



Knowledge Co-Creation Program (Group & Region Focus)

GENERAL INFORMATION ON

**Local Industry Development in Agricultural Regions by
Strengthening Capacity of Management and Marketing (B)**

**課題別研修「農業地域における経営力、
マーケティング強化による地場産業振興(B)」**

JFY 2017

NO. J17-04095 / ID. 1784715

Course Period in Japan: From January 8th, 2018 to February 10th, 2018

This information pertains to one of the JICA Knowledge Co-Creation Program (Group & Region Focus) 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.

'JICA Knowledge Co-Creation Program (KCCP)' as a New Start

In the Development Cooperation Charter which was released from the Japanese Cabinet on February 2015, it is clearly pointed out that *"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."* We believe that this 'Knowledge Co-Creation Program' will serve as a center of mutual learning process.

I. Concept

Background

Due to the economic growth, the inequality of incomes between the rural and urban areas is widely spreading in developing countries. To increase the income in rural areas, you should concern about “the needs” in urban areas and produce products which meet the needs.

To promote rural communities, “One Village, One Product” projects have been implemented in many countries. Through these projects, various products have been found out in several rural areas. Most of them, unfortunately, have not been sold well. One of the main reasons is a lack of strategies of regional industries and marketing knowledge and skills. Even some products sold well, have not led to income increase due to the insufficiency of management knowledge and skills.

This program aims to ensure the capacity development of central and local governments and personnel who pertain to rural development from aspects of its management and marketing skills in agricultural regions.

For what?

This program aims to make a practical implementation plan under the theoretical management and marketing strategy in order to promote local industries in an agricultural and food sector.

For whom?

This program is offered to personal concerned of central and local government, non-governmental organizations (NGOs), chambers of commerce and agricultural cooperatives who are pertaining to rural development and promotion of small scale industries and managers of agriculture or food related companies.

How?

The course participants shall have opportunities in Japan to identify approaches and methods to ensure marketing skills, enhance management of small and medium size companies (SME's). In addition to that, you have opportunities to learn how to design industrial clusters utilizing regional strengths. Participants will formulate an action plan describing what the participant will do after they go back to home country putting the knowledge and ideas acquired and discussed in Japan into their on-going activities.

II. Description

1. **Title (J-No.): Local Industry Development in Agricultural Regions by Strengthening Capacity of Management and Marketing (B) (J1704095)**

2. **Course Period in JAPAN**

January 8th, 2018 to February 10th, 2018

3. **Target Regions or Countries**

Albania, Armenia, Kosovo, Georgia, Bosnia and Herzegovina, Former Yugoslav Republic of Macedonia, South Africa, Algeria, Malaysia, Viet Nam, Myanmar, Laos, Cambodia, Philippines, Jamaica, Iraq, Turkey, Colombia, Peru and Mongolia

4. **Eligible / Target Organization**

This program is designed for Central and local government administrations dealing with rural development or small and medium-sized enterprise promotion, the staff of Chambers of Commerce, non-governmental organizations (NGOs), leaders of agricultural cooperatives and managers of food related companies.

5. **Course Capacity (Upper Limit of Participants)**

20 participants

6. **Language to be used in this program:** English

7. **Course Objective:**

Practical local industry promotion strategy to increase revenue is set up in the countries of the course participants.

8. **Overall Goal**

Creation of job opportunities and development of the local economy in agricultural regions using utilization of local resources and support of local industries are commenced.

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	
(December 2017 to January 2018)	
<i>Participating organizations are required to prepare the Program in the respective country.</i>	
Expected Module Output	Activities
Inception report is formulated	Formulation and submission of Inception Report

(2) Core Phase in Japan	
(January 8th, 2018 to February 10th, 2018)	
<i>Participants are dispatched by the organizations to attend the Program implemented in</i>	

