to productivity improvement	<ul style="list-style-type: none"> • Basics of productivity improvement; 5S • Recognition and elimination of waste • Six main waste <ul style="list-style-type: none"> * the perspectives and reason • Importance of quality 	<ul style="list-style-type: none"> • To promote understanding that what is necessary is a line of thought that recognizes a work environment construction that carries out meticulous 5S is fundamental to productivity improvement and necessary for eliminating waste and a line of thought needed for process improvement, work improvement and quality improvement stabilization. 	24	6	
6 Basics of IE	<p>Waste elimination as basics of productivity improvement</p> <ul style="list-style-type: none"> • Basic concept of IE Process analysis Work analysis Motion analysis 	<ul style="list-style-type: none"> • To promote acquisition of basic thought process needed for problem analysis and improvement and acquisition of basic IE analysis/improvement methods such as understanding the relation between perspectives, goals and method. 	16	8	

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. Applying organizations are expected to use the Program for those specific purposes.
- (2) In this connection, applying organizations are expected to nominate the most qualified candidates to address the aid issues or problems, carefully referring to the qualifications described in section III-2 below.
- (3) Participating organizations are also expected to be prepared to make use of knowledge acquired by the nominees for the said purpose.

2. Nominee Qualifications:

Applying Organizations are expected to select nominees who meet the following qualifications.

(1) Essential Qualifications

- 1) Current Duties and experience in the relevant field: be currently engaged in production management of manufacturing and assembling industries, and have at least 5 years of work experience in the fields, concerned.
- 2) Education: be university graduates from the faculty of engineering, or the equivalent
- 3) Language: have a sufficient command of spoken and written English. Although the training will be conducted with an interpreter for Spanish-Japanese, the half of the text books will be in English and other materials, such as video tapes are English version. Please describe your English level as well as Spanish in the Application Form.
- 4) Health: must be in good health, both physically and mentally, to participate in the Program in Japan.

※Pregnancy : Pregnant participants are strictly requested to complete the required procedures before departure in order to minimize the risk for their health. The procedures include ①letter of the participant's consent to bear economic and physical risks ②letter of consent from the participant's supervisor ③letter of consent from your Embassy in Japan, ④medical certificate. Please ask National Staffs in JICA office for the details.

5) Must not be serving any form of military service.

(2) Recommendable Qualifications

be younger than the age of 40

3. Required Documents for Application

(1) Application Form:

The Application Form is attached to this General Information.

(2) Job Report (Annex 1):

- to be submitted with the application form
- Job Report is a report to understand an outline of an organization that an applicant belongs to well as his/her work experience in a relevant field(s) to him/her.

(3) IAS: Issue Analysis Sheet (Annex 2):

- to be submitted with the application form.
- The purpose of IAS is to logically organize relationship between problems facing and organization that an applicant belongs to and contents of fields to be taken in a training course.
- The sheet is to be utilized as a logical process control sheet to draw an improvement plans for problems by filling out the sheet in phases from prior to a participant's arrival in Japan through the end of training.

Annexes 1-2 are necessary documents for screening of an applicant and an applicant is required to submit his/her Job Report and IAS with the Application form. Each participant will be required to present his/her Job Report and IAS in approximately 10 minutes in an early stage of training. An applicant should submit his/her IAS with approval of his/her superior and IAS without approval is not accepted.

4. Procedure for Application and Selection :

(1) Submitting the Application Documents:

Closing date for application to the JICA Center in JAPAN: **June 24, 2009**

Note: Please confirm the closing date set by the respective country's JICA

office or Embassy of Japan of your country to meet the final date in Japan.

(2) Selection:

After receiving the document(s) through due administrative procedures in the respective government, the respective country's JICA office (or Japanese Embassy) shall conduct screenings, and send the documents to the JICA Center in charge in Japan, which organizes this project. Selection shall be made by the JICA Center in consultation with the organizations concerned in Japan based on submitted documents according to qualifications. *The organization with intention to utilize the opportunity of this program will be highly valued in the selection.*

(3) Notice of Acceptance

Notification of results shall be made by the respective country's JICA office (or Embassy of Japan) to the respective Government by **not later than July 24, 2009.**

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

None.

Soft (data) and hard copy of Job Report should be brought to Japan along with participants.

