

No.12040/29/2014-TRG(FTC/IR)
Government of India
Ministry of Personnel, Public Grievances and Pensions
Department of Personnel and Training
[Training Division]

Block-4, Old JNU Campus
New Mehrauli Road, New Delhi-67
Dated –June 13, 2014

TRAINING CIRCULAR

Subject: Group Training Course in “Financial and Technical Support for Small and Medium Enterprises Promotion (B)” to be held in Japan from October 13 to November 15, 2014 under the Technical Cooperation Programme of the Government of Japan.

The undersigned is directed to state that the Japan International Cooperation Agency (JICA) has invited applications for the above mentioned training programme to be held in Japan from October 13 to November 15, 2014 under the Technical Cooperation Programme of the Government of Japan.

2. This programme aims to strengthen the capacity of the public and governmental organization on SME support, especially in the area of financial and technical support. Participants are expected to understand the effective measures and policies of financial and technical support for SMEs and to make an action plan to improve their home country's SME support.
3. This programme is designed for the officers working in department related to SMEs promotion/support, including CCIs, governmental financial institutions and technical support organizations.
4. The applying organizations are expected to select those applicants who are presently engaged in financial or technical support for SMEs in public agencies/organizations, including CCIs, governmental financial institutions and technical support organizations with more than three (3) years of working experience for SMEs promotion or support. The applicants should be nominated in accordance with the procedures mentioned in “4. Procedure for Application and Selection” given in the General Information Broucher; should have competent command over spoken and written English; must be in good health (both physically and mentally) and must not be a part of military service.
5. In addition to above, the following information in respect of the nominated officers may please be mentioned while furnishing the nomination:-
 - a) Whether attended any foreign training programme in the past? If so, the duration/detail thereof;
 - b) Whether cleared from vigilance angle;
 - c) Age;
 - d) Whether working in North East State/J&K;
 - e) A brief in 50-100 words justifying the nomination.
6. The course covers the cost of a round-trip air ticket between international airport designated by JICA and Japan; travel insurance from the time of arrival in Japan to departure from Japan; allowances for (accommodation, living expenses, outfit and shipping); expenses for JICA study tours and free medical care for participants who may fall ill after reaching Japan (costs relating to pre-existing illness, pregnancy, or dental treatment are not included).

...2/-

7. It is therefore requested that the nomination of suitable candidates may please be forwarded **(in duplicate)** in JICA's prescribed form (available in persmin.nic.in→DOPT→Training Wing→Circular→JICA) to this Department duly authenticated by the HOD of the concerned department in accordance with the eligibility criteria.

8. The applications should reach this Department through the Administrative Ministry/State Government not later than **August 19, 2014**. Nominations received after the prescribed date will not be considered. The details of the programme may be drawn from Ministry of Personnel, Public Grievances and Pensions' website (persmin.nic.in).



(N.K. Wadhwa)

Under Secretary to the Government of India

Tele.No.011-26165682

E-mail-ID naresh.wadhwa@nic.in

Copy to:

- a) The Secretary, Ministry of Micro, Small & Medium Enterprises, Udyog Bhawan, Rafi Marg, New Delhi – 110011,
- b) The Chief Secretaries to all the State Governments/Union Territories(with request to circulate the same amongst their related Departments/Organizations),
- c) NIC with request to post the circular along with the JICA's circular on this Department's website.

GROUP AND REGION-FOCUSED TRAINING



GENERAL INFORMATION ON

**Financial and Technical Support for Small and Medium
Enterprises Promotion (B)**

**課題別研修「中小企業振興のための金融及び技術支援(B)」
JFY 2014**

NO. J1404220 / ID. 1480174

Course Period in Japan : October 13, 2014 to November 15, 2014

This information pertains to one of the Group and Region-Focused Training of the Japan International Cooperation Agency (JICA), which shall be implemented as part of the Official Development Assistance of the Government of Japan based on bilateral agreement between both Governments.

I. Concept

Background

Development and promotion of SMEs is recognized as one of the vital approaches to accelerate economic growth and poverty reduction in developing countries.

