



# DCED 2023/2024 Annual Meeting Member Updates

**JICA**

(Japan International Cooperation Agency)

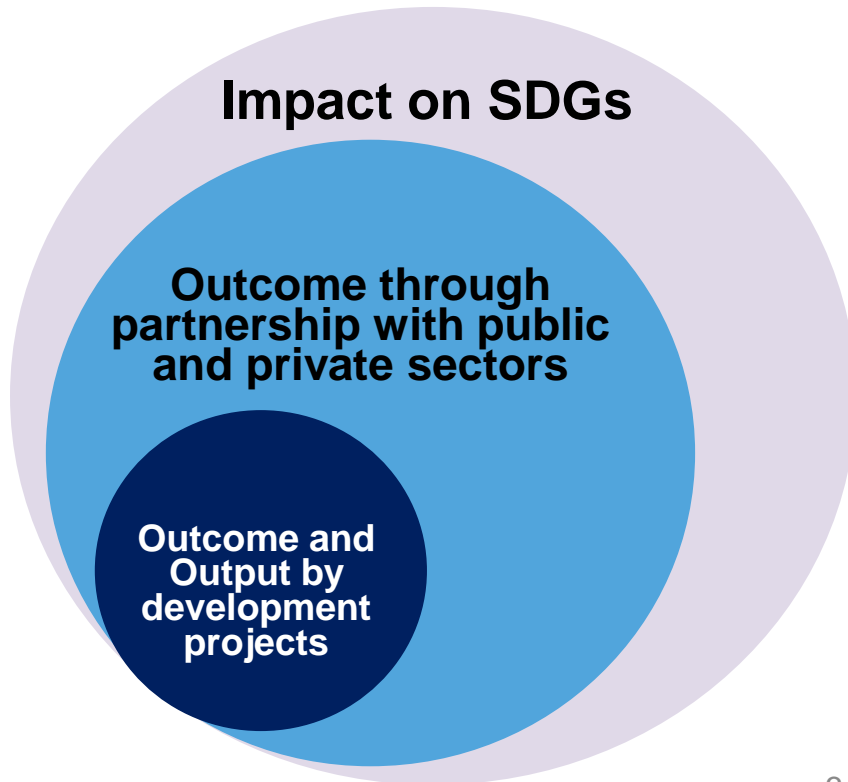
22 June 2023 @Geneva

1. "Global Agenda" and "Cluster Strategies"
2. Priorities of PSD in Detail
  - (1) Promotion of Investment and Industries in Asia
  - (2) Africa Kaizen Initiative
  - (3) Support for Entrepreneurs to Create Business Innovation
3. Other activities related to PSD

# 1. “Global Agenda” and “Clusters”



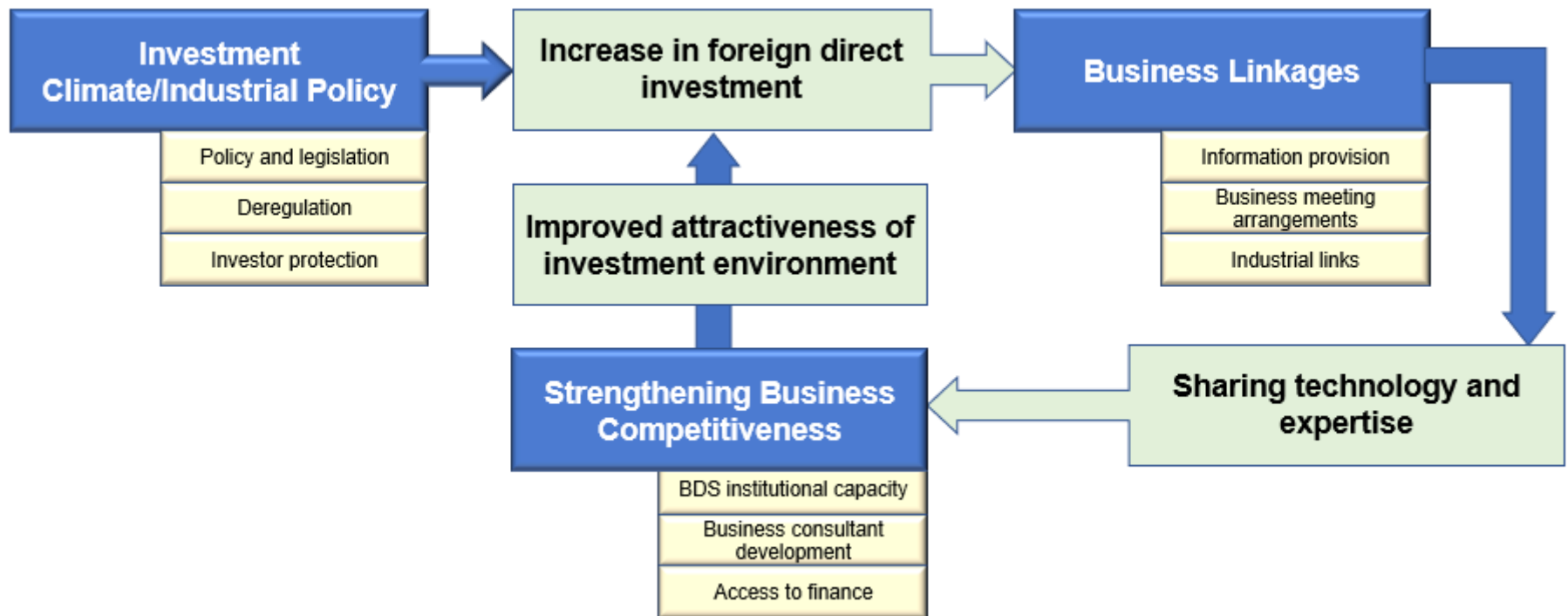
# 1. “Global Agenda” and “Cluster Strategy”