6. Conditions for Attendance:

- (1) to observe the schedule of the program,
- (2) not to change the program subjects or extend the period of stay in Japan,
- (3) not to bring any members of their family,
- (4) to return to their home countries at the end of the program in Japan according to the travel schedule designated by JICA,
- (5) to refrain from engaging in political activities, or any form of employment for profit or gain,
- (6) to observe the rules and regulations of their place of accommodation and not to change the accommodation designated by JICA, and
- (7) to participate the whole program including a preparatory phase prior to the program in Japan. Applying organizations, after receiving notice of acceptance for their nominees, are expected to carry out the actions described in section

IV. Administrative Arrangements

1. Organizer:

(1) **Name:** JICA Kyushu

(2) **Contact:** Mr. INAGAKI, Yoshitaka, Program Officer (kictp2-05@jica.go.jp)

2. Implementing Partner:

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

(2) **Contact:** Mr. KAWASAKI Katsuhiko (course leader)

(3) **URL:** http://www.kita.or.jp/english/e_index.html

(4) **Remark:** KITA has carried out JICA training projects since 1980, and over the period from 1980 to 2007 has accepted a total of 3,706 participants. The courses cover environmental policies, promotion of a recycling-oriented society, production techniques and facility maintenance as well as projects related to the improvement of work training management ability, and in 2008 it offers a total of 34 courses.

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:** Term of Insurance: From arrival to departure in Japan. *the traveling time outside Japan shall not be covered.

4. Accommodation in Japan:

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

JICA Kyushu International Center (JICA Kyushu)

Address: 2-2-1 Hirano, Yahatahigashi-ku, Kitakyushu-shi, Fukuoka,
805-8505, Japan

TEL: 81-93-671-6311 FAX: 81-93-663-1350

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

If there is no vacancy at JICA KYUSHU, JICA will arrange alternative accommodations for the participants. Please refer to facility guide of KIC at its URL, <http://www.jica.go.jp/english/contact/pdf/kyushu01.pdf>

5. Expenses:

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

- (1) Allowances for accommodation, 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 p. 9-16 of the brochure for participants titled "KENSHU-IN GUIDE BOOK," which will be given to the selected participants before (or at the time of) the pre-departure orientation.

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, living conditions in Japan, and other matters.

V. Other Information

1. Pre-departure orientation is held at JICA overseas offices (or the Embassy of Japan) to provide the selected candidates with details on travel to Japan, conditions of training, and other matters. Participants will see a video, "TRAINING IN JAPAN", and will receive a textbook and cassette tape, "SIMPLE CONVERSATION IN JAPANESE". A brochure, "GUIDE TO TRAINING IN JAPAN" will be handed to each selected candidate before (or at the time of) the orientation.
2. Reports & Presentation
 - (1) Job Report & IAS

As written in the previous page, each applicant is required to submit his/her own Job Report and IAS. Participants will have a presentation of his/her Job Report and IAS up to 10 minutes at the earlier stage of the training in order to share knowledge and background with other participants as well as instructors. Visual materials such as Power Point and pictures may be helpful for your presentation if you bring them with you.
 - (2) Action Plan Report

Participants are required to make an Action Plan at the end of the training to express idea and plan, which you carry out after you return, reflecting the knowledge and method you acquire from the training. Each person is required to give a presentation in 10 minutes. The report would be sent to each JICA office in participant's country.
3. Certification

Participants who have successfully completed the course will be awarded a

certificate by JICA.

4. International Exchange Program with Local Communities

JICA encourages international exchange between JICA participants and local communities. Participants will have a chance to visit elementary schools or junior high schools. Therefore, participants are recommended to bring their national costumes or crafts and materials such as cassette tapes and photographs that will make the Exchange Program more fruitful.

5. Remarks

This training is designed for the purpose of acquiring the knowledge and the techniques of Japan, NOT for a specific participant's country. Participants are kindly requested to understand the differences and not to insist on the techniques of their countries.

VI. ANNEX I:

DISSEMINATION OF PRODUCTIVITY IMPROVEMENT ACTIVITY IN THE LATIN-AMERICAN COUNTRIES (IN COOPERATION WITH VOLUNTEER ACTIVITIES) (B) (JFY 2009)

Job Report

Name of applicant:

Country:

Organization and present post:

E-mail / FAX:

Remarks 1: The Report should be typewritten in English (12-point font, A4 size paper), and total pages of the report must be limited to 3 pages (not including organization chart).

Remarks 2: Each participant is required to have presentation in 10 minutes based on this Country Report 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.

Remarks 3: At Job Report presentation, your explanations will preferably be desired with visual aids such as Power Point, slide films and other materials.

1. Organization and main tasks

(1) Main tasks of the organization

(Please include annual turnover or product amount, name of products and number of employees.)

(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.)

(3) Brief description of your assignments.