In Japan, SMEs occupy more than 99 percent of all the private enterprises and create 60 to 95 percent (depending on the type of industry) of employment opportunities. SME support by the government and public organizations contributed to the SME development in Japan.

“Financial and Technical Support for Small and Medium Enterprises Promotion” is designed for those in charge of promoting small and medium-sized enterprises (including micro-enterprises) to strengthen their capacity to plan and implement policies for SMEs. This program focuses on financial and technical support for SMEs in Japan, such as credit guarantee system and technical support for manufacturing companies. Participants are expected to consider how to improve their country’s SME support by learning the cases of Japan and other countries.

For what?

The goal of this training program is to strengthen the capacity of the public and governmental organization on SME support, especially in the area of financial and technical support. Participants are expected to understand the effective measures and policies of financial and technical support for SMEs and to make an action plan to improve their home country’s SME support.

For whom?

This program is designed for the officials working in government ministry, local government or public agency in charge of SMEs promotion/support, including CCIs, governmental financial institutions and technical support organizations. This program is recommended for participants who have engaged in financial and technical support for SMEs.

Preferably, participants should be selected from the organization or department for three (3) years (2013-2015) to maximize the benefit of the training program.

How?

This program will provide theory and practice of SMEs development policies and practical measures based on Japanese experience and lessons, focusing on financial and technical support. Distinctive features of this training program are site visits and discussions. Participants will attend the special lecture by SME support organizations, public institutions and CEO of SMEs in Japan. In addition, participants have opportunities to meet with various SME experts in Japan.

II. Description

1. Title (J-No.): Financial and Technical Support for Small and Medium Enterprises Promotion (B) (J1404220)

2. Course Period in JAPAN
October 13, 2014 to November 15, 2014

3. Target Regions or Countries
Argentina, Bangladesh, Colombia, India, Indonesia, Malaysia, Mexico, Serbia, Viet Nam.

4. Eligible / Target Organization
Preferably, participants should be sent from the same organization for three years (2013-2015).

Government ministry, local government and public implementing agency of SME promotion (including CCIs, governmental financial institutions, and technical support organizations)

5. Course Capacity (Upper limit of Participants)
11 participants

6. Language to be used in this program
English (including English translated from Japanese through interpreters)

7. Course Objective:

[Goal for three (3) years]

To plan the financial or technical support for SMEs by the officials who are working in government ministry, local government and public agency implementing SME support.

3 years framework

1st year : The plan for SMEs development policy especially for financial and technical support will be made

2nd year : The plan that was made in the 1st year will be developed

3rd year : Final action plan will be made based on the plan that was developed in the 2nd year.

8. Overall Goal

The capacity of making and implementing for financial and technical support for SME promotion will be improved in government ministry, local government and public agency which implements SME promotion.

9. Expected Module Output and 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>	
Expected Module Output	Activities
Participants are able to clarify the issues of SMEs and SMEs support policies and measures of their home countries.	<p>1) Inception Report (with Application Form)</p> <p>2) Pre-study Report (for successful applicants only) Applicants who are selected as participants are required to fill in and submit the annexed pre-study report. Please read the ANNEX for the detailed information</p> <p>3) Self-learning about SMEs in Japan It is recommendable to check the below website before departure. This website is of Japanese Small and Medium Enterprises Agency, which explains about general picture of Japan's SME policies and their practical exercises. URL: http://www.chusho.meti.go.jp/sme_english/index.html</p>

(2) Core Phase in Japan (October 13, 2014 to November 15, 2014) <i>Participants dispatched by the organizations attend the Program implemented in Japan.</i>		
Expected Module Output	Subjects/Agendas	Methodology
(1) Participants will be able to explain current situation and issues about SMEs and SME development policies	Inception Report and Pre-study report presentation	1)Presentation 2)Discussion
(2) Participants are able to explain the outline of SME promotion policies and measures, especially in the area of financial and technical support	<p>(1) Policies and measures of SME support in Japan</p> <p>(2) Organizations of SME support in Japan</p> <p>(3) Financial support for SME</p> <p>(4) Technical support for SME</p>	1)Lectures 2)Discussions