<i>Japan.</i>		
Expected Module Output	Subjects/Agendas	Methodology
To understand policies for rural development by promoting/assisting small and medium-sized enterprises.	(1) Obihiro city rural development policy, "Food Valley" Initiative.	Lecture and Exercise
	(2) SMEs support policies and programs (National level & regional level)	Lecture and Exercise
	(3) Project of Obihiro University of Agriculture & Veterinary Medicine Human resources development	Lecture Observation and Exercise
	(4) Competitive strategies of nations and regions	Lecture Observation and Exercise
To understand the concept of management for small and medium size enterprises (SME's)	(1) Corporate and business strategies	Lecture Observation and Exercise
	(2) Managerial accounting and financial accounting basics.	Lecture Observation and Exercise
	(3) Operation and organization management (5S, Kaizen).	Lecture Observation and Exercise
To understand marketing strategies to promote agricultural products and processed foods.	(1) Understand marketing basics	Lecture
	(2) Analysis of marketing opportunities	Lecture and Exercise
	(3) Product development (OVOP, local resource utilization)	Lecture and Exercise
To understand the teaching method of management and marketing	Participant-centered learning (Organizational learning), Case method learning	Lecture and Exercise
Action plan (Final report) on promotion for rural industries.	(1) Project Management (2) Best practices of participant's countries (3) Action Plan guidance (4) Presentation of Action Plan	Workshop Consultation Presentation

*** To learn effectively and practically, we advise you to write a reflective diary (called "Lesson Memo.") and do a daily assignment in the program in Japan. We welcome highly motivated participants to learn in Japan and implement what you learned in your countries.**

<Structure of the program>

1. Preliminary phase (activities in your home country):
Preparation of the inception report.
Collect data and pictures for the Best Practice Exchange.*
*detail is written on page 14
2. Core Phase (activities in Japan):

Topic outline (preliminary and subject to change)

1st week

- (1) Inception report presentation from participating countries
- (2) Case Method Learning (Organizational learning)
- (3) Outline of Agriculture in Japan and Hokkaido Prefecture

2nd week

Lectures, exercises and site visits in Obihiro-city, Japan.

- (1) Workshop (Business Game) Management Basic (The concept of management)
- (2) Lecture & Exercise-Marketing basic 1 (Marketing basics)
- (3) Lecture & Exercise-Marketing basic 2 (Applied Marketing)
- (4) Workshop-Marketing 3 (Product development)
- (4) Lecture & Exercise-Business strategy 1 (Corporate strategy-Vision, Mission, Value)
- (5) Lecture & Exercise-Business strategy 2 (Strategic Analysis – Strategist toolkit)
- (6) Lecture & Exercise-Business strategy 3 (Competitive strategies of nation & regions)
- (7) Lecture & Exercise-Accounting1 (Bookkeeping & Managerial Accounting)
- (8) Lecture & Exercise-Accounting 2 (Financial accounting basics)
- (9) Obihiro University of Agriculture & Medicine (Human resource development for SMEs in a rural area.)

3rd week

- (1) Lecture & Exercise-Operation Management (5S and Kaizen)
- (2) Visit & Discussion I-Operation management case, an agricultural machinery company (Toyo agricultural machinery company)
- (3) Visit & Discussion II-Finance case, an Agri-café (K's farm)
- (4) Visit & Discussion III-Marketing case, local bakery chain (Masuya)
- (5) Visit & Discussion IV –OVOP case
- (6) Making Business Plan – Lecture and discussion of ideas of business plan

4th week

- (1) Best Practice Exchange (Presentation & Discussion: Best regional promotional practices of participant's countries)
- (2) Lecture & Workshop- Project Management
- (3) Obihiro city's policies for rural development ("Food Valley," the agricultural cluster.)

5th week

- (1) Presentation of interim report (Each participant makes the action plan (interim report) and gives presentation)
- (2) Preparation of interim report

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 project for those specific purposes.
- (2) This program is enriched with contents and facilitation schemes specially developed in collaboration with relevant prominent organizations in Japan. These special features enable the project to meet specific requirements of applying organizations and effectively facilitate them toward solutions for the 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 results achieved by their participants in Japan by carrying out their Action plan.

2. Nominee Qualifications:

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

(1) Essential Qualifications

- 1) Current Duties: be an middle-level executive official/manager in administration, planning and implementation of central and local government, non-governmental organizations (NGOs), chambers of commerce and agricultural cooperatives who are pertaining to rural development through promotion of small and medium enterprises (SMEs) and managers of private companies in agriculture or food related industries.
- 2) Experience in the relevant field: have more than 5 years' working experience in the field of rural development, preferably such as the promotion of "small and medium size enterprises" in agriculture area and "one village one product," as a middle-level executive official/manager
Have more than 3 years working experience in the present organization.
- 3) Educational Background: be a graduate of University
- 4) Language: have a competent command of spoken and written English which is equal to TOEFL iBT 100, IELTS 7.0 or more (This workshop includes active participation in discussions, which requires high competence of English ability, especially in speaking. Please attach an official certificate for English ability such as TOEFL, IELTS, etc., if possible)

Please follow the level of language proficiency below when you fill in the

application form.