### 【Purpose】

To **develop growth-driving industries** in the country through the combined approaches; Investment Climate/Industrial Policy, Business Linkages and Business Competitiveness.

### 【Scenario】



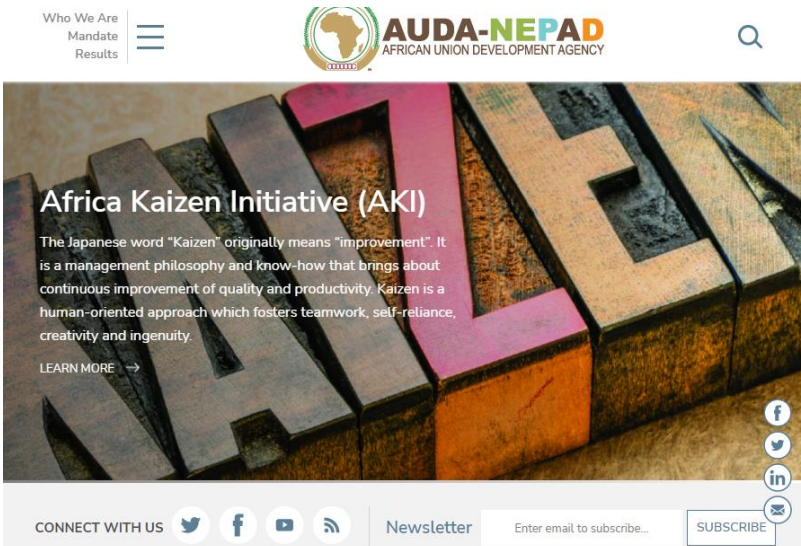
### 【KPI by 2030】

- Increase in the number of **policy dialogues** on FDI.
- Implementation of national industrial policy specifying priority industries.
- Trained industrial human resources reach **80,000 (target value: 50% female participation)**.
- Number of industrial **human resources development programs** and the impacts.
- **300 business linkages** between developed countries and local companies.


### 【Platform Activities】

- Dissemination through capacity building programs
- **Knowledge sharing/generation through DCED**
- Research studies at JICA Sadako Ogata Institute of Peace and Development: **Studies on Japan's experience with industrial development and development cooperation**
- Expanding partnerships with private sector, Japan Center and other related BDS and networking organizations in Japan

- Purpose is **to improve the competitiveness of African enterprises** by establishing a mechanism for developing and spreading Kaizen approach
- **Foundation of AKI** is a collaborative initiative with AUDA-NEPAD and JICA based on the Memorandum of agreement (MOA) from 2017 to 2027
- It functions as **“a Regional or Global Platform”** to promote Kaizen approach with various partners with ownership of African countries



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Mandate  
Results





 **AUDA-NEPAD**  
AFRICAN UNION DEVELOPMENT AGENCY

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### Africa Kaizen Initiative (AKI)

The Japanese word “Kaizen” originally means “improvement”. It is a management philosophy and know-how that brings about continuous improvement of quality and productivity. Kaizen is a human-oriented approach which fosters teamwork, self-reliance, creativity and ingenuity.