<p>(3) Participants can figure out the key factors in financial and technical support for SMEs by case-studies of Japan and other countries, then clarify what is needed to improve their home countries' SME support.</p>	<p>(1) Measures taken by implementing organization of central government (2) Measures taken by implementing organization of local government (3) Discussion about financial support (4) Discussion about technological support (5) Supported SMEs, local industries, etc.</p>	<p>1) Site visit; (Public organizations and SMEs) 2) Lectures 3) Discussion</p>
<p>(4) Based on the output of (1)(2)(3), participants are able to make an action plan which is feasible and adaptable to their home countries</p>	<p>(1) Comparative discussion about each country's situation (2) Discussion among participants (3) Preparation and presentation of tentative action plan</p>	<p>1) Discussions 2) Presentation</p>

(3) Finalization Phase in a participant's home country

Participating organizations produce final outputs by making use of results brought back by participants. This phase marks the end of the Program.

Expected Module Output	Activities
<p>The action plan will be shared, examined and implemented within the participant's organization.</p>	<p>1) Participants share their action plan with their home organization and improve the action plan to be implemented in the organization. 2) Implement the action plan. 3) Submission of revised action plan and its progress within 6 months after leaving Japan to respective country's JICA office of their countries.</p>

<Sample Schedule>

Date	Subject	Lecturer or Organization to Visit
		Position & Organization
1	Arrival in Japan	
2	Program Orientation Workshop	
3	General Orientation about Japan (Education) Course Orientation	
4	Japanese Language Lesson School Exchange Program with Japanese High school students	
5	Inception Report Presentation Inception Report Presentation	
6,7	Day Off	
8	Rekishi Kaiko Program (Understand ing Japanese Culture) Rekishi Kaiko Program (Visit to Kyoto: Nijo Castle, Fushimi-in(Experience of Tea ceremony), Handicraft Center)	
9	Small and Medium Enterprise Promotion Policies in Japan Small and Medium Enterprise Promotion Policies in Japan	Professor Professor
	Financial Support Policies for SMEs in Japan Explanation about the relationship of Organizations which we visit in Tokyo Move to Tokyo	Professor Professor
11	The role of SME Policy Development Organization The role of SME Policy Implementing Organization	The Small and Medium Enterprise Agency, Ministry of Economy, Trade and Industry(METI) Organization for Small & Medium Enterprises and Regional Innovation, JAPAN (SMRJ)
12	Role of Financial Institution / Indirect Financing (Governmental Financial Institution) How Policy Makes Challenges for SME Promotion in Developing Countries	Financial support organization Expert, JICA Expert, JICA
	Social and Political System in Japan Move to Osaka	PREX
14,15	Day Off	
16	Operation of SME Promotion Policy in local government Credit Guarantee System	XXX Prefectural Government Credit Guarantee Corporation of a prefecture
17	Case Study 1: Financial Support Reflection Session	
18	Activities of chamber of Commerce and Industry (CCI) Role of SME Management Consultant Activities of SME Supports Hub of Municipal Government Cultural Program	Regional Chamber of Commerce and Industry Japan Small and Medium Enterprise Management Consultants Association Urban Industry Promotion Center
19	How to Utilize Public Supports : Observation of Manufacturing Company Current Situation of SMEs Support by Prefectural SMEs Promotion Centers	SME(Manufacturing) Prefectural Economic Development Center
20,21	Day Off	
22	Support of Manufacturing Industry by Pref. Government How to Utilize Financial Institutions : Observation of Design Company	Regional SME support center SME(IT)
23	Technical Support for SMEs by Public Research Institution How to Utilize Public Supports : Pearl processing company	Regional Technological support center SME (Trade)
24	Case Study 2: Fund Management How to Utilize public supports : Observation of Manufacturing Company	
25	Action Plan Theme Setting by PCM Method Action Plan Theme Setting by PCM Method	JICA JICA
26	Technical Support for SMEs in Japan Technical Support for SMEs in Japan	Professor Professor
27,28	Day Off	
29	Business Innovation Plan Business Innovation Plan Reflection Session (Selection of Action Plan Theme)	Professor Professor Professor
30	Action Plan Preparation Action Plan Preparation	
31	Action Plan Pre-Presentation and Discussion within Groups Submission of AP Presentation PPT file	
32	Presentation of Action Plan Presentation of Action Plan	Professor Professor
33	Evaluation Meeting Closing Ceremony	
34	Departure	