[Excellent] You can use English with ease and fluency. You are able to discuss in a wide range of topics related to the course subject with lecturers and other participants, and facilitate a group discussion.

[Good] You can express the detail of your duties and your ideas in English, and take an active part in discussions.

[Fair] You can communicate and understand English in a range of course subjects, and able to participate in the discussions.

[Poor] You can communicate and understand English in a range of everyday situation.

5) Computer literacy: basic computer skill is essential to make report and presentation. (Word, PowerPoint, and Excel)

6) Health: must be in good health, both physically and mentally, to participate in the Program in Japan. Pregnant applicants are not recommended to apply due to the potential risk of health and life issues of mother and fetus.

(2) Recommendable Qualifications

Age: between the ages of twenty-seven (27) and fifty (50) years

3. Required Documents for Application

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

(2) Photocopy of passport: to be submitted 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.

*Photocopy should include the followings:

Name, Date of Birth, Nationality, Sex, Passport number and Expire date.

(3) 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)

(4) Inception Report: to be submitted with the Application Form. Detailed information is provided in "*VI. ANNEX*".

4. Procedures 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 November 1st, 2017**)

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

(3) Notice of Acceptance

Notification of results will be made by the JICA office (or the Embassy of Japan) **not later than December 8th, 2017**.

5. 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.
- (8)** To observe the rules and regulations of the accommodation and not to change the accommodation designated by JICA.

IV. Administrative Arrangements

1. Organizer:

(1) **Name:** JICA Hokkaido International Center (Obihiro)

(2) **Contact:** Ms. YAMAZAKI Mitsumi (jicaobic@jica.go.jp)

2. Implementing Partner:

(1) **Name:** Insight-Management company Limited and Obihiro University of Agriculture and Veterinary Medicine.

(2) **Contact:** Mr. Shinichi Tsuboi

(3) **URL:** <http://www.insight-m.com>

(4) **Remark:** Insight Management is a management consulting and education company. It has a strong presence in rural development in Hokkaido, Japan. Insight Management also has experience in international business development for small and medium size enterprises (SME's). It works with various governmental organizations, JICA, Ministry of Economy and Industry, and local governments.

Entrusted by JICA, Insight Management has trained various countries participants, such as Asia, East Europe, Middle East, and Africa in management fields.

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 Hokkaido International Center (Obihiro)

Address: 1-2, Minami 6-choume, Nishi 20-jo, Obihiro City 080-2470, Japan

TEL: 81-155-35-2001 FAX: 81-155-35-2213

(where "81" is the country code for Japan, and "155" is the local area code)

If there is no vacancy at JICA (Obihiro), JICA will arrange alternative accommodations for the participants. Please refer to facility guide of OBIC at its URL, <http://www.jica.go.jp/english/contact/pdf/obic.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 “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 Japanese Embassy), to provide participants with details on travel to Japan, conditions of the course, and other matters.

V. Other Information

1. Participants who have successfully completed the program will be awarded a certificate by JICA.
2. **Courtesy call to Obihiro city & Ceremony**
The program includes a courtesy call to Obihiro city and some ceremonies, for which it is recommended to bring appropriate clothes.
3. **School visit**
For the purpose of the promotion of international cultural exchange, this training program includes a school visit to Japanese local elementary or junior high schools. All the participants are requested to take part in this exchange program. To introduce your country, it is advisable for participants to bring some
 - (1) musical instruments, and/or popular music CDs,
 - (2) crafts,
 - (3) photos of foods, clothes, housings, and families of participants (digital data are preferable) and so on.There are also some cases to introduce their country’s dances and games.
4. **Notes for belongings**
The program requires that **participants bring a personal computer for use in lecture and USB memory.**
5. **Medical history**
In case you have or have had malaria, you are kindly requested to bring the medicine for malaria with you because it is quite difficult to obtain it in Japan.