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### 【KPI by 2030】

- **8,500 enterprises** practicing Kaizen approach (MSMEs and Large)
- **Number of countries** where kaizen approach is implemented increases to **23** (increase of 1-2/year from baseline 16)
- **Productivity** of enterprises practicing Kaizen approach will increase by **30%**
- **Profitability** of enterprises practicing Kaizen approach will increase by **XX%**

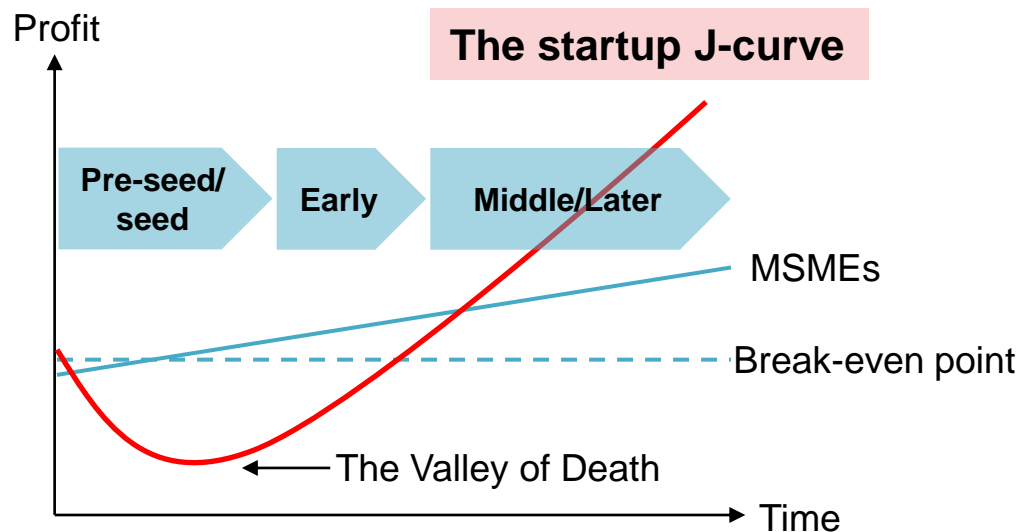
### 【Platform Activities】

- ✓ Annual Conference, Annual Kaizen Award
- ✓ Research & impact evaluation on effectiveness of Kaizen
- ✓ Knowledge sharing in forum/ symposium
- ✓ Standardized curriculum for Kaizen training
- ✓ Collaboration with development partners (ILO, UNIDO, USAID, AU, etc.)