The contents of the program are subject to change.

10. Follow-up Cooperation by JICA

In this program, JICA might extend follow-up support to participating organizations that intend to develop the result of the project further. Please note that the support shall be extended selectively based on proposals from the participating organizations.

For further information, please refer to the following URL;

http://www.jica.go.jp/english/our_work/types_of_assistance/tech/follow/

III. Conditions and Procedures for Application

1. Expectations from the Participating Organizations:

- (1) This program is designed primarily for organizations that intend to address specific issues or problems identified in their operation. Participating organizations are expected to use the program for those specific purposes.
- (2) The contents and facilitation schemes of this program is specially developed in collaboration with prominent Japanese organizations in the topic area of the program. These special features enable the program to meet specific requirements of applying organizations and effectively facilitate them to solve their issues and problems.
- (3) As this program is designed to facilitate organizations to come up with concrete solutions for their issues, participating organizations are expected to make due preparation before dispatching their participants to Japan by carrying out the activities of the Preliminary Phase described in section II-9.
- (4) Participating organizations are also expected to make the best use of the learnings of their participants in Japan by carrying out the activities of the Finalization Phase described in section II-9.

2. Nominee Qualifications:

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

(1) Essential Qualifications:

- 1) Current Duties: People who are engaged in financial or technical support for SMEs in public agencies/organizations, including CCIs, governmental financial institutions and technical support organizations.
- 2) Experience in the relevant field: have at least three (3) years' experience working for SMEs promotion or support.
- 3) Nomination: be nominated by their government in accordance with the procedures mentioned in "4. Procedure for Application and Selection" below.
- 4) Language: have a competent command of spoken and written English which is equal to TOEFL CBT 250 or more. Please attach an official certificate for English ability such as TOEFL, TOEIC etc, if possible) **Participants should be able to discuss and make reports in English. English listening, speaking and reporting skills are essential for this "open discussion" centered curriculum.**
- 5) Health: must be in good health, both physically and mentally, to participate in the

Program in Japan, and

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

(2) Recommendable Qualifications:

Applicants meeting the following conditions are preferred.

- 1) Work Experience: have experiences in financial and technological/technical support
- 2) Age: be under age of forty (40)

3. Required Documents for Application:

(1) Application Form: The Application Form is available at **the JICA office (or the Embassy of Japan)**.

*Pregnancy

Pregnant participants are strictly requested to attach the following documents in order to minimize the risk for their health:

1. letter of the participant's consent to bear economic and physical risks,
2. letter of consent from the participant's supervisor, and
3. doctor's letter with permission of her training participation.

Please ask JICA Staff for the details.

(2) Nominee's English Score Sheet: to be submitted with the Application Form. If you have any official documentation of English ability (e.g., TOEFL, TOEIC, IELTS), please attach it (or a copy) to the Application Form.

(3) Inception Report: to be submitted with the Application Form. Fill in ANNEX this General Information, and submit it along with the Application Form.