2. Expectations for the training course

(1) Most interesting subjects or topics in the training course

(2) How do you expect to apply skills and knowledge for your problem solving according to listed items in curriculum (in section II., page 2) after you return to your home country?

(3) Other matters you are expecting for this course

3. Work Experience

(1) Please answer if you have ever learned the following subjects. If you have, write when it was and whether you have applied it to your job.

Subjects	Yes	No	If yes		Application		
			At the Univ.	After graduation	Past use	Present use	No
Production Planning & Control							
Industrial Engineering (methods engineering, work measurement)							
Statistical Quality Control							
Personal Computer							
Plant Maintenance							

Supplementary explanations, if any, should be briefly given below.

(2) Please describe any official technical qualifications you have.

[Example] Annex- II : Issue Analysis Sheet : Practical Production Management (Theory and Practice on Productivity Improvement) for South America (JFY 2009)

1. Applicants are required to fill in the required blanks on the attached IAS and submit it with a Nomination Form and Job Report by due process.
2. This IAS will be necessary for Job Report Presentation at the beginning of the training course and Action Plan Presentation at the end of the course. It will be used at Issue Analysis Workshop (IAW), a class of the course too.
3. Please get prior approval from your supervisor for what you write on the IAS.
4. Participants accepted to the Course are requested to bring this IAS in electronic file when coming to Japan.

<Name>

<Country>

<Organization and present post>

Issue Analysis Sheet

Category	A: Problems your country faces (at the level of the country or organization)	B: Backgrounds that cause the problems	C: Measures taken in Japan	D: Proposal to your country
<ul style="list-style-type: none"> ● Productivity and management engineering productivity factors basis of IE single arrangement Poka Yoke just in time (JIT) ● Improvement practice 	The number of defective goods does not decrease and complaint from customers also does not decrease.	(Example) 1-1 Since there is no organizational and centralized activity, leaders and workers work discretely without any cooperation. 1-2 Activity of production improvement is applied to a part of work sites, and does not spread to other sites.		
Outline of QC, basis of SQC, QC seven tools, sampling inspection, control chart, small group activity, new QC seven tools, employee education of Japanese company		1-1 People do not know where the point of improvement is. 1-2 Items for improvement activity are not organized.		
<ul style="list-style-type: none"> • Outline of TAGUCHI Method • Example and Exercise of TAGUCHI Me 		1-1 There is no improvement activity, based on the field site. 1-2 The approach of improvement is not understood by workers. 1-3. Rational data analysis is not utilized.		

● You don't have to fill in these blanks. You will have to fill in these blanks during the training course and make an Action Plan Presentation on the final day. <15>

Fill in the blanks under A and B according to the four categories.

- Describe in a brief sentence or two but not by just keywords.
- When there is more than one problem or cause, describe them all.

Annex-II : Issue Analysis Sheet : DISSEMINATION OF PRODUCTIVITY IMPROVEMENT ACTIVITY IN THE LATIN-AMERICAN COUNTRIES
 (IN COOPERATION WITH VOLUNTEER ACTIVITIES) (B) (JFY 2009)

<Name> <Country> <Organization and present post>

Course Objective	Category	A: Problems your organization faces	B: Backgrounds that cause the problems	C: Measures taken in Japan	D: Proposal to your country
(1) Able to explain the concepts of quality/production control	<ul style="list-style-type: none"> ▪ business management; ▪ production control; ▪ Production plan ▪ Giving out manufacturing instructions ▪ Progress management ▪ Production control trends ▪ Basic concept of quality control; ▪ Seven QC tools ▪ New seven QC tools practice ▪ QCC activities 				
(2) Able to recognize and solve issues concerning 3M (Muri (irrationality), Muda (waste), and Mura (inconsistencies)); at the production site	<ul style="list-style-type: none"> • Productivity and management • Factors contributing productivity improvement 5S, quality, JIT • Basic concept of IE • How to recognize waste • How to analyze the job site 				

	Process analysis, work analysis, motion analysis				
(3) Able to propose feasible improvement plans concerning issues in quality/production control according to the situation of the actual job site	Investigation of Japanese corporate activities; Toyota Motor, Nakashima Turret, Seinan Denki, Yaskawa Electric Cooperative and others Completion of action plans; Checking and analyzing the details of challenges as well as examining measures to deal with those challenges with the IAS training participants				

Name of Superior Officer _____

Designation/Position of superior officer _____

Signature _____

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, Yahatahigashi-ku, Kitakyushu-shi, Fukuoka, 805-8505, Japan

TEL: +81-93-671-6311 FAX: +81-93-663-1350