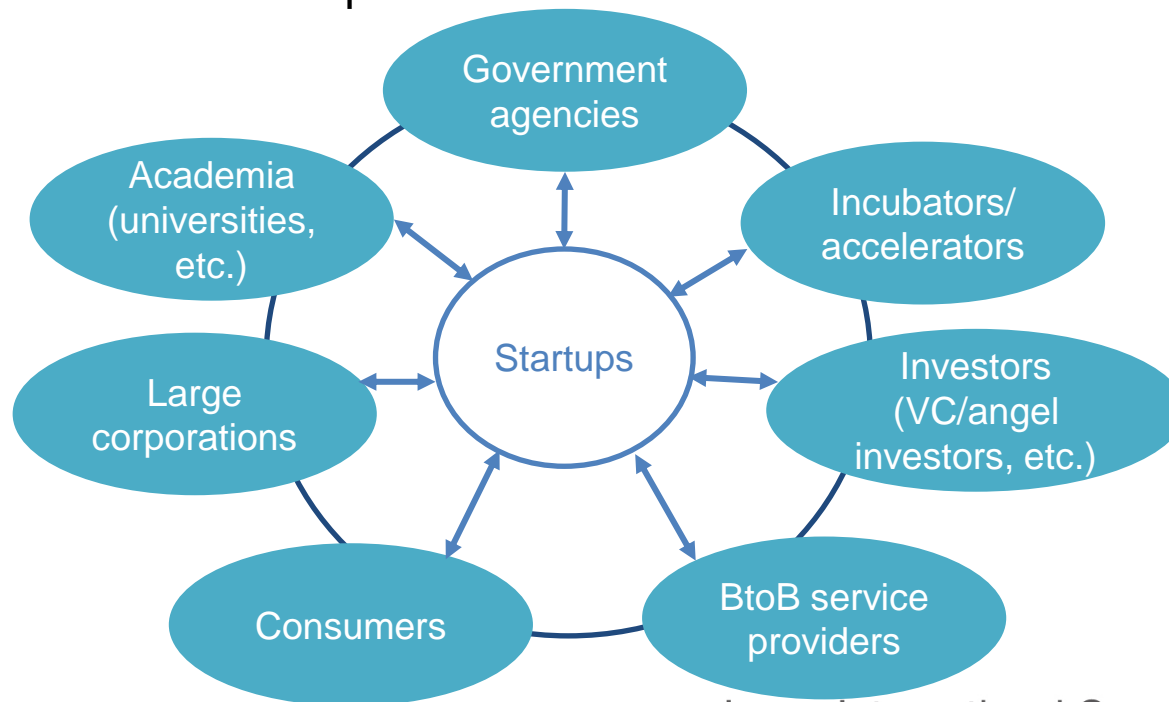
### 【How JICA defines **startup**】

- Startups encourage **innovation** with their products or business models that do not yet exist.
- They aim to **solve problems** such as deficiencies in existing goods and services or social problems.
- They are typically associated with a high risk of failure, but also with **rapid growth**.
- Young startups typically experience a cash flow crunch in the first 2-3 years of their business (the Valley of Death). After surviving the Valley, they quickly become cash flow positive, which draws the **J-curve** as shown below;



### 【How JICA defines **the startup ecosystem**】

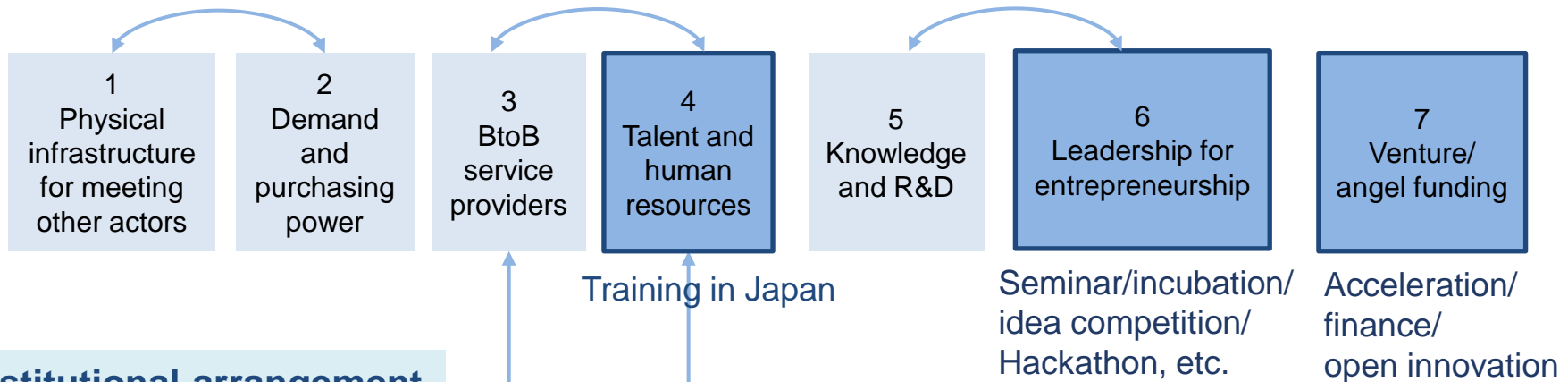
- The startup ecosystem refers to the local entrepreneurial environment surrounding startups.
- Within the startup ecosystem, startups build and grow their business with financial and human support from other actors with resources.
- JICA will support development of startup ecosystem in developing countries rather than individual startup.



## 2(3)Support for Enhancement of Startup Ecosystem to Create Business Innovation (Next Innovation with Japan; NINJA)

NINJA will develop 5 out of the 10 elements that make up the startup ecosystem.