4. Procedure 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 : August 29th, 2014.**

(2) Selection:

After receiving the documents through proper channels from your government, the JICA office (or the Embassy of Japan) will conduct screenings, and then forward the documents to the JICA Center in Japan. Selection will be made by the JICA Center in consultation with concerned organizations in Japan. *The applying organization with the best intention to utilize the opportunity of this program will be highly valued in the selection.*

(3) Notice of Acceptance:

Notification of results will be made by the JICA office (or the Embassy of Japan) **not later than September 5th, 2014.**

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

Before coming to Japan, only accepted participants are required to prepare a **Pre-study Report** (please use the attached excel form)

The Report should be sent to JICA Kansai International Center by **September 29th, 2014.** by e-mail to *and Konishi-Yoko.2@jica.go.jp and jicaksic-unit@jica.go.jp.*

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 training 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:

Name: JICA Kansai International Center (JICA Kansai)

Contact: Ms. Yoko Konishi (*Konishi-Yoko.2@jica.go.jp* and *jicaksic-unit@jica.go.jp*)

2. Implementing Partner:

Name: Pacific Resource Exchange Center

Contact: International Department (*prexmail@prex-hrd.or.jp*)

URL: http://www.prex-hrd.or.jp/index_e.html

Remark: The Pacific Resource Exchange Center (visit PREX at: 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 their 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/contact/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 Plans, etc. Most of the accommodations have internet access. Also, there is a computer room in JICA Kansai where fourteen desk-top computers have the internet access.
4. Allowances, such as for accommodation, living, clothing, and shipping, will be deposited to your temporary bank account in Japan after 2 to 5 days after your arrival to Japan. It is highly advised to bring some cash / traveler's check in order to spend necessary money for the first 2 to 5 days stays after your arrival.
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 no facility or time during the training program.
6. Participants may face some difficulties of finding Halal food in Japan outside JICA facilities. It is recommended to bring enough Halal food if necessary.
7. The short trip out of main accommodation will be prepared in this course. Participants are recommended to bring small bag and walkable shoes.

VI. ANNEX:

Financial and Technical Support for SME Promotion (B) Inception Report

Please answer the following questions. This report must be type written in English in less than 3 pages.

***Submit this form with your Application Form**

Country : _____

Name : _____

Questions

Q1	Your organization structure, your position and number of employees. (If you have an organization chart, please attach it)		
Q2	What are the three key industries in your country? What is the industry your country wants to develop?		
Q3	Definition of SME (indicate the source of information) in your country		
Q4	What are the main problems that SMEs are currently facing in your country?		
Q5	In your opinion, what kind of policies/measures are needed to solve the problems of SMEs in your country?		
Q6	How does your organization, especially your division (or department) , support SMEs? Do you often talk with SMEs on business?		
Q7	Are you (or have ever been) involved in financial support for SMEs? If yes, please indicate your duty briefly.	Yes	No
Q8	Are you (or have ever been) involved in technical support for SMEs? If yes, please indicate your duty briefly.	Yes	No

Financial and Technical Support for SME Promotion (B) Pre-Study Report

Submission Due Date: September 29th 2014

Pre-study reports consist of 2 parts; Part1:Pre-Study Report (assignments written on this page) and Part2: Country situation matrix (attached excel form).

During the training program, participants are required to make presentation based on this Pre-Study Report.

Country : _____

Name : _____

Part 1

- 1. Visit to SMEs** (The report should be made in PowerPoint in less than 10 pages.)
You are requested to visit SMEs (at least **3** companies) in your country, talk with the manager(s) and make research before attending this course. Any kinds of industries/SMEs are accepted.

The report should include the following information;

- * Company name
- * Person you talked with
- * Type of business (industry)
- * Company size (capital, number of employees, sales amount, etc.)
- * Any problem that company faces
- * Your opinion about what to do to solve their problems
- * Any support from government they are receiving / expectation to government
- * Photos (company building/factory, product, etc.)

- 2. Meeting with ex-participants of 2011-2013** (The report should be made in less than 2 pages by Powerpoint)

(If there are no participants from your country before, you do not need to write this section.)

Please ask JICA office in your country for the contact information of the ex-participants)

Questions to ask the ex-participants

- * Name and organization of the ex-participants
- * Progress of ex-participants' action plan (if there are no/little progress, please explain the reason)
- * Ex-participant's advice for you on joining this year's program.

**Please also fill in the Part 2: Country situation matrix (attached form)*

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 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