6. Climate

Obihiro

		Winter		Spring			Summer			Autumn		Winter	
		Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
Temperature(°C)	Maximum	-1.9	-0.6	4.0	11.9	17.6	20.8	23.5	25.2	21.5	15.6	8.0	1.1
	Average	-7.5	-6.2	-1.0	5.8	11.1	14.8	18.3	20.2	16.3	10.0	3.2	-3.7
	Minimum	-13.7	-12.6	-6.0	0.6	5.7	10.3	14.5	16.4	12.1	4.8	-1.5	-8.9
Humidity(%)		70	68	66	66	69	79	83	82	79	73	68	68
Precipitation (mm)		42.8	24.9	42.4	58.9	81.0	75.5	106.4	139.1	138.1	75.0	57.6	46.1

(Japan Meteorological Agency 1981-2010 in average)

7. Items to be lent to participants by JICA

JICA provides participants with the following necessary items during the training period;

- 1) winter boots
- 2) warm jackets

*Therefore, participants don't need to take own items above.

8. Currency Exchange

Participants are advised to exchange local currency to Japanese currency on your arrival in Narita (Haneda) airport if it is needed, since there is not enough time for currency exchange during the program.

VI. ANNEX:

Local Industry Development in Agricultural Regions by Strengthening Capacity of Management and Marketing (JFY 2017)

Inception Report

Participants are requested to prepare the Inception Report on the following issues and submit it to the respective country's JICA Office with Application. The report should be typewritten in English on A4 size paper (21 cm x 29.5 cm) in single spacing at a maximum of 5 pages.

NOTE:

(1) **Presentation:** Participants in this course are requested to present their inception report for 10 minutes per person at the beginning of the course program.

a) The purpose of presentation:

The purpose of presentations is to identify "the regional or national business opportunities." Please explain the strengths and opportunities of SMEs or farmers organizations in your region or country

b) SWOT Analysis

Please fill out the following table and attach to your inception report from 4 viewpoints in the charts on the current your regional situation.

c) Proposal the possible strategies

From the above SWOT analysis, please propose some possible strategies to enhance "strengths" of your regional or national industries.

(2) Agenda of presentation

1. Background information

A. Country and Region overview:		
	(1)	Basic information about agriculture and food industry in your country with photographs
	(2)	Basic information about agriculture and food industry in the region where you are in charge.
B. Problem Analysis		
	(1)	Identify the strengths of agriculture and food industry in your country
	(2)	Identify the strengths of agriculture and food industry in the region where you are in charge
	(3)	If you are from a project of international cooperation, please explain the activities of the project.

2. Topics for discussion: (please prepare your report on all of the following four topics)

Analysis of current situation:

SWOT Analysis of your region of agriculture and food industry

S (internal strengths) of your region	W (internal weaknesses) of your region
O (external opportunities) for your region	T (external threats) of your region

Notes;

“External opportunity” in the above means that favorable factors in your region or country in relations with outer circumstances, such as the growth of population, easy access to a market and so on.

3. Proposal for the possible strategies

Please indicate the possible strategies which your organization will be able to implement.

4. Best practices to promote local industries

Please list up best practices or effective programs or projects to promote local

industries which have done in your region or country.
Please just write down the names of programs or projects.
In detail, you will deliver a presentation in the middle of our course at the “Best practice exchange” session.

Best Practice Exchange

In the middle of the course, there is an opportunity to exchange the best practices of all participants countries.

“Best Practice” means the best promotion policy or program for SMEs or farmers organizations in your country.

This is one of the highlights of this course.

Every time, we have around 20 participants all over the world (Africa, Middle East, Eastern Europe, Asia and South America.). We have realized that almost all countries have similar problems however they have different approaches and different solutions, therefore, exchanging the effective policies and program is a beneficial activity for all participants.

To implement your presentation smoothly, please bring information about the best policy or program to support SMEs and farmers. The information should include statistical data, result and pictures or photographs.

Interim Report (Action Plan)

At the end of the program in Japan, you will make your action plan utilizing your experience and knowledge of the course. Also, you should make a presentation about your action plan.

The purpose of the action plan: Through this training course, you will obtain various information, knowledge, and experiences. Utilizing all of them, you should demonstrate your understanding and formulate a project to improve your regional industries. This action plan should be an effective and feasible project to improve the situation of SMEs and farmers in your responsible region. To make your action plan, you should bring all related information about the situation of SMEs and farmers and policies of your country, your region, and your organization.

To make good reports and presentations, we recommend you to bring statistical data related reports, photographs, and other related materials.

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 socio-economic 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 inquiries and further information, please contact the JICA office or the Embassy of Japan. Further, address correspondence to:

JICA Hokkaido International Center (Obihiro)

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E-mail: jicaobic@jica.go.jp

Website: www.jica.go.jp/english/