### Necessary resources



Major source;  
Eric Stam and Andrew van de Ven  
(2021) "Entrepreneurial ecosystem elements"

### 【KPI by 2030】

- The number of **countries/cities** developed to **Later Growing stage** is **3**.
- The number of **Series A** companies reaches **150**.
- The number of **Start-up** companies reaches **3,000**.
- The number of **High-growth startups** (e.g., 20% increase in sales for three consecutive years) **increase**. \*If Follow-up surveys possible.

### 【Platform Activities】

- ✓ **Research/ symposium** to deepen the development scenario and KPIs with academia and donors
- ✓ **Joint programs**
- ✓ Collaboration on Knowledge Co-Creation Programs
- ✓ Platform on LinkedIn group (supported Startups, donors, VCs, private companies which seek to match with startups)

**Our entrepreneurship support can be more gender-friendly!**

### A NINJA-GSB collaboration

#### **Gender Smart Business (GSB)**

aims to economically empower women and promote women's participation in all facets of society.

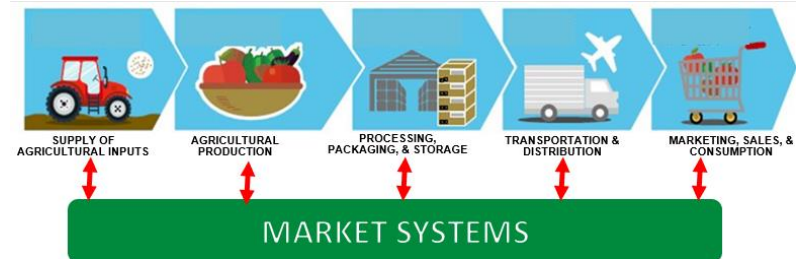
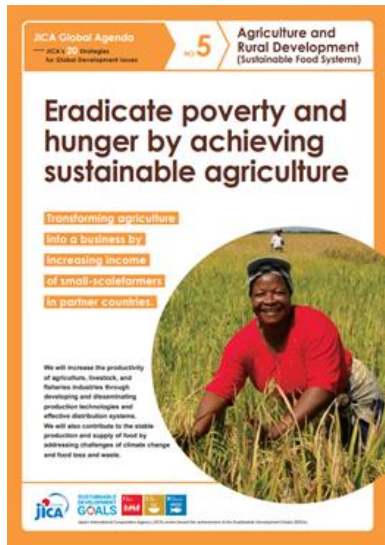
#### **Female Entrepreneurship Support Programs**

A gender lens checklist is now being developed to make NINJA and other entrepreneurship support more gender-friendly. The checklist is expected to be used by JICA and its partners to assess whether their entrepreneurship support programmes pay sufficient attention to gender equality.



## Draft Cluster Strategy for Food Value Chain Development in progress

- ◆ JICA is pursuing formulation of 20 thematic development strategy documents, called “JICA’s Global Agenda”. Agricultural and Rural Development is one of the themes.
- ◆ In this agenda, five important approaches are highlighted as Cluster Strategies. Among them, “**Food Value Chain Development**” cluster has significant affinity for MSD.



- ◆ JICA conducted a comprehensive review on Food Value Chain Development Cooperation (Dec 2022-Mar 2023).

- More than 100 completed and on-going projects of various schemes were reviewed.
- 15 typical projects were selected for more detailed analysis research including interviews with stakeholders.
- Project essences, valuable findings and lessons, required considerations, etc. were extracted.
- They are references for conceptualizing JICA’s FVC approach and scrutinizing Cluster Paper, which will be formulated soon and be used to formulate, conduct and review **FVC-related projects with bigger impacts.**

Review



Ex-  
traction



### Completed & On-going FVC Projects



### SDGs Business Support Program

- Japanese private sector possess **technological and human resources** in various fields that may assist in **fulfilling societal needs** and have a positive impact on the social welfare of the partner countries.
- JICA established a department to contribute to solving development issues in collaboration with Japanese private companies in **2012**.
- JICA invites proposals from **Japanese enterprises** and collaborate with the proponents who have submitted successful proposals.

#### Achievements to date

- In the 13 years since the start of the Program, **1,448** projects (including **1,117 small and medium-sized enterprises**) have been adopted (companies in **all Prefectures in Japan** have joined the Program)

**Thank you for your kind attention!!